



# BMCE BANK OF AFRICA



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2015

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## CHAIRMAN'S MESSAGE



In 2015, the emphasis was on developing financing solutions for projects with positive social and environmental impacts. The Morocco Sustainable Energy Financing Facility (MorSEFF), established in partnership with the EBRD, AFD, EIB and KfW, was a great success, positioning its program as leading in the MENA region.

These achievements underline the fact that our industry is slowly embracing a new type of funding model aimed at generating a positive impact in economic and social terms, and for the environment and climate.

Africa is teeming with opportunities and potential which can be achieved if we manage to unleash its entrepreneurial energy and provide support to its entrepreneurs, to enable them to put their ideas into practice. Promoting African entrepreneurship is one of our highest aspirations. That is why we launched the inaugural African Entrepreneurship Award in 2015, with USD 1 million in prize money. More than 5,000 candidates from 54 African countries as well as members of the African diaspora participated. Prizes were awarded to 10 winners from among 34 finalists who shared the prize in the three different categories that are education, the environment and uncharted domain.

BMCE Bank of Africa, convinced about the financial sector crucial role in building a sustainable, positive and inclusive economy, has continued to reinforce its position as a leader in Responsible Finance over the past 15 years.

As a pioneer, the Bank was the first financial institution in Morocco to sign the United Nations Global Compact in 2016. In fact, the ten principles which underpin this major commitment to the environment, human rights, labour and anti-corruption are already an integral part of our day-to-day business.

Our Bank was selected by Vigeo, a non-financial rating agency, to be part of its EM-70 index which distinguishes 70 companies from 800 listed companies in 31 developing countries, which have achieved the highest ratings in social responsibility, environmental protection and corporate governance.

Promoting a culture of global citizenship fuelled by a spirit of open-mindedness, the Foundation has introduced Mandarin language learning in its MedersatCom network of rural schools. This is yet another example of our avant-garde approach to preparing our youth to meet the challenges of a new world.

A stylized, handwritten signature in white ink, appearing to read 'Othman Benjelloun'.

Othman Benjelloun  
Chairman and Chief Executive Officer



## BMCE BANK FOUNDATION

### **BOLSTERING EDUCATIONAL INITIATIVES within the Medersat.com network**

In 2015, a new education policy was adopted by Medersat.com schools consisting of standardising textbooks, implementing a new approach to teaching French, introducing the teaching of Maths and Natural Sciences in French, and implementing a standardised Tamazight textbook. Teachers were also encouraged to use ICT in lessons, training them in the latest teaching methods, especially in French and Tamazight. In addition, school timetables as well as space and classroom management were revised taking into account grade levels while respecting the time allotted to schooling.

### **PARTNERSHIP STRENGTHENED With the Ministry of Education**

To improve management of staff working in the Medersat.com school network, the Foundation implemented a new system of coordination with the HR department at the Ministry of National Education (MEN). As a result, an ongoing process of consultation and mutual assistance between the HR department and the Foundation was established, and the Foundation-MEN joint committee was given a new lease of life.

Similarly, the Ministry intervened on a number of specific occasions to ensure stability in the number of teachers working in network schools, particularly at the start of the academic year 2015-16.



### **ENCOURAGING AND UPGRADING The teaching body**

In 2015, training sessions were organised for teachers of French and Tamazight and coordination meetings for directors and educational supervisors.

A Merit Award was introduced to encourage teachers, administrative staff and educational supervisors working in Medersat.com schools. This is an educational and environmental distinction, awarded annually to the school with the best record.

This award primarily aims to foster healthy competition between schools and reward the efforts of the most deserving teams of teachers. Several schools have already submitted their candidacy for the Merit Award 2015-16.

### **BMCE BANK FOUNDATION A growing interest in other languages**

Tamazight textbooks were harmonised and revised for the 2015-2016 academic year. New information and communication technologies (NICT) were introduced that make use of digital resources in Tamazight, edited by the Royal Institute of Amazigh Culture (IRCAM). The schools now use the same textbooks but use different teaching methods for teaching Tamazight.

From 2017-18, the BMCE Bank Foundation aims to draw up a plan to teach Tamazight in all Medersat.com network schools.

The teaching of Mandarin Chinese was introduced to three Medersat.com network schools – Ouled Larbi School, Wahdana School in Nador and Bouskoura School in Nouaceur. This was the result of a collaborative partnership between the Foundation and the Chinese embassy in Morocco.





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## MEDERSAT.COM NETWORK Expansion and Renovation

**30 supervisory school visits carried out**

**1 new school opened**

**3 schools renovated in 2015**

**3 schools equipped with a next-generation solar photovoltaic system**

In 2015, Dr Leïla Mezian Benjeloun, the Foundation's Chairperson inaugurated a new Medersat.com school in Béni Chiguer in Nador, thereby strengthening the Foundation's schools network within the region. The inauguration ceremony was attended by BMCE Bank Group's Chairman and other dignitaries.

Similarly, in order to maintain the network of existing schools, more than 30 supervisory school visits were carried out on behalf of the Chair by the Medersat.com Programme's Director to ensure the proper functioning of schools, establish direct contact with teachers, make the Foundation's presence felt in schools, ensure that the new teaching methods were introduced into the schools network from 2015 and meet the needs of schools in terms of teaching materials and school equipment.

In addition, the Foundation continued to pursue its programme of renovation of school buildings, by renovating three schools, in addition to the 20 already completed.

The three schools renovated in 2015 were El Bouyed School, Ouled Belghali School in Taounate and Figuiç School.

## COMMITMENT REITERATED to environmental causes

The Foundation underlined its commitment to environmental causes by approving a programme to equip the three schools of Bouskoura, Béni Chiguer and Laazib, with a next-generation solar photovoltaic system.

In addition, in 2015, two Medersat.com schools – Al Manar School and El Mesqa School obtained the Eco-School label, selected from five candidates. There are now five network schools accredited by the Mohammed VI Foundation for the Environment – Begdour, Al Manar, El Mesqa, Laâzib and Tarmigte.

## PROMOTING CO-CURRICULAR ACTIVITIES Developing artistic awareness

In order to develop a sense of cultural and artistic awareness in pupils attending Medersat.com schools and extend the schools' outreach to the pupils' social environment, various co-curricular activities were organised in network schools with parental involvement.

In 2015, national and international days were celebrated in Medersat.com network schools in accordance with a list of such days sent by internal circular to all network schools.

One of the highlights of 2015 was the National Olympiads of Tifinagh, held 4-8 August 2015 in Tafraout, at which Medersat.Com pupils obtained the 3<sup>rd</sup> prize.

Medersat.com network pupils also participated in the ceremony to celebrate the 20<sup>th</sup> anniversary

of the founding of the BMCE Bank Foundation and the 50<sup>th</sup> anniversary of BMCE Bank with a show highlighting the various social initiatives undertaken by the BMCE Bank Foundation.

## PUPILS' RESULTS Highly satisfactory

For the 2014-2015 academic year, the results obtained by pupils attending Medersat.com schools were highly satisfactory for pupils earning the end of primary school certificate and high school leaving diploma. An analysis of these results shows the excellent quality of teaching offered by the Foundation.

As many as 1,096 pupils, 50% of whom were girls, successfully passed their end of course exams, enabling them to continue with their middle school studies for the 2014-2015 academic year.



# GROUP PROFILE



**Net income attributable to shareholders of the parent company**  
At 31 December 2015 by geographical region

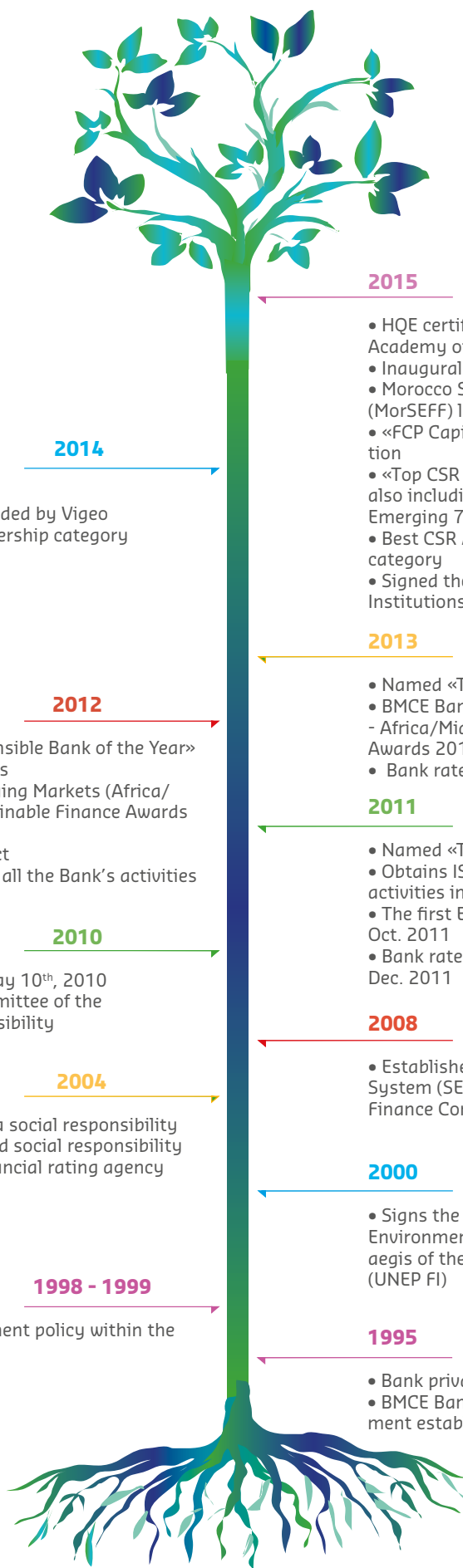


**OPERATIONS IN 31 countries**  
**MORE THAN 1,200 BRANCHES**  
**MORE THAN 5,000,000 CUSTOMERS**  
**MORE THAN 12,800 EMPLOYEES**

■ Morocco 60%  
 ■ Africa 31%  
 ■ Europe 9%



## KEY DATES IN SUSTAINABLE DEVELOPMENT



- 2014**
- Retains its ISO 14001 certification
  - «Top CSR Performer Morocco» awarded by Vigeo
  - Best CSR Arabia award in the Partnership category

**2015**

- HQE certification awarded by Cerway to BMCE Bank Academy of Africa
- Inaugural African Entrepreneurship Award
- Morocco Sustainable Energy Financing Facility (MorSEFF) launched
- «FCP Capital ISR» launched by BMCE Capital Gestion
- «Top CSR Performer Morocco» awarded by Vigeo, also including BMCE Bank in the Euronext-Vigeo Emerging 70 Index
- Best CSR Arabia award in the Financial Institutions category
- Signed the EBRD-UNEP Statement by Financial Institutions on Energy Efficiency Finance

**2013**

- Named «Top CSR Performer Morocco» by Vigeo
- BMCE Bank shortlisted in the Sustainable Bank of the Year - Africa/Middle East category of the FT Sustainable Finance Awards 2013
- Bank rated by Vigeo

**2011**

- Named «Top CSR Performer Morocco» by Vigeo
- Obtains ISO 14001: 2004 certification for all the Bank's activities in June 2011
- The first Equator Principles report is published online in Oct. 2011
- Bank rated by Vigeo according to the CSR standard in Dec. 2011

**2008**

- Establishes a Social and Environmental Management System (SEMS) in partnership with the International Finance Corporation (World Bank Group)

**2000**

- Signs the Statement by Financial Institutions on the Environment and Sustainable Development, under the aegis of the United Nations Environment Programme (UNEP FI)

**1995**

- Bank privatised
- BMCE Bank Foundation for Education and the Environment established

**2012**

- BMCE Bank named «Socially Responsible Bank of the Year» for 2012 at the African Banker Awards
- BMCE Bank shortlisted in the Emerging Markets (Africa/Middle East) category of the FT Sustainable Finance Awards 2012
- Launches Energico financing product
- ISO 14001 certification renewed for all the Bank's activities

**2010**

- Adopts the Equator Principles on May 10<sup>th</sup>, 2010
- Member of the «Miroir Maroc» committee of the ISO 26000 standard on social responsibility

**2004**

- First Moroccan company to obtain a social responsibility rating in the area of human rights and social responsibility from Vigeo, Europe's leading non-financial rating agency

**1998 - 1999**

- Adopts an environmental management policy within the Bank





## A STAKEHOLDER APPROACH TO CSR

### A HANDS-ON APPROACH AND DIALOGUE WITH STAKEHOLDERS

BMCE Bank's approach to corporate social responsibility is based on stakeholder engagement and dialogue.

