



Our reporting suite



This integrated report is our primary report. It is supplemented with online disclosures including our financial statements, risk management report and special interest fact sheets (Citizenship, King III and Broad-Based Black Economic Empowerment (BBBEE) for our South African operations) as well as various documents published as part of our annual results announcement on 1 March 2016.

The full suite of reports is available on our corporate website barclaysafrica.com and at our interactive report website barclaysafrica2015ar.co.za.

Report	Reporting frameworks	Assurance
2015 Integrated Report		
Our primary report for communicating with our shareholders and other stakeholders	<ul style="list-style-type: none"> ○ International Integrated Reporting Council's (IIRC) <IR> Framework ○ South African Companies Act, No 71 of 2008, as amended (Companies Act) ○ JSE Listings Requirements ○ King Code of Corporate Governance for South Africa (King III) 	<ul style="list-style-type: none"> ○ Internal controls and management assurance ○ Compliance and internal audit reviews ○ External audit opinion on financial information and external assurance on selected key performance indicators ○ Board approval assisted by the Disclosure Committee (Group Audit and Compliance Committee sub-committee)
Financial statements and risk management report		
<ul style="list-style-type: none"> ○ Consolidated and separate financial statements including the directors' report, external audit report and the report from our Group Audit and Compliance Committee ○ Risk and capital management report 	<ul style="list-style-type: none"> ○ International Financial Reporting Standards (IFRS) ○ Companies Act ○ Banks Act, No 94 of 1990 ○ JSE Listings Requirements ○ King III 	<ul style="list-style-type: none"> ○ Internal controls and management assurance ○ Compliance and internal audit reviews ○ Governance oversight by our Board assisted by our Group Audit and Group Risk and Capital Management Committee ○ External audit opinion (the complete opinion statement can be found in the consolidated and separate financial statements)
Supplementary fact sheets		
<ul style="list-style-type: none"> ○ Citizenship (with environment disclosures) ○ BBBEE (South Africa) ○ King III ○ Global Reporting Initiative (GRI) 	<ul style="list-style-type: none"> ○ IIRC's <IR> Framework ○ King III ○ Global Reporting Initiatives (GRI) G4 guidelines 	<ul style="list-style-type: none"> ○ Internal controls and management assurance ○ Compliance and internal audit reviews ○ Governance oversight by our Board assisted primarily by our Social and Ethics and Disclosure Committee ○ External assurance conclusion on selected indicators (the complete assurance statement including the scope of work and conclusions is available online) ○ BBBEE is independently verified by the National Empowerment Rating Agency (NERA) (our BEE verification certificate can be found at absa.co.za)
Other reports		
<ul style="list-style-type: none"> ○ 2015 Financial results booklet ○ SENS announcement 	<ul style="list-style-type: none"> ○ IFRS ○ Companies Act 	<ul style="list-style-type: none"> ○ Internal controls and management assurance ○ Compliance and internal audit reviews ○ Governance oversight by our Board assisted by our Group Audit and Compliance and Risk and Capital Management Committees ○ External audit review

Disclaimer

Certain statements (words such as 'anticipates', 'estimates', 'expects', 'projects', 'believes', 'intends', 'plans', 'may', 'will' and 'should') and similar expressions in this document are forward-looking. These relate to, among other things, the plans, objectives, goals, strategies, future operations and performance of Barclays Africa Group Limited and our subsidiaries. These statements are not guarantees of future operating, financial or other results and involve certain risks, uncertainties and assumptions and so actual results and outcomes may differ materially from those expressed or implied by such statements. We make no express or implied representation or warranty that the results we anticipated by such forward-looking statements will be achieved. These statements represent one of many possible scenarios and should not be viewed as the most likely or standard scenario. We are not obligated to update the historical information or forward-looking statements in this document.



Our reporting approach

Our Integrated Report is our primary report for communicating with all stakeholders.

This section provides an overview of our reporting approach, giving insight into the scope and boundaries of our report including our process to determine material matters, a reflection on the six capitals as defined in the International Integrated Reporting Council's <IR> Framework, our independent assurance and the Board's approval.

The reader is referred to additional information within the report or online.

Barclays Africa 2015 Integrated Report

Our 2015 Integrated Report is our primary report for communicating with all our stakeholders and covers the reporting period 1 January to 31 December 2015. It is supplemented with online disclosures, including our financial statements, our risk management report and special interest fact sheets (Citizenship, King III and Broad-Based Black Economic Empowerment).

This report focuses on our material matters and takes the operating environment, current performance and stakeholder feedback into account. Our executive management and Board deem these matters to be those that have the ability to influence our financial performance, our reputation or to impact on our licence to operate.

Assisted by our Disclosure Committee, our Board accepts ultimate responsibility for overseeing the integrity and completeness of this integrated report. Having applied their collective minds to the preparation and presentation of this report, the directors have concluded that it is presented in accordance with the IIRC's <IR> Framework. We believe this report shows we are creating sustainable value and prosperity for stakeholders.

There are a number of other reporting frameworks such as the GRI's G4 guidelines which are considered in our disclosures. We provide a GRI index online as a resource for stakeholders seeking sustainability-related information.

As a South African company listed on the Johannesburg Stock Exchange (JSE), our primary focus in this report is on South African regulatory reporting requirements. These include the Companies Act, the Banks Act, No 94 of 1990, the JSE Listings Requirements and King III.