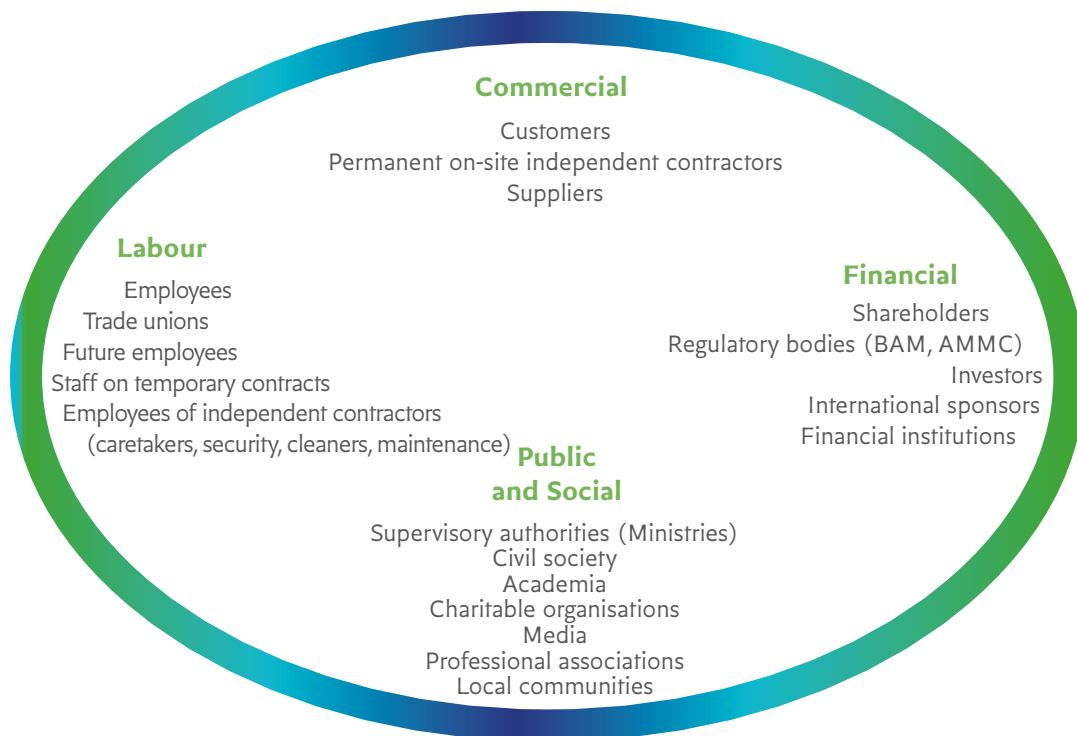
By identifying stakeholders' needs and initiating a dialogue with them, the Bank is able to gain a better understanding of its environment and sphere of influence.

Such an approach has facilitated the identification of non-financial risks, including potentially damaging ones, and implementing actions to mitigate them.

Finally, listening to our stakeholders has enabled us to identify the issues which matter most to them, and leverage their expertise to find a more effective strategy for dealing with them.

It is only through understanding their challenges that we can ensure that our business is sustainable and successful. Fostering listening and dialogue are vital ingredients and essential tool of our social responsibility approach.

## STAKEHOLDER MAPPING





### MATERIALITY AND THE APPROACH ADOPTED FOR IDENTIFYING KEY CHALLENGES

Regular discussions with our stakeholders have enabled us to identify the issues and challenges which are important to them.

We have drawn up the following matrix and have identified the relevant aspects upon which we have devised our strategy and reporting systems.

### SUSTAINABLE DEVELOPMENT UNDERTAKINGS UNDERPINNED BY RISK MANAGEMENT

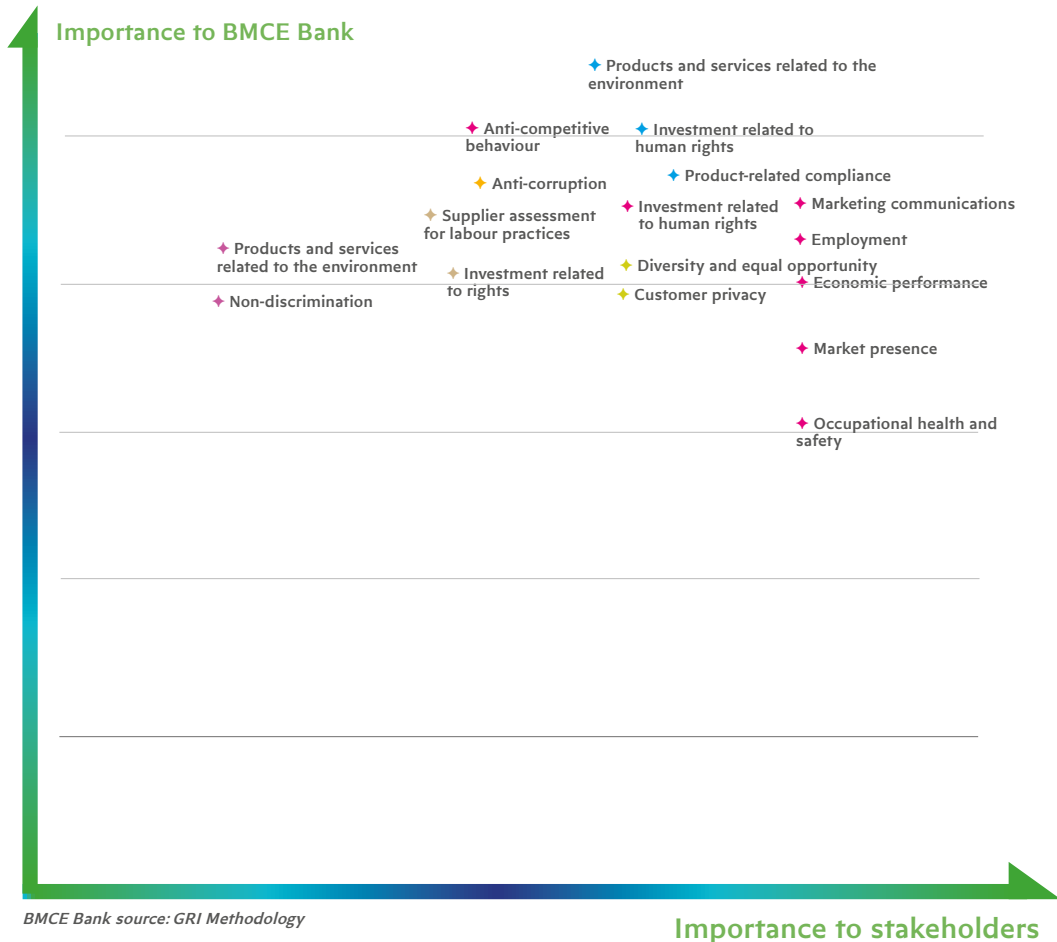
Each BMCE Bank entity, in conjunction with the Risk Management, General Control and Project management Support units, is involved in identifying non-financial operational risks, a process spearheaded by the Sustainable Development team.

Initially, working groups were tasked with identifying those risks which might present a challenge to the Group's sustainable development based on the existing operational risk map. They then had to update the risk map based on the results of the materiality assessment. As a result, procedures were reviewed, internal guides drawn up and new checkpoints established.

### STRATEGIC PARTNERSHIPS, A CATALYST FOR ACTION

BMCE Bank of Africa leverages its longstanding and more recent strategic partnerships to uphold its commitment to achieving best practice in sustainable development and give an international dimension to its actions. The collaborative nature of these agreements ensures that we work on issues of mutual interest, driven by our respective policies. These partnerships are approved by the Bank's senior management and are steered by specialized units.

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## CORPORATE GOVERNANCE AND SUSTAINABILITY STEERING

### Ongoing implementation of the Group Corporate governance system by domestic subsidiaries

The second phase of the project to restructure Group corporate governance was launched, aimed at developing and disseminating best corporate governance practice within the Group. A participatory approach was adopted involving, first and foremost, all Moroccan subsidiaries.

One of the major issues identified was the convergence of corporate governance practices, a major prerequisite for building BMCE Bank Group Of Africa in a sustainable and integrated manner. Other challenges include improving efficiency at all levels of the Group's organisational structure by adopting appropriate corporate governance policies and practices and enhancing the brand image of the Group and its entities by establishing a system of exemplary corporate governance in Africa.

BMCE Bank will continue to implement the sustainable development strategy at the Group level in terms of corporate governance and incorporate social and environmental responsibility risks.

To achieve this, sustainable development liaison officers have been identified at each subsidiary to help implement best practice within the Group, not only in the area of corporate governance but also in other aspects relating to sustainable development.

### Audit by Vigeo, an international rating agency

For a second time since 2004, BMCE Bank mandated Vigeo, a rating agency, to conduct a general audit of its corporate social responsibility system and how it manages related risks, to ensure its integration within the Bank's corporate strategy.

This audit involved assessing BMCE Bank's managerial system with refe-

rence to corporate social responsibility issues based on global social and environmental standards and the most advanced corporate governance guidelines (United Nations, International Labour Organisation, OECD Principles of Corporate Governance, UK Corporate Governance Code and ISO 26000).

The rating agency covered six themes encompassing all areas of BMCE Bank's corporate social responsibility: human rights, human resources, the environment, customer/supplier relations, community involvement and corporate governance.

In its report, the rating agency highlighted the considerable progress made by the Bank in bolstering its corporate governance system by introducing a Corporate Governance Handbook and formalising rules governing the workings of the Board of Directors and the Ethics Charter.

The auditor also appreciated and highlighted BMCE Bank's achievements in promoting dialogue with trade unions, developing employee skills, environmental management, respecting customers' interests and, through the BMCE Bank Foundation, contributing to community causes.

Lastly, non-financial reporting is now an item on Board meeting agendas and sustainable development indicators are monitored by the Management Committee.

### Compliance Charter and Group compliance policies

The Compliance Charter, which was introduced in 2015, outlines the fundamental ethical principles applied by BMCE Bank Group and underlines the latter's commitment to upholding an integrity policy in its business dealings.

This Charter enables all BMCE Bank Group companies, in Morocco and around the world, to foster and maintain public confidence in the Group's administrative body,

its management and its business operations within the context of its global remit.

The codes of behaviour and policies adopted set out the main principles of this integrity policy and form the cornerstone of BMCE Bank Group's corporate governance system.

Furthermore, Group Compliance policies are derived from a corpus of legal and regulatory texts and are based on a set of ethical values which are inspired by the universal principles of professional ethics, drawing on best practice at home and abroad. These policies deal with conflicts of interest, financial embargoes, the fight against money laundering and terrorist financing, fraud and corruption, personal data and new products and businesses.

Lastly, a Responsible Supplier Charter has been introduced. Our suppliers must now undertake to adopt a responsible and sustainable approach as well ensuring that their suppliers in turn respect the Charter.





## Protecting personal data

As a member of the CNDP-BAM-GPBM-APSF mixed commission, BMCE Bank is one of the most progressive banks in implementing the provisions of Act No. 09-08 regarding the protection of personal data.

Spearheaded by the Delegate General Manager responsible for Group Operations, the Operations Committee reviewed the situation regarding the protection of personal data and a report was submitted to the Management Committee.

To comply with the provisions of the Act, all documents used to collect customer information (forms, contracts, etc.) were revised so as to specify how collected data were to be used.

An additional note was included in these documents informing customers about their right to access, oppose or revise their data.

In addition, a campaign was conducted to raise awareness among staff. 368 employees have already received compliance-related training including aspects relating to the protection of personal data.

Contracts signed between BMCE Bank and its suppliers were also reviewed to include a section relating to the protection of personal data. As a result, 24 out of 42 contracts were updated in 2015. All new contracts signed comply with the Act's provisions.

Lastly, support was provided to subsidiaries to help them apply the provisions of Act No. 09-08 as part of the ongoing process of implementing compliance policy at the Group level.

## Work of the Group Risks Committee

In 2015, the work of the Group Risks Committee focused on analysing changes to the main credit risk indicators at both the consolidated and parent company levels in terms of credit distribution, portfolio quality, stress-testing results and sector and Group limits. The Committee also closely monitored the effective use of capital and trends in prudential ratios.

It also examined Group policy on market risk limits and trends in market and operational risks. As well as analysing BMCE Bank of Africa Group's risks, the Committee conducted a risk assessment by geographical region – Africa, Europe and Morocco.







## SUSTAINABLE FINANCE AND IMPACT INVESTING



### Climate at the forefront of our new Cap Energie financing solution, the first renewable energy and energy efficiency loan within the Moroccan banking industry, a genuine driver of performance

The European Bank for Reconstruction and Development (EBRD), the French Development Agency (AFD), the European Investment Bank (EIB) and the Credit Institution for Reconstruction (KfW) have joined forces to boost investment in sustainable energy in Morocco thanks to support provided by the European Union Neighbourhood Investment Facility (EU NIF).

The four financial institutions granted a EUR 20 million credit facility to BMCE Bank of Africa and Maghrebail, its leasing subsidiary. This is the first credit line under the Morocco Sustainable Energy Finance Facility (MorSEFF), which is a comprehensive programme promoting investment in energy efficiency and small-scale renewable energy projects.

BMCE Bank is raising awareness among its customers and encouraging them to prioritise renewable energy sources and local production through the use of energy efficient technologies. In 2015, our staff placed most of the credit line. MAD 177 million was allocated to 20 or so energy efficiency and renewable energy projects. As a result, MorSEFF is now the leading programme within the MENA region.

### Positive results for our customers in a variety of business sectors

Via Cap Energie, we have funded projects in the transport, manufacturing and construction industries. This programme enables our corporate customers to benefit from an innovative turnkey solution, providing funding, free technical assistance and investment incentives.

The MorSEFF credit line has also enabled BMCE Bank of Africa to help its customers reduce their carbon footprint and produce clean energy. Annual energy savings of more than MAD 33 million were generated over the aforementioned period. Annual savings equivalent to the carbon emissions of 5,000 Moroccans were generated as a result of the projects funded to date.

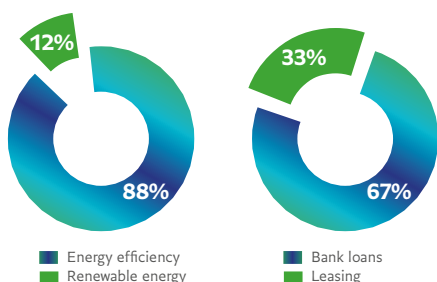


### BMCE Capital Gestion launches Morocco' first socially responsible investment product

Maintaining its reputation for innovation, BMCE Capital Gestion launched the *FCP Capital ISR* fund, which combines financial performance with the environmental and social impact and the corporate governance aspects of the investment.

BMCE Capital Gestion is the first Moroccan asset management company to have launched a Socially Responsible Investment (SRI) fund. The underlying assets are selected on the basis of whether they comply with social responsibility criteria. The asset manager draws on the research and opinions of Vigeo, a leading independent agency which assigns non-financial ratings to the world's largest listed companies.

This is also the first socially responsible fund to be launched by a bank within the MENA region. It highlights BMCE Bank Group's strategy of extending its social responsibility undertakings to its asset management and capital markets businesses.





This product enables investors to invest in a vehicle which complies with their own ethical convictions while encouraging companies to behave in a socially responsible manner and take sustainable development seriously.

The *FCP Capital ISR* fund invests in the shares of companies selected on the basis of their commitments and practices regarding social responsibility and sustainable development, grouped on the basis of environment, social and corporate governance (ESG) criteria.

### Promoting responsible investment by appraising and managing social and environmental risks in the credit approval process

BMCE Bank adopts a systematic approach to complying with the Equator Principles (EP) through an Environmental and Social Management System (ESMS). Introduced in 2008, the system enables the Bank to assess and manage the social and environmental impacts of the projects financed. Projects are categorised according to their risk category and an exclusion list.

### PRINCIPLES FOR CATEGORIZING PROJECTS

- A** : Projects with significant adverse environmental or social risks that are heterogeneous, irreversible or without precedent
- B** : Projects with limited adverse environmental or social risks that are less numerous, generally reversible and easy to deal with by adopting appropriate risk mitigation policy
- C** : Projects with minimal or zero adverse environmental or social risks
- FI** : Financing of financial intermediaries

### Social and environmental assessment, a tool to facilitate financial risk management

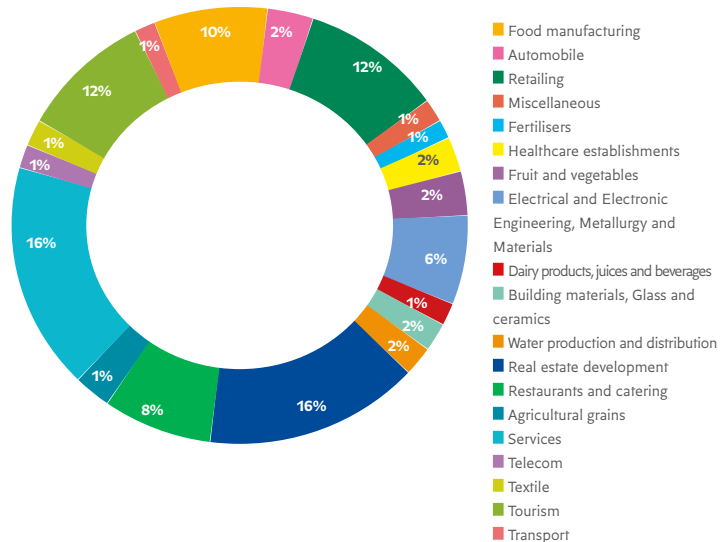
In 2015, the focus was on overhauling and simplifying the system for analysing and monitoring social and environmental risk. The Bank also raised awareness among sales staff about the relevant issues through hands-on training and awareness sessions.

In 2015, 175 credit applications were assessed for their social and environmental impact:

### EXAMPLES OF THE TYPES OF PROJECT ON THE EXCLUSION LIST

- ◆ Production or trade in weapons and munitions
- ◆ Production or trade in tobacco
- ◆ Production or trade in alcoholic beverages
- ◆ Gambling, casinos and equivalent enterprises
- ◆ Production or trade in wood or other forestry products other than from sustainably managed forests
- ◆ Drift net fishing in the marine environment using nets in excess of 2.5 km in length

BREAKDOWN OF ASSESSED LOAN APPLICATIONS BY SECTOR



**THE EQUATOR PRINCIPLES, a global standard for appraising the social and environmental aspects of projects > USD 10 million**

This globally-recognised financial industry standard aims to ensure that social and environmental (S&E) criteria are taken into consideration when financing projects of more than USD 10 million. BMCE Bank of Africa applies a methodology which has been standardised by the Equator Principles Association for measuring the positive and negative social and environmental impacts of its financing decisions.

In 2015, targeted training modules were designed and on-site training sessions were carried out for Category A projects. Customised training was provided to head office units such as the Structured Finance and Investments Division which are directly affected by the Equator Principles. The aim was to develop analytical skills for appraising environmental and social risks and impacts.

The Bank participated in every national and international meeting of UNEP-FI and the Equator Principles Association in 2015. Furthermore, at UNEP FI's annual meeting, working sessions on S&E risk management were held with Société Générale and BNP Paribas.

In 2015, 5 projects for which credit had had been approved and/or disbursed were eligible under the Equator principles. Amongst these, 4 projects had reached their financial close.

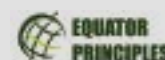
**PERFORMANCE STANDARDS APPLICABLE TO PROJECTS APPRAISED ON THE BASIS OF THE EQUATOR PRINCIPLES**

 **IFC** International Finance Corporation  
The Equator Principles are based on eight IFC (International Finance Corporation)

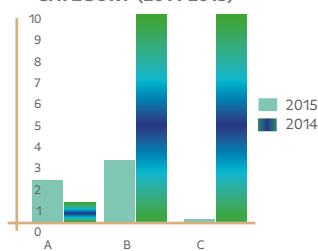
◆ Performance standards and the World Bank Group's Environmental, Health and Safety Guidelines.

◆ The 10 Equator Principles are:

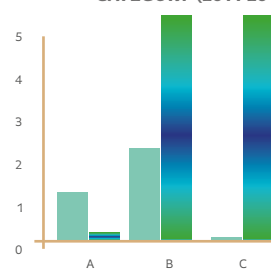
- ◆ Principle 1: Review and Categorisation
- ◆ Principle 2: Social and Environmental Assessment
- ◆ Principle 3: Applicable Social and Environmental Standards
- ◆ Principle 4: Action Plan and Management System
- ◆ Principle 5: Consultation and Disclosure
- ◆ Principle 6: Grievance Mechanism
- ◆ Principle 7: Independent Review
- ◆ Principle 8: Covenants
- ◆ Principle 9: Independent Monitoring and Reporting
- ◆ Principle 10: Annual Reporting



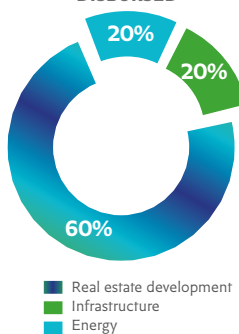
**COMPARISON OF PROJECTS WHICH HAVE BEEN APPROVED AND/OR CREDIT DISBURSED BY CATEGORY (2014-2015)**



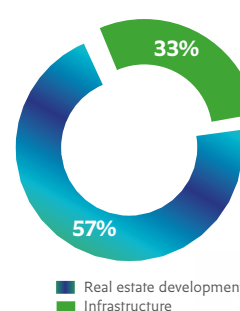
**COMPARISON OF PROJECTS REACHING THEIR FINANCIAL CLOSE BY CATEGORY (2014-2015)**



**SECTOR BREAKDOWN (2015) PROJECTS WHICH HAVE BEEN APPROVED AND/OR CREDIT DISBURSED**



**PROJECTS REACHING THEIR FINANCIAL CLOSE**





BMCE Bank of Africa is one of the 10 leading financial institutions which has given an undertaking to support the Positive Impact Manifesto spearheaded by UNEP FI and launched in October 2015 by the Positive Impact Finance Working Group. This innovative programme aims to establish a new business model based on the concepts of impact and markets. Positive Impact Finance implies a positive contribution from the projects financed to one or more pillars of sustainable development.