While we endeavour to include all our operations in our disclosures, where data on metrics disclosed in the Balanced Scorecard are not yet available, this is indicated in the footnotes of the section. Note 49.3 of the financial statements provides a list of material subsidiaries and consolidated structured entities within our financial disclosures. Until 1 March 2016, we had management responsibility for Barclays Bank PLC operations in Egypt and Zimbabwe, however these do not form part of our disclosures.

We use a combination of internal controls, management assurance and compliance and internal audit reviews to ensure the accuracy of our reporting. We also contract a number of independent service providers to assess and assure various aspects of the business operations, including elements of external reporting.

PricewaterhouseCoopers Inc. (PwC) and Ernst & Young Inc. (EY) have:

- audited the Group's financial statements. The auditors issued an unmodified opinion on these financial statements which are prepared in accordance with IFRS; and
- provided limited assurance over selected key performance indicators set out in the Balanced Scorecard section of this report (marked with an ^{LA}). As our reporting matures, we continue to expand this scope and in 2015 included an additional two metrics (Reportable training spend Rest of Africa and Conduct Risk College training). The auditors expressed an unmodified conclusion on this information.

The National Empowerment Rating Agency (NERA) has verified our broad-based black economic empowerment performance for the South African operations, confirming a Level 3 rating.

This report contains certain statements that relate to future operations and performance of the Group. These statements are not guarantees of future operating, financial or other results and involve uncertainty as they rely on future circumstances, some of which are beyond our control, and so actual results and outcomes may differ.

The Board has noted Barclays PLC's intention to sell down its 62.3% shareholding in Barclays Africa and we will, over the coming months, work with Barclays PLC and the South African Reserve Bank (as our primary regulator) to ensure the sell-down is conducted in a manner which safeguards the interests of shareholders, customers and clients, colleagues and all stakeholders across the African continent.

Readers should exercise caution when interpreting any forward-looking statements.

The Board approved this report on 22 March 2016.

Wendy Lucas-Bull
Group Chairman

Maria Ramos
Chief Executive Officer

Identifying our material matters

We consider a matter to be material when it has, or could have, the ability to influence our financial performance, our reputation, or impact on our licence to operate.

We follow a three-step process to determine which matters we believe materially impact our ability to create value and on which we report. The diagram below depicts the ongoing and often complex process.

1. Identify and assess

Matters are brought to light in a number of ways:

- directly by stakeholders (such as regulatory change and customer insights through day-to-day engagement);
- through internal deliberations;
- through independent research; and
- by continuously monitoring the external environment for trends signalling opportunities and risks that could have an impact on our operations (page 20).

These are considered taking into account the influence of the stakeholder, its ability to influence our financial performance, our reputation, or impact on our licence to operate and the expected impact on the sustainability of the Group.



For further information on our stakeholder engagement, see our GRI fact sheet.

2. Prioritise

Using the lens of our Balanced Scorecard, we consider the key matters identified through Step 1 within the context of:

- our Purpose to help people achieve their ambitions in the right way;
- our Goal to be the financial services group of choice in Africa;
- the expected behaviours as informed by our Values and our code of conduct (the Barclays Way);
- our strategy, business model and the risks associated with our business model;
- the operating environment challenges and priorities (international, regional and local);
- our risk and capital management framework; and
- the opportunities and trade-offs of possible responses.

The outcomes of Step 2 are the material matters we consider most relevant to our sustainability.

3. Respond and monitor

Specific actions are identified to ensure we respond appropriately. These, along with the metrics against which we measure our progress, are incorporated in our Balanced Scorecard. Progress is monitored by our Executive Committee, Board and the various Board committees in accordance with their terms of reference.



These material matters and how we are responding are outlined on pages 22 and 23.

Our Balanced Scorecard reflects the six capitals

Our operations benefit from a number of key resources and stakeholder relationships. Through the execution of our business activities we increase, decrease or transform the six capitals as defined in the IIRC's <IR> Framework. The impacts of some are easy to identify, quantify, manage and measure, while other impacts are complex and require an active process for considering and managing trade-offs. We actively manage our business activities to optimum effect, always mindful of our impact on the communities in which we operate, and we measure our progress through our Balanced Scorecard. The table below provides a view of the six capitals, how they are applied to our business model and how they are managed through our Balanced Scorecard.

See our Balanced Scorecard reviews (page 27 – 41) for more information on how, through our businesses activities, we use and affect these capitals.

Financial	Human	Intellectual	Manufactured	Natural	Social and relationship
<ul style="list-style-type: none"> Capital and liquidity management capabilities Disciplined cost management Opportunities for investment and access to capital markets and financial services Credit rating strength Shareholder value Tax contributions 	<ul style="list-style-type: none"> Employees, their skills and competencies Effective leadership Performance management and reward structures Investment in employee learning and development Company culture to help people achieve their ambitions in the right way Specialised financial skills and expertise Ethical standards and good conduct practices 	<ul style="list-style-type: none"> Enterprise risk management framework IT capabilities – applying current technologies and developing new technologies Brand reputation Specialised financial skills and expertise Lending, investing and procurement practices 	<ul style="list-style-type: none"> Branches and call centres for customer service Data centres and support function premises Equipment and technology resources that enable service delivery, to defend against physical attacks and cyber risk 	<ul style="list-style-type: none"> Energy requirements (including electricity, gas and diesel) Paper and water consumption Environmental and social lending practices 	<ul style="list-style-type: none"> Dialogue and interaction with all stakeholders Civil society organisations and government partnerships to support wider employability initiatives Managing socio-environmental risks and opportunities Community investments, access to financial services and financial education Employee volunteerism

The six capitals are measured through our Balanced Scorecard below:

						
						
						
						
						