**Example of project finance's positive impact on the climate**

In 2015, BMCE Bank of Africa actively participated in large-scale climate-based projects which the Bank appraised on the basis of the Equator Principles standard.

- ◆ Funding for a seawater desalination plant. This project helped generate jobs at both the local and regional levels and reduce/avoid overexploitation of aquifers by ensuring adequate water supply for the region. This helped boost demand for local goods and services.
- ◆ Funding for a wind farm with a capacity of 120 MW. The project,

which met S&E standards and best international practice, has tremendous potential in terms of ecotourism and could contribute significantly to the local economy. The project will also:

- Generate temporary jobs for the local population (around 6,000 to 10,000 working days)
- Facilitate the circulation of goods and people from neighbouring villages, making it easier for inhabitants to gain access to markets and outside services.

**Signatory to the EBRD and UNEP-FI's Statement by Financial Institutions on Energy Efficiency Finance**

BMCE Bank of Africa announced in October 2015 that it had signed the Statement by Financial Institutions on Energy Efficiency Finance, an initiative launched by the European Bank for Reconstruction and Development (EBRD) and the United Nations Environment Programme Finance Initiative (UNEP FI). This initiative is intended to expand and promote investment in clean energy and highlights the vital role to be played by banks. Banks are required to embrace energy efficiency finance as part of their strategy and business operations and promote it among their customers, resulting in a comprehensive transformation at the institutional level.

- ◆ Principaux engagements :
  - Key commitments: contribute to scaling up energy efficiency finance
  - Strive to identify energy efficiency funds
  - Intensify discussions with customers to guide them towards taking decisions in favour of energy efficiency finance
  - Work with corporate and public sector financiers which are looking to develop energy efficiency finance
  - Leverage the experience of banks specialising in energy efficiency finance to identify best practice within the industry.

By mid-November 2015, more than 100 banks from 42 countries, located mainly in Europe, Central Asia, Africa and Latin America, had signed the Statement and a booklet containing the various statements was distributed at the COP21.



## CUSTOMER RELATIONS AT THE FOREFRONT OF OUR BUSINESS

### A multi-lingual customer relationship centre to reach out to our customers

Launched in January 2013, the Customer Relationship Centre (CRC) is now operating at full steam. The team now comprises 39 highly-qualified multilingual call centre operators, who provide a service from 8 am to 10 pm, seven days a week.

The highly experienced CRC serves BMCE Bank's entire customer base, including retail customers, professionals and Moroccans living abroad. It covers the entire value chain, from simple queries to complaints handling in addition to providing value-added transaction-based services.

A complete overhaul of the CRC's information systems at the end of 2014 resulted in their full integration with the Bank's customer database, resulting in a seamless, personalised and secure customer experience. The CRC provides support to all business lines and branch networks (Morocco and BMCE Euro Services) with their marketing and business development assignments.

Lastly, after being awarded the Services Commitments certificate from Bureau Veritas, the CRC became the first customer contact centre to be certified within the industry.

Certification is awarded on the basis of 8 commitments, which help foster a responsible and sustainable customer relationship. These commitments relate to 4 main aspects:

- ◆ Expertise
- ◆ Availability
- ◆ Support
- ◆ Efficiency.

### Growth in low income banking and financial inclusion

BMCE Bank of Africa is fully aware of the vital importance of financial inclusion to society. It has therefore developed products for customers who would otherwise have difficulty in accessing banking products and services. These include non-salaried persons with low or irregular income. BMCE Bank has developed a range of customised products for this segment:

- ◆ **The Fogarim loan, guaranteed by the Caisse Centrale de Garantie for persons with low or irregular income. 16,880 loan applications were processed in 2015, amounting to MAD 2,466,346 K of loan outstandings.**
- ◆ **Prepaid cards, linked to an account with bank charges waived, into which a customer can deposit up to MAD 20,000. 15,349 prepaid cards were distributed in 2015.**
- ◆ **Passbook savings accounts. 37,151 of these accounts were opened in 2015.**
- ◆ **A proprietary card, introduced in February 2014 as an alternative to the Access card, targeting low income households, offering card subscriptions at a discount price of 25 dirhams per annum for a 4-year period. 197,463 proprietary cards were in circulation as of 31 December 2015.**

### LATEST VERSION OF ISO 9001 standard to manage internal processes more effectively

The release of ISO 9001:2015 was undeniably one of the highlights of 2015. This standard offers numerous advantages, such as managing internal processes more effectively by ensuring that risks and opportunities are factored in, to enable the company to better anticipate market needs and boost performance.

The revised standard significantly improves the fluidity of processes and ensures a high level of service

for customers. Given its pioneering role in quality management (BMCE Bank was the first Moroccan Bank to have obtained ISO 9001 certification 15 years ago), the Bank has begun to implement a transition plan for all certified entities of the Bank and the Group, to ensure compliance with the amendments contained in the standard's latest version.

### QUALITY-BASED RESEARCH AND FOCUS GROUPS, a platform for greater empathy with internal and external customers

Since our entire business revolves around our customers, a number of research assignments were carried out to better understand their needs and expectations regarding service quality, consolidate BMCE Bank's position in increasingly competitive market segments and identify scope for improvement. These assignments have also enabled the Bank to foster closer ties with its customer by adopting an empathetic approach and a sharing of experiences.

Customer satisfaction surveys were conducted for retail customers, corporate customers, professionals, Moroccans living abroad and CRC customers.

Mystery customer surveys were also conducted in branches for the Professional and Migrant Banking customer segments and for the Customer Relations Centre.

As far as internal customers were concerned, surveys were conducted as to the quality of service provided by the PLG helpdesk. A research assignment was carried out into bank-insurance products and services as part of an ongoing process of improvement. Satisfying our internal customers is fundamental to serving our external clients.





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**A BEST PRACTICE GUIDE  
in support of responsible  
practice**

With competition fierce within the banking industry, differentiation can be achieved not only through products and pricing but also through the welcome, quality of service and advice offered to customers. Providing an excellent service has become integral to satisfying and retaining customers.

That is why the introduction of a best practice guide, used by the Personal & Professional Banking network, is a significant step. This guide, entitled «Do it well the first time», highlights the most common shortcomings and their consequences, as well as the best practice to be adopted and the expected benefits.

Its main goal is to encourage Network employees to adopt best practice immediately, that is to say, on initial contact with a third party and throughout the latter's entire relationship with BMCE Bank.

The guide is not intended to cover every possible situation but portrays, as realistically as possible, the most common challenges encountered at grassroots level. The guide is available to all employees on the Bank's intranet. Support was also provided in the form of training and in-company communications.

Similarly, a best practice guide was produced this year for the corporate network. The main themes were service quality, data quality and control of processes.

During the second half of the year, work will begin on a programme to support the roll out and use of this guide.

**QUALIFYING CUSTOMER  
DATA  
the basis of Know Your  
Customer**

To get to know our customers better, campaigns are conducted on an ongoing basis, supported by the entire network, to qualify third party data. The OSCAF software tool, which was introduced in 2014, is designed to qualify and enhance customer data in a focused manner. This tool has been used to good effect to ensure the reliability of data relating to different customer segments such as Moroccans living abroad, non-salaried third parties as well as private banking clients.

These various campaigns have seen numerous benefits. Customer databases have been updated, cleaned up and enhanced, resulting in improved sales performance.

**CUSTOMER COMPLAINTS  
an important means of  
increasing sales**

Managing customer complaints effectively is an undeniable means of serving our customers better and growing as a company. Customers may express their grievances through various channels – by post, in person by visiting the branch, online, the Customer Relationship Centre, social networks or even the CMMB (Moroccan Centre for Banking Arbitration).

A number of priority areas for improvement have been identified to protect customers' interests and ensure transparency by the Bank.

A list of the most frequently asked questions has been drawn up on the basis of the complaints most frequently received and handled by the Bank. This will be posted on our website for our customers' benefit.

Another major initiative by BMCE Bank was to communicate about its procedure for dealing with customer complaints via flyers distributed in branches, posters highlighting the various channels for expressing grievances and grievance redressal mechanisms.

It is also worth noting that the Quality Charter's guidelines relating to the Bank's undertakings regarding its customer complaints procedure are currently being amended on the basis of the procedural and regulatory time-frames already established.

Lastly, work has begun on a communications campaign which aims to raise customer awareness about the various channels available to them to file a complaint and to make the filing process easier.







## SUPPORTING EMPLOYEE DEVELOPMENT

### SUPPORTING business growth

In 2015, 153 new employees were recruited by BMCE Bank of Africa to ensure business continuity and replace employees who have left the Bank. In addition, following on from the initiatives begun in 2014 as part of the Network Project 2016 aimed at improving the Bank's commercial effectiveness, just under 20 personnel were promoted to fill the vacant positions of Group Deputy Managers.

### STRONG EMPHASIS On developing skills

13,650 man-hours of training (vs. 9,563 in 2014) were provided in 2015, benefiting 43% of the Bank's workforce.

In addition, almost 58% of staff participated in e-learning courses which are now the preferred cost-effective means of delivering training modules on regulatory, technical and customer care aspects.

As far as diploma-based training was concerned, nearly 70 employees pursued their studies for the ITB and Banking Diploma.

To support the Group's increasingly international profile, nearly 270 employees, 5% of the workforce, attended English and Spanish classes.

2015 saw the continuation of the M4Banking programme. This programme is intended to foster a common and shared managerial culture, instil a sense of value creation in participants, boost teamwork and reinforce interpersonal skills. A hundred or so staff have benefited from this programme.

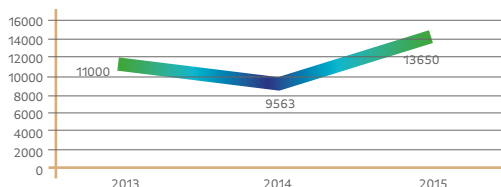
The Group-wide programme launched in 2014 for twenty or so BMCE Bank Group executives, under the aegis of HEC Paris, was completed, resulting in a second class of certified «graduates».

In 2015, a Risk Academy was established in conjunction with the Association in Risk Management (AMRAE) as a way of bolstering the risk control culture across the Group.

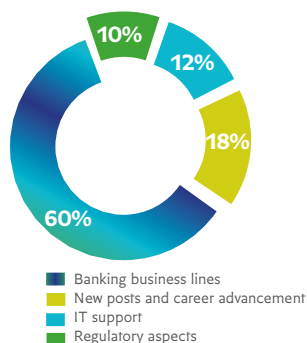
2015 also saw the completion of the Leadership Continuity Programme, the 4<sup>th</sup> HR development programme for 46 employees from head office departments identified as «high-fliers».

This 18-month programme consists of a series of practical and fun modules, delivered by renowned speakers, specialising in areas such as management, communications and personal development.

MAN TRAINING DAYS



TYPES OF TRAINING





### MAINTAINING HEALTHY EMPLOYER-EMPLOYEE RELATIONS

**Characterised by a strong commitment**

With the full backing of the trade unions, a number of initiatives were carried out aimed at improving staff benefits and staff well-being, thereby creating a harmonious environment as the basis for sustainable growth.

About fifteen agreements were signed with quality partners, resulting in a rise in the number of available places in summer holiday centres.

As is customary, BMCE Bank Club organised a series of cultural and sporting activities for employees' children such as Swimming School, Music School as well as a morning for handicapped children.

BMCE Bank was once again awarded the «Tobacco-free company» label by the Lalla Salma Foundation, as a result of its commitment to combating the adverse effects of smoking in the workplace.

All BMCE Bank employees were invited to participate in an employee satisfaction survey. The participation rate was 49% (vs. 32% in 2011) while the overall satisfaction rate rose to 71% versus 59% in 2011. This reflects the efforts made to constantly improve working conditions within the institution.



Evacuation drill at BMCE Bank of Africa's headquarters

### OCCUPATIONAL HEALTH AND SAFETY

**Strongly committed to creating a safe work environment**

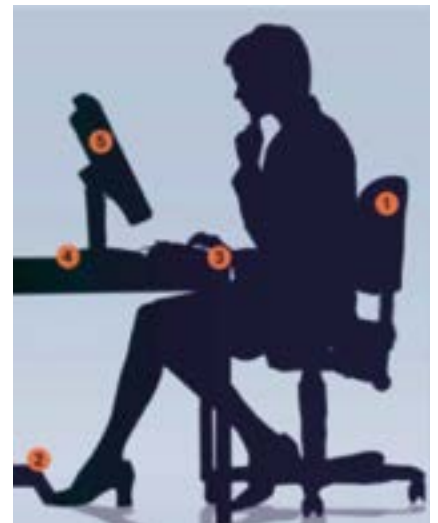
BMCE Bank established an Occupational Health and Safety Management system in 2015 based on OHSAS 18001 (Occupational Health And Safety Assessment Series), an internationally applied standard. The Bank aims to obtain certification in 2017.

The Occupational Health and Safety risk prevention strategy aims to:

- ◆ Identify, reduce and prevent risks related to health and safety by limiting operational risks
- ◆ Identify and comply with regulatory requirements by limiting legal risks
- ◆ Identify and limit psychosocial risks
- ◆ Make a positive impact on the company's image
- ◆ Reduce costs relating to the premiums and subscriptions paid to insurers

#### Method for assessing Occupational Health and Safety risks

Risk assessment is carried out using the EVRIP methodology and software application (Risk Assessment and Business Impact) based on the INRS' hazard approach (French National Research and Safety Institute) and a risk man-



agement approach called "OTH" (management by organisation, technical ability and manpower), which has already been integrated within BMCE Bank's Environmental Management System.

At the operational level for preventing Occupational Health and Safety risks, the Bank continues to organise statutory evacuation drills each year as well as general safety measures for head office units, branches and the club. It also carries out risk exposure appraisals and oversees security-related events.

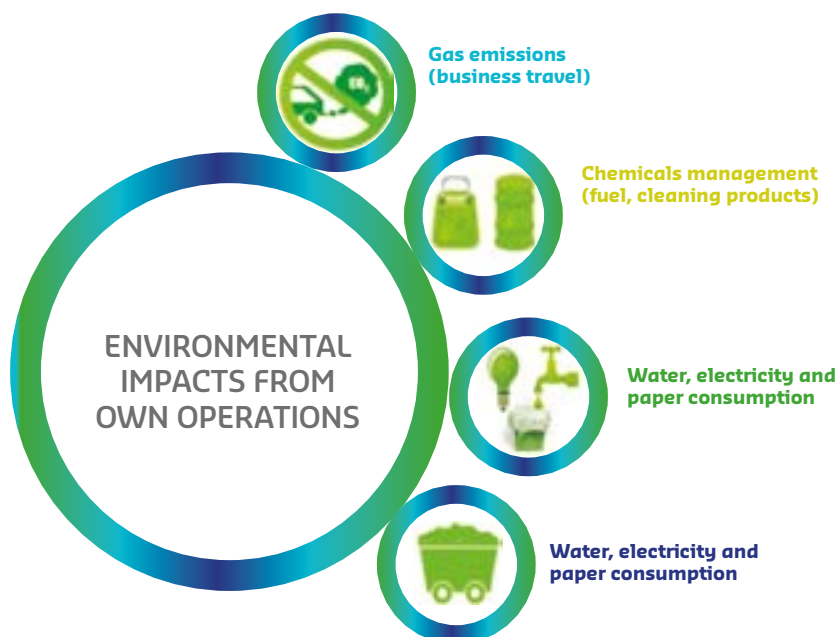
#### ISO 9001 CERTIFICATION RENEWED FOR GROUP HUMAN CAPITAL

The highlight of 2015 was renewed certification of all HR activities with zero deviation. The audit highlighted several points including:

- ◆ Management's commitment to implementing, maintaining and improving the Quality Management System
- ◆ Customer orientation
- ◆ Deploying a standardised Project Management system.

## EXEMPLARY ATTITUDE TO OUR ENVIRONMENTAL COMMITMENTS

### THE BANK'S MAJOR DIRECT IMPACTS



### Eight firm and measurable commitments of BMCE Group's environmental policy

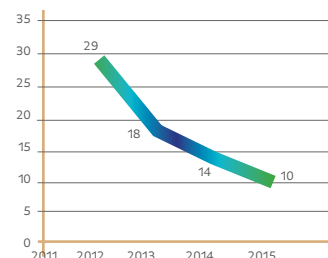
1. Comply with regulatory environmental requirements
2. Take into account environmental criteria in financing activities
3. Promote Green Business
4. Conserve natural resources by seeking to use water, energy and consumables in the most efficient way
5. Prevent and limit pollution by controlling the impact from our activities on the environment
6. Develop an "eco-friendly" culture and employee behaviour
7. Promote responsible procurement
8. Promote "sustainable construction"

Certification renewed for Environmental Management System covering the entire scope of BMCE Bank of Africa's operations



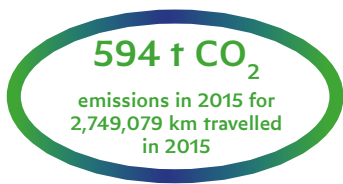
### A process for identifying and assessing significant environmental impacts:

#### NUMBER OF SIGNIFICANT ENVIRONMENTAL ASPECTS BY THE BANK





**COMBATTING CLIMATE CHANGE AND MONITORING CO<sub>2</sub> EMISSIONS caused by business travel calculated using the ADEME methodology**



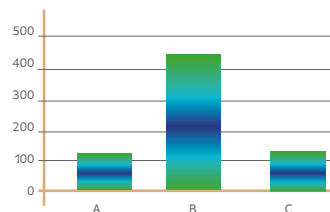
**2015 RECYCLING ASSESSMENT AND GREENHOUSE GAS EMISSION SAVINGS**

- ◆ 100% of used cartridges and toner recycled, resulting in 2.4 tonnes of CO<sub>2</sub> emission savings
- ◆ 994 litres of used cooking oils treated, resulting in 2.6 tonnes of CO<sub>2</sub> emission savings
- ◆ 251 PCs reused by pupils via Al Jisr Association
- ◆ 131 tonnes of paper recycled with 77% of branches recycling paper
- ◆ 166 tonnes of CO<sub>2</sub> emission savings by using regional training centres
- ◆ 944 tonnes of CO<sub>2</sub> emission savings on energy consumption at head office, branches and the Club

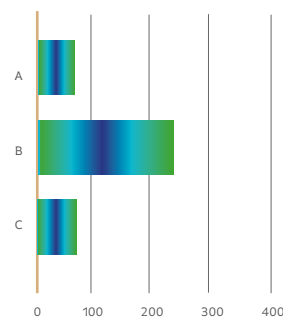
**ENERGY MANAGEMENT SYSTEM (ENMS) TARGETING ISO 50001 CERTIFICATION improvement in energy 15% performance by end-2016**

BMCE Bank is committed to obtaining ISO 50001 certification for 40,000 m<sup>2</sup> of surface area at its head office buildings. The Bank anticipates energy savings of up to 15% of its total energy bill at head office buildings. These energy savings will generate a return on investment within 3 years.

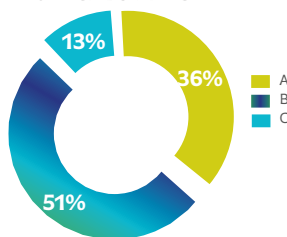
**ENERGY RATIO BY HEAD OFFICE BUILDING (THREE BUILDINGS)**



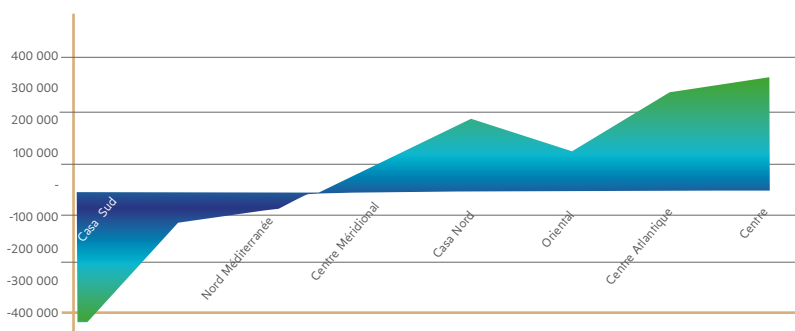
**ENERGY COST PER M<sup>2</sup>**



**AVERAGE ENERGY CONSUMPTION PER HEAD OFFICE BUILDING**



**ENERGY BILL BY REGION BETWEEN 2014 AND 2015**





HQE certification awarded by Mr Matthias Fekl, France's Minister of State for Foreign Trade and Mr Patrick NOSSENT, Chairman of Cerway to Mrs Houda SBIHI, Head of Group Corporate Governance and Development

Scope: Training centre, Data Centre, office buildings, training studios, outside space. HEQ-certified surface area: 17,805 m2 (including 12,960 m2 of offices and training studios and 4,845 m2 for the training centre).

**BMCE BANK OF AFRICA ACADEMY AWARDED HQE (High Environmental Quality) international certification from Cerway, a leading international certifying body**

BMCE Bank of Africa is the first Moroccan bank and the second within Africa to have earned this distinction, which recognizes the Bank's strong commitment and tangible efforts in promoting sustainable construction as a catalyst for growth and a pillar of its environmental policy since 2011.



BMCE Bank of Africa Academy in Bouskoura

**BMCE bank of Africa Academy**

- ◆ Pleasant surroundings and functional, welcoming and modern architecture
- ◆ High quality working areas, ensuring comfort and a healthy environment for users
- ◆ Accessibility for disabled persons, modular spaces and easy to maintain
- ◆ High quality risk-free buildings complying with environmental criteria, delivered on time and at cost
- ◆ Conservation of resources and reduced environmental impact




**HQE International-certified environmental performance**

- ◆ Integrated bioclimatic architecture, reinforced insulation and high performance equipment
- ◆ Energy: project consumes < 50% standard consumption (energy bill reduced by 50%)
- ◆ Water: < 0.7 of the standard water requirement (30% savings on water consumption compared to a standard building)
- ◆ 40% of energy needs provided by solar power
- ◆ Preference for local products and resulting impact taken into account
- ◆ Awareness raised among users and training given to managers.



## SUSTAINABLE CONSTRUCTION

**A number of sustainable initiatives in the building and fitting out of BMCE Bank of Africa branches**

-  Widespread use of energy efficient LED-type lighting
-  Thermal optimisation factored into branches' design
-  Glass facades fitted with heat-resistant film for all branches
-  Timers installed for regulating signage and air conditioners at head office and branches
-  Cooling gases in air conditioners replaced by eco-friendly gases
-  Remote eco-setting for all workstations enabling them to remain in standby mode for long periods at night
-  All printer settings in head office buildings and branches adjusted to double-sided printing to save paper.



*Sustainable construction training at BMCE Bank of Africa Academy*

## COMMUNICATIONS AND DEVELOPMENT

**'Sustainable Construction' and Energy Efficiency' training sessions organised by BMCE Bank for its partners**

BMCE Bank carried out a number of initiatives for its external stakeholders to raise awareness and promote sustainable development. Training sessions were organised in partnership with Bureau Veritas for the Bank's project managers and external partners including architects, consulting engineers and construction firms.

These training sessions were mostly about sustainable construction, the new energy efficiency regulations and how to use the BINAYATE software application as required by Decree No. 2-13-874.

In partnership with the Moroccan Green Building Council (MGBC), BMCE Bank of Africa Academy invited the Council's Green Academy to deliver a first HEQ (High Environmental Quality) training session. This training was approved by CERWAY, the international body which certifies international institutions at every stage of their project.

**BMCE Bank celebrates World Earth Day by acknowledging the company's top performers in energy efficiency and those making the greatest contribution to the Bank's ISO 14001 certification**

Every year, BMCE Bank organises a competition to reward the company's top performers in energy efficiency and those making the greatest contribution to ISO 14001 certification. In 2015, ten employees were presented with awards.







## PROMOTING ENTREPRENEURSHIP A KEY PRIORITY

### AFRICAN ENTREPRENEURSHIP AWARD

#### Promoting entrepreneurship in Africa

The African Entrepreneurship Award is an annual award inaugurated by Mr Othman Benjelloun, Chairman of BMCE Bank of Africa Group, at the 2014 Global Entrepreneurship Summit in Marrakesh. The African Entrepreneurship Award (AEA) is intended to promote entrepreneurship in Africa by providing support for African entrepreneurs and helping them to launch and develop their businesses.

#### USD 1 million of prize money shared between 10 prize winners

The 2015 African Entrepreneurship Award saw entrepreneurs from every African country submit their business start-up proposals. The participants hailed from every corner of the continent, from Ras ben Sakka to Cape Agulhas and from Cap-Vert to Ras Hafun. The overseas African diaspora also submitted ideas for starting businesses in Africa.

In 2015, the jury, chaired by the Bank's Chairman, chose 10 winners from all over Africa, who shared USD 1 million of prize money. This sum is intended to help entrepreneurs launch and develop businesses which will have a positive impact on Africa.

In addition to offering USD 1 million of prize money, the AEA also provides free support and mentoring to entrepreneurs by introducing them to mentors with specialist knowledge of African markets e.g. venture capitalists, entrepreneurs, company directors. The aim is to advise and assist them throughout their journey in making decisions about strategy, financing and investing.

Details of the Award is published in the four most commonly spoken languages in Africa – English, French, Arabic and Portuguese – on the dedicated website and in

application forms. This aim is to reach out to 90% of the African population and attract growing interest from Africa's female entrepreneurs in Africa.

#### Male-female ratio

One out of every four persons taking part in the African Entrepreneurship Award is a female entrepreneur, a source of economic growth and job creation across the continent.



The Award consists of four rounds during which the entrepreneurs are required to answer questions about their proposed company, its marketing strategy, financing and cash flow. Throughout the entire process, the entrepreneurs benefit from free-of-charge online mentoring to help them develop their answers and clarify their ideas. At the end of each round, the top 10% of those business proposals considered most useful, potentially successful, significant and sustainable go through to the next round.

More than 5,000 African entrepreneurs from a hundred different countries registered for the inaugural African Entrepreneurship Award. 2,900 projects were submitted from 48 African countries. Of the three prize categories – education, the environment and uncharted – education received the largest number of business proposals.

<https://africanentrepreneurshipaward.com/>

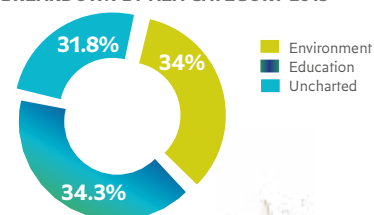


African Entrepreneurship Award boot camp in Marrakesh

At the end of the first three rounds, the 34 entrepreneurs who had submitted the most promising business proposals met coaches and mentors in Marrakesh for a one-week boot camp, to refine their proposals prior to submitting their projects before the jury. During this boot camp, the entrepreneurs worked with partner-mentors on various aspects of their project such as financing, marketing, presentation etc.

The inaugural African Entrepreneurship Award ceremony was held 5<sup>th</sup> December 2015. Two winners were selected in each of the three prize categories. Each winner received 150,000 dollars. Four other winners (projects with the greatest entrepreneurial potential, the most impact over the long term, the most heartfelt and the most tenacious) each received a 25,000 dollar prize. This prize money is intended to help these 10 African entrepreneurs launch and develop their projects. The AEA team will closely monitor their progress during the Post-Award phase.

#### BREAKDOWN BY AEA CATEGORY 2015





## ENACTUS



### **BMCE Bank of Africa, through Enactus, is supporting social start-ups**

BMCE Bank is committed to supporting young entrepreneurs with community-oriented projects domestically or overseas in sectors including:

- ◆ Agriculture and Agribusiness
- ◆ Energy and Energy Efficiency
- ◆ Transport
- ◆ Education, Health and Housing
- ◆ Solidarity economy

BMCE Bank has supported Enactus from the very outset with Mr Brahim Benjelloun-Touimi, BMCE Bank of Africa Group's Executive Managing Director, initially chairing the organisation.

BMCE Bank sits on its Board of Directors and participates in the various events organised by Enactus. Enactus is a community of leaders, students, academics and business persons committed to social entrepreneurship. BMCE Bank employees also get involved as members of the jury for the annual Enactus competition which attracts the best students from Morocco's 60 leading universities and business schools. These young entrepreneurs present their socially responsible entrepreneurial projects at the regional, then national levels before qualifying for the «World Cup».

### **Enactus in figures**

- More than 4,000 students a year
- More than 100,000 beneficiaries a year
- More than 20,000 students impacted
- More than 500 professionals involved
- More than 250,000 hours of volunteer work

## EFE



BMCE Bank also sits on EFE Morocco's Board of Directors and actively supports its work in the area of youth employment. EFE-Morocco is a member of the EFE Foundation network which is a New York-based NGO. It is motivated by a strong desire to provide young people in Middle Eastern and North African countries with job opportunities. Since 2007, EFE-Morocco has been providing training in life skills, employability and languages to the very highest international standards. This is in response to the needs of Moroccan companies for young people to be rapidly and successfully integrated into professional life.

- More than 16,735 young people have benefited from EFE-Morocco Foundation's support programmes across the country
- EFE-Morocco is now benchmarked nationwide with support from the Mastercard Foundation, the Rockefeller Foundation, CITI Bank, Accenture, Abraaj Group and Cummins.

### **Young people, a source of inspiration and innovation**

EFE Morocco targets young job-seekers aged 18-29 years with degrees from state universities, or those who have completed their higher secondary education or undergone vocational training and who live in regions where employment opportunities are scarce. This segment has been specifically targeted because unemployment is highest among this category of young person.

### **Target sectors – the job providers**

- ◆ Tourism
- ◆ Automobile
- ◆ Information and communications technology
- ◆ Commerce and management

## THE ODE

### **The Observatoire de l'Entrepreneuriat, providing a wealth of information for the entrepreneurial community**

Set up by BMCE Bank in 2009, the *Observatoire de l'Entrepreneuriat* (ODE), a business start-up agency, offers an innovative range of services for supporting Moroccan businesses at every stage of their life cycle. The ODE provides entrepreneurs with knowledge about the economy, business sectors, regulations and measures about how to set up and run a business.

In 2015, the ODE bolstered its entrepreneurial ecosystem by signing a partnership with Al Akhawayn University. In addition to providing services to young entrepreneurs, this agreement will also offer more established companies the option of attending specific hard skills training sessions, leading to a university certificate.

The ODE has also continued to organise regional seminars and, for the very first time, initiatives for overseas investors of Moroccan origin. In a series of conferences in Beni Mellal, Tangier, Oujda, Nador and Rabat, representatives of the Ministry in charge of Moroccans Living Abroad and Migration and Affairs, various professional chambers, the CRI, the ODE and the CGEM were able to present to overseas citizens of Moroccan origin the various investment opportunities available in each city.

Seminars were held in the Central and North Mediterranean regions and in Casablanca to raise awareness among entrepreneurs about recent regulatory changes regarding investment and entrepreneurship.

## SPONSORSHIP

Thanks to the work accomplished by Group Public Relations, BMCE Bank remains one of the country's leading sponsors and organisers of cultural events, drawing on its core values and the vision of its Chairman, epitomised by the strongly optimistic message of «Together, let's dream of a new world».

This year, BMCE Bank, through its network of domestic and overseas partners, sponsored a variety of events, providing significant financial support. The Bank remains strongly committed to social inclusion and sustainable development by sponsoring cultural, economic, social and sporting events.

### CULTURAL EVENTS

We have provided continuous support for a wide variety of festivals over the years. Our commitment to developing Morocco's cultural landscape is forever evolving but our focus on the economic and social development of both Morocco and the region remains constant.

These festivals provide a meeting point for a multitude of nationalities and are bridges between diverse cultures. If the Bank is investing in our country's cultural landscape, it is because, for Moroccans, culture remains one of the country's top priorities.

This year, the Bank sponsored:

- ◆ The 21<sup>st</sup> Fez Festival of World Sacred Music
- ◆ The 15<sup>th</sup> Marrakesh International Film Festival (FIFM)
- ◆ The 18<sup>th</sup> Gnaoua World Music Festival in Essaouira
- ◆ The 12<sup>th</sup> Timitar Signs and Cultures Festival in Agadir
- ◆ The 4<sup>th</sup> Nador Festival of International Cinema and Collective Memory
- ◆ The 9<sup>th</sup> Fez Festival of Sufi Culture
- ◆ The 8<sup>th</sup> Tetouan Festival of Women's Voices
- ◆ The 5<sup>th</sup> Nador Mediterranean Festival
- ◆ The 1<sup>st</sup> Oriental Festival of Laughter in Nador
- ◆ The 9<sup>th</sup> Salé International Women's Film Festival
- ◆ The 6<sup>th</sup> Timizart Silver Festival in Tiznit

### ECONOMIC EVENTS – TRADE FAIRS AND EXHIBITIONS

Group Public Relations plays a supporting and advisory role to the Bank's various entities by coordinating its sponsorship of and participation in economic-related events. It assesses the importance of the various trade fairs and exhibitions and decides on those to which the Bank should be a partner.

This year, BMCE Bank participated in numerous events including:

- ◆ The 5<sup>th</sup> Study in France Expo
- ◆ The 12<sup>th</sup> Pharmacists' International Trade Fair (Officine Expo)
- ◆ Regional Student Forums
- ◆ The A2 International Forum on Studying Abroad
- ◆ The 16<sup>th</sup> Medical Industry Expo 2015
- ◆ The inaugural Engineering Sciences Olympiad (ENSAM Students Association)
- ◆ The 24<sup>th</sup> International Student Forum
- ◆ The 10<sup>th</sup> Meknes International Agricultural Trade Fair (SIAM)
- ◆ The 6<sup>th</sup> General Union of Senegalese Students (UGESM) Cultural Day
- ◆ The inaugural Financial Information Meeting
- ◆ The 2<sup>nd</sup> and 4<sup>th</sup> Regional Meetings of the Housing Industry
- ◆ The 6<sup>th</sup> Women's Tribune
- ◆ The 13<sup>th</sup> International Forum for Masters Courses and Vocational Training for Postgraduate Students
- ◆ The 9<sup>th</sup> International Trade Fair for Electricity, Lighting, Electro-technology and Industrial Automation (Elec Expo 2015)
- ◆ The 7<sup>th</sup> International Trade Fair for Environmental Equipment, Technologies and Services (Pollutec Maroc 2015)
- ◆ The inaugural African Entrepreneurship Award (AEA)
- ◆ The 7<sup>th</sup> Canada EDU Expo
- ◆ The inaugural Sino African Entrepreneurs Summit (SAES)
- ◆ The 3<sup>rd</sup> Aerospace Meeting
- ◆ The Moroccan Dental Meeting
- ◆ The 6<sup>th</sup> Italian Design and Technologies Trade Fair (Medinit Expo 2015)
- ◆ The 2<sup>nd</sup> Olive Industry Trade Fair
- ◆ The 2<sup>nd</sup> Med Lab Entrepreneurship

- ◆ The 13<sup>th</sup> Fruit and Vegetables Trade Fair (SIFEL)
- ◆ The inaugural Handicap Maroc Forum and the inaugural African Transport and Logistics Conference (CATL 2015)
- ◆ As well as participating in the Sakane Expo Property Trade Fair, being a member of the Spanish Chamber of Commerce of Tangier, providing financial support for the moroccan engineers of *Ponts et Chaussée* directory and the Nomads Rabat Golfing Society tournament.





## SOCIAL EVENTS

BMCE Bank continues to provide solidarity-based support through various social initiatives which illustrate its commitment to corporate social responsibility.

BMCE Bank offers financial support to the following events:

- ◆ The 2<sup>nd</sup> Com Sup Symposium on the theme of «the duality of a constantly evolving city»
- ◆ The Tarab Al Assil Musical Evening – Angham Zaman Orchestra Association – to celebrate Women’s Day
- ◆ The 6<sup>th</sup> Casa Fashion Show – In Com Maroc- dedicated to international fashion in Morocco
- ◆ The 22<sup>nd</sup> International Festival of Music and Song in Educating Children – El Adwatain Music Association
- ◆ The inaugural «Let’s all go to the park» event – Global Shapers Community Casablanca Association
- ◆ The inaugural Enduro race – Forest Riders Association
- ◆ The Milan World Expo 2015 competition – Cape Descartes Association
- ◆ National conference – Manbar Al Mouak Association for Development
- ◆ The 5<sup>th</sup> Great Business Days roadshow - Belgian-Luxembourg Chamber of Commerce in Morocco
- ◆ The 2<sup>nd</sup> Pause Musicale – Ecole Française des Affaires (EFA)
- ◆ As well as our support each year for the Diplomatic Foundation, Operation Smile Morocco, the British Chamber of Commerce for Morocco and the American Chamber of Commerce in Morocco (AMCHAM).

## SPORTING EVENTS

As in previous years, BMCE Bank made a significant contribution to the development of the country’s sports scene by sponsoring major sports events. Sports sponsorship enables the Bank to enhance its brand reputation as a universal bank which is in tune with our country’s sporting aspirations.

BMCE Bank supported:

- ◆ The Mohammed VI Football Academy and the Royal Moroccan Federation for Equestrian Sports
- ◆ The 42<sup>nd</sup> Hassan II Golf Trophy
- ◆ The 6<sup>th</sup> Marrakesh Moulay El Hassan International Automobile Circuit Grand Prix
- ◆ The 4<sup>th</sup> Terry Fox Run – Association of Parents and Friends of Children Suffering from Cancer – l’Avenir
- ◆ The 12<sup>th</sup> Fez International Bridge Festival
- ◆ The 5<sup>th</sup> Marrakesh International Bridge Meet, the Airports’ Cultural and Sports Club’s Tennis Tournament
- ◆ The 3<sup>rd</sup> Automobile Industry’s International Golf Trophy
- ◆ The 2<sup>nd</sup> Agribusiness Industry’s Open Golf Tournament, the Rabat Bouregreg Jet Ski Club
- ◆ The 3<sup>rd</sup> Sacred Music Race, uniting rhythms and running, coinciding with the Fez Festival of World Sacred Music

## CHARITABLE WORK AND SOCIAL INITIATIVES

BMCE Bank continued to support charitable organisations, responding generously to appeals in support of humanitarian causes and those of public interest. BMCE Bank of Africa made a significant contribution to the Clean Beaches campaign, which is an initiative of the Mohammed VI Foundation for Environmental Protection, overseen by Her Royal Highness Princess Lalla Hasna. This is aimed at providing information, raising awareness and educating the general public about the environment.

BMCE provided technical and financial support for this campaign with a view to, among other things, cleaning up and livening up the beaches of El Harhoura municipality (Harhoura, Guyville, Temara Plage, Contrebandiers, Sables d’Or, Sid Alabed, Val d’Or and Petit Val d’Or).

Sizeable donations were also made to:

- ◆ The Mohammed V Foundation for Solidarity
- ◆ The Overseas Moroccan Investors Club and the Association for the Fight against Systemic Diseases
- ◆ The Moroccan Business Climate Centre
- ◆ The Moroccan Family Planning Association
- ◆ The Lions Clubs of Casablanca Foundation Princess Lalla Meryem Centre
- ◆ The Heure Joyeuse Association, the Regional Tourism Council of Agadir and the Hassan II Foundation
- ◆ The Bonnes Œuvres du Cœur Association
- ◆ the International Inner Wheel and the Liwaa Almoukaouim
- ◆ The Assalam Association for Social Development

## AWARDS, DISTINCTIONS AND CERTIFICATIONS

Over the years, BMCE Bank's efforts and achievements have been rewarded and recognised through numerous distinctions such as «Top Performer, CSR Morocco», awarded by Vigeo, a leading non-financial rating agency, to the Bank for a third consecutive year in 2015.

BMCE Bank was also named «Socially Responsible Bank of the Year» in 2015 by African Banker magazine at the annual meeting of the African Development Bank (AfDB).

BMCE Bank also featured in the Euronext-Vigeo EM 70 index which comprises 70 companies from a universe of 900 listed companies in developing countries which have achieved the highest ratings in social responsibility.



*Mr Brahim Benjelloun-Touimi, Group Executive Managing Director, receiving the «Top Performer CSR Morocco» award from Mrs Nicole Notat, Founder and CEO of Vigeo*



*«Socially Responsible Bank of the Year in Africa» award presented to BMCE Bank of Africa at the African Banker Awards*

## A GROUP THAT CONVEYS AN EXEMPLARY IMAGE



## GLOBAL REPORTING INITIATIVE

GRI - G4 INDEX	Compliance option: Essential criteria	Reporting period: 2015
<b>Standard Disclosures</b>		
GRI-G4 Indicator	<b>Reference</b>	
<b>Strategy and Analysis</b>		
G 4 - 1	Sustainable Development Report 2015 page 3	
<b>Organisational Profile</b>		
G 4 - 3	BMCE Bank of Africa	
G 4 - 4	Annual Report 2015 pages 26 to 37	
G 4 - 5	140 avenue Hassan II, Casablanca, Morocco	
G 4 - 6	Annual Report 2015 pages 14 and 46	
G 4 - 7	Annual Report 2015 page 17	
G 4 - 8	Annual Report 2015 pages 26 to 75	
G 4 - 9	Annual Report 2015 pages 23 and 137 - Annex Table No.1	
G 4 - 10	Annex Table No.2	
G 4 - 11	100%	
G 4 - 12	Annex Table No.3	
G 4 - 13	Annex Table No.3	
G 4 - 14	Sustainable Development Report 2015 pages 18 and 19	
G 4 - 15	Sustainable Development Report 2015 page 20	
G 4 - 16	Sustainable Development Report 2015 pages 20 and 34	
<b>Identified Material Aspects and Boundaries</b>		
G 4 - 17	Annual Report 2015 page 16	
G 4 - 18	Annex Table No.4	
G 4 - 19	Annex Table No.4	
G 4 - 20	Annex Table No.4	
G 4 - 21	Annex Table No.4	
G 4 - 22	No material change	
G 4 - 23	No material change	
<b>Stakeholder Engagement</b>		
G 4 - 24	Annex Table No.5	
G 4 - 25	Annex Table No.5	
G 4 - 26	Annex Table No.5	
G 4 - 27	Annex Table No.5	
<b>Report Profile</b>		
G 4 - 28	2015	
G 4 - 29	September 2015	
G 4 - 30	Annual Cycle	
G 4 - 31	Annex Table No.6	
G 4 - 32	Essential criteria - Annex Table No.7	
G 4 - 33	Annex Table No.7	
<b>Governance</b>		
G 4 - 34	Annual Report 2015 pages 10 to 13	
<b>Ethics and Integrity</b>		
G 4 - 56	Sustainable Development Report 2015 page 13	

INDEX GRI - G4		Compliance option: Essential criteria	Reporting period: 2015
<b>Specific Standard Disclosures: Environment</b>			
<b>GRI-G4 Indicator</b>	<b>Reference</b>		
G4-EN 3	Sustainable Development Report 2015 pages 29 and 30		
G4-EN 6	Sustainable Development Report 2015 pages 29 and 30		
G4-EN 15	Sustainable Development Report 2015 page 29		
G4-EN 16	Sustainable Development Report 2015 page 29		
G4-EN 17	Sustainable Development Report 2015 page 29		
G4-EN 19	Sustainable Development Report 2015 page 29		
G4-EN 23	Sustainable Development Report 2015 page 29		
G4-EN 27	Sustainable Development Report 2015 page 29		
G4-EN 29	No significant fine for non-compliance with environmental laws and regulations		
G4-EN 30	Sustainable Development Report 2015 page 29		
G4-EN 32	No supplier was screened using environmental criteria		
<b>Specific Standard Disclosures: Economy</b>			
<b>GRI-G4 Indicator</b>	<b>Reference</b>		
G4-EC 1	Annual Report 2015 pages 20 and 21 4% of gross operating income		
G4-EC 2	Sustainable Development Report 2015 pages 17 and 18		
G4-EC 3	BMCE Bank employees are covered by the Caisse Interprofessionnelle Marocaine de Retraite (CIMR) retirement scheme		
G4-EC 5	BMCE Bank employee compensation is not based on the local minimum wage		
G4-EC 8	Sustainable Development Report 2015 pages 17 to 21		
G4-EC 9	The majority of our suppliers are local (based in Morocco)		
<b>Specific Standard Disclosures: Society</b>			
<b>GRI-G4 Indicator</b>	<b>Reference</b>		
G4-SO 2	BMCE Bank does not have any operation with significant actual and potential negative impacts on local communities		
G4-SO 4	Sustainable Development Report 2015 page 25		
G4-SO 7	No legal action for anti-competitive behaviour, anti-trust and monopoly practices against BMCE Bank		
G4-FS 13	BMCE Bank has operations across the entire country		
G4-FS 14	None until now		
<b>Specific Standard Disclosures: Human Rights</b>			
<b>GRI-G4 Indicator</b>	<b>Reference</b>		
G4-HR 1	Sustainable Development Report 2015 pages 18 and 19		
G4-HR 2	0 hours of employee training on human rights policies or procedures		
G4-HR 3	No incident of discrimination		
G4-HR 4	No site nor supplier in which employee rights to exercise freedom of association or collective bargaining may be violated or at significant risk		
G4-HR 8	No incident of violations involving rights of indigenous peoples		
G4-HR 10	No supplier screened using human rights criteria although suppliers must now sign a Responsible Supplier Charter containing undertaking of this type		
G4-HR 12	No grievance about human rights impacts filed		





Specific Standard Disclosures: Social	
GRI-G4 Indicator	Reference
G4-LA 1	Annex Table No.8
G4-LA 2	Annex Table No.9
G4-LA 3	Annex Table No.10
G4-LA 4	Annex Table No.11
G4-LA 6	Annex Table No.12
G4-LA 9	Annex Table No.13
G4-LA 11	Annex Table No.14
G4-LA 12	Annex Table No.15
G4-LA 13	Annex Table No.16
G4-LA 14	No supplier screened using labour practices criteria although suppliers must now sign a Responsible Supplier Charter containing undertaking of this type
G4-LA 16	No grievance about labour practices impacts filed
Specific Standard Disclosures: Product Responsibility	
GRI-G4 Indicator	Reference
FS 6	Annual Report 2015 page 137
FS 7	Sustainable Development Report 2015 page 21
FS 8	Sustainable Development Report 2015 page 17
FS 10	Sustainable Development Report 2015 pages 17 to 19
FS 11	Sustainable Development Report 2015 pages 17 to 19
G4-PR 2	No incident of non-compliance with regulations and voluntary codes concerning the health and safety impacts of products and services
G4- PR 4	0 incidents
G4-PR 6	BMCE Bank does not sell disputed products that are the subject of stakeholder questions or public debate
G4-PR 7	0 incidents
G4- PR 8	No substantiated complaint received regarding breaches of customer privacy and losses of customer data
G4-PR 9	No fine for non-compliance with laws and regulations concerning the provision and use of products and services



## ANNEXES

Table No.1	G4 - 9	Total number of employees: 4,909				
		Number of sites: 707				
Table No.2	G4 - 10	10 a)	Number of permanent contracts: 4,824 (Men: 3,034 - Women: 1,790), Number of temporary contracts (Anapec contracts): 85 (Men: 53 - Women: 32)			
		10 b)	Number of permanent employees : 4,824 (Men: 3,034 - Women: 1,790)			
		10 c)	Men: 3,142 - Women 1,852			
		10 d)	Total workforce by region and gender:			
			<b>Region</b>	<b>Male</b>	<b>Female</b>	<b>Total</b>
			Head Office (Casablanca)	794	640	1 434
			Casa South	381	295	676
			Casa North	411	232	643
			Central Atlantic	321	183	504
			Central Southern	325	152	477
			Central	222	130	352
North Mediterranean	226		77	303		
Greater South	229		68	297		
Eastern	178	45	223			
<b>TOTAL</b>	<b>3 087</b>	<b>1 822</b>	<b>4 909</b>			
10 e)	Workers who are legally recognised as self-employed or individuals other than employees or supervised workers, including employees and supervised employees of contractors, do not perform a substantial portion of the organisation's work.					
10 f)	No material change in employment numbers in 2015.					
Table No.3	G4 - 12	<p>Since BMCE Bank is a financial services company, purchases of goods and services do not constitute a substantial portion of production.</p> <p>The supply chain is organised as follows:</p> <ul style="list-style-type: none"> <li>• Group Purchasing unit receives purchase requests from business lines</li> <li>• Selects suppliers to participate in the consultative or bidding process</li> <li>• Starts the bidding process and consultation</li> <li>• Selects the supplier based on the best offer or lowest bid depending on the type of purchase</li> <li>• Adjudication and the drawing up of contracts</li> <li>• Dissemination of terms negotiated with business lines which will make contact with the chosen Provider or Supplier in order to enforce the contract and start the process of providing the services or supplies.</li> </ul> <p>The percentage of local companies called upon for our projects/services is 95%. An additional clause was included in existing purchasing procedures in 2015 to take into consideration suppliers' attitudes to environmental issues as part of the selection/evaluation process.</p>				
	G4 - 13	No material change in the structure of the supply chain in 2015.				





Table No.4			
Category	Material aspects	Scope	
<b>Social</b>	Occupational health and safety	Internal	
	Employment	Internal	
	Diversity and equal opportunity	Internal	
	Labour/Management relations	Internal	
	Training and education	Internal	
	Equal remuneration for women and men	Internal	
	Supplier assessment for labour practices	External	
	Labour practices grievance mechanisms	Internal	
<b>Economy</b>	Market presence	External	
	Procurement practices	External	
	Economic performance	Internal	
	Indirect economic impacts	External	
<b>Environment</b>	Products and services related to the environment	External	
	Products and services related to the environment, emissions, effluents and waste	External	
	Supplier environmental assessment	External	
	Transport	External	
	Materials	External	
	Energy	External	
<b>Human rights</b>	Investment related to human rights	External	
	Freedom of association and collective bargaining	Internal	
	Supplier human rights assessment	External	
	Indigenous rights	External	
	Non-discrimination	Internal/External	
<b>Society</b>	Human rights grievance mechanisms	External	
	Anti-competitive behaviour	External	
	Anti-corruption	Internal/External	
<b>Product responsibility</b>	Local communities	External	
	Marketing and Communications	Internal/External	
	Customer Privacy	External	
	Product-related compliance	External	
	Customer health and safety	External	



	Main stakeholders	Modes of information and dialogue	Stakeholder's main expectations	Actions undertaken to meet those expectations	Frequency
Table No.5	All stakeholders	BMCE Bank website	Transparent non-financial communications	BMCE Bank's CSR approach – BMCE Bank's Sustainable Development policy	Ongoing
		Sustainable Development report	Compliance with laws and regulations	Progress report indicators adopted such as GRI	Annual
		Annual report	Ethical and responsible behaviour	Continuous improvement in BMCE Bank's communication about its CSR approach	
	Employees	BMCE Bank's intranet website	Remuneration based on fairness and competitiveness	Social policy	Ongoing
		In-company communications initiatives	Development opportunities (career, training)	Ethics and Compliance Code Career management policy	
		Individual interviews	Values and corporate culture	Risk mapping approach	
		Dialogue with trade unions	Ethics Health and safety	Psychological support provided by company doctors	
	Customers	Business meetings with customers	Lowering interest rates	Quality Charter	Ongoing (CRC, business meetings), recurring (customer satisfaction surveys)
		Customer surveys	Welcome and service quality	"CRC quality undertakings" policy	
		CRC	Dealing with complaints rapidly		
		Website Social media	Waiting periods for approving loans		
	Shareholders	General Meetings	Delivering growth, profitability and sustainability	Financial publications	Recurring (Board of Directors meetings, AGM, EGM)
		Board of Directors meetings	Information on governance and financial and non-financial risk management	Publication of the annual report and the Sustainable Development report	
		Press releases and shareholder letters	Information about the Bank's results and goals and about the resources adopted to achieving them	Presenting CSR policy on the Bank's website	
	Trade unions	Staff representation bodies (unions, Works Council, staff representatives, Health and Safety Committee)	Equity and social justice	Trade union agreements	Ongoing
		Dialogue sessions	Information on HR policies and corporate organisation	Suppliers - Responsible Buying Charter	Ongoing and ad hoc (satisfaction report)
Suppliers and sub-contractors	Discussions with buyers	Fair remuneration			
	Satisfaction/ Expressing needs reports	Respecting supplier payment periods Sustaining commercial relations	Ethics and Compliance Code		





Main stakeholders	Modes of information and dialogue	Stakeholder's main expectations	Actions undertaken to meet those expectations	Frequency
Charitable associations	Meetings	Institutional support initiatives	Incorporating BMCE Bank's commitment to disadvantaged communities in the Bank's CSR policy	Ad hoc
	Replies to appeals	Offer expertise (mentoring, skills)		
Sub-contractor staff	Meetings with Heads of Buying	To be defined	Supplier Responsible Buying Charter	Ad hoc
	Meetings with business line coordinators			
	Meetings to raise awareness about sustainable development issues			
Staff on temporary contracts	Meetings	Converting temporary contracts into permanent contracts	Process of determining eligibility criteria for converting temporary contracts into permanent contracts	Ongoing and ad hoc
	Intranet site			
	Contract/ Clauses			
Academia	Meetings	Sharing and enabling access to the Bank's expertise	Partnerships with academia (universities, schools, etc.)	Ongoing
	Participating in forums	Financial support for research	Providing internships	
		Providing internships and job opportunities for students	Mentoring Programme Mentoring programme (Financial support for student associations)	
Future employees	Participating in forums	Career opportunities	Recruitment policy	Ongoing (website internet) and recurring (forums)
	HR pack	Working conditions		
	"Careers" section on the Bank's website	Remuneration		
Media	Press conferences	Clear and relevant information	Targeted communications strategy	Ongoing
	Press releases		Steering communications by the Group Communications and Financial Communications departments under the supervision of General Management	
	Replies to requests (for interviews, information)			
	Various communications publications	Non-financial risk control	CSR policy	
Sponsors	Institutional presentations about the Bank	Continuously improving the manner by which the Bank handles its environmental, social and societal risks	Environmental policy and environmental management system ISO 14001 certified	Recurring (annual and quarterly) and ad hoc
	Website			
	Meetings	Transparent communications	Compliance with Equator Principles	
		Commitment to sustainable finance	SEMS adopted	
		Commitment to financing energy efficiency and renewable energy projects	CSR reporting	
SEMS reporting				
	EP reporting			
	SME reporting			
	Signing a MorSEFF credit line – financing for energy efficiency and renewable energy projects			



<b>Table No.6</b>	<b>G4 - 31</b>	Mrs. Soraya Sebti : Sustainable Development and CSR Division
<b>Table No.7</b>	<b>G4 - 32</b>	The GRI - G4 2014 report has not been externally assured.
	<b>G4 - 33</b>	BMCE Bank's current practice is not to seek external assurance for its GRI-G4 report until now.

<b>Table No.8</b>	<b>G4 - LA 1</b>	«Total number and rate of new employee hires during the reporting period, by age group, gender and region»					
		<b>By gender</b>					
			<b>Men</b>	<b>%</b>	<b>Women</b>	<b>%</b>	<b>TOTAL</b>
		New employee hires 2015	86	56%	67	44%	153
		<b>By region</b>					
		<b>Region</b>	<b>Men</b>	<b>%</b>	<b>Women</b>	<b>%</b>	<b>Total</b>
		Casablanca (including head office)	63	55%	52	45%	115
		Central Atlantic	3	38%	5	63%	8
		Central Southern	7	78%	2	22%	9
		Central	2	50%	2	50%	4
		North Mediterranean	5	56%	4	44%	9
		Greater South	5	83%	1	17%	6
		Eastern	1	50%	1	50%	2
		<b>Total</b>	<b>86</b>	<b>56%</b>	<b>67</b>	<b>44%</b>	<b>153</b>
		<b>By age group</b>					
			<b>Number</b>	<b>%</b>			
		Less than 30 years	105	69%			
		30-50 years	48	31%			
		More than 50 years	0	0%			
		<b>TOTAL</b>	<b>153</b>	<b>100%</b>			
		«Total number and rate of employee turnover during the reporting period, by age group, gender and region»					
			<b>Number leaving</b>	<b>Workforce Y-1</b>	<b>Turnover</b>		
		2015	199	4 921	4.0%		
		<b>By age group</b>					
						<b>Number</b>	<b>%</b>
Less than 30 years				46	23%		
30-50 years				79	40%		
More than 50 years				74	37%		
<b>TOTAL</b>				<b>199</b>	<b>100%</b>		
<b>By region</b>							
<b>Region</b>	<b>Men</b>	<b>%</b>	<b>Women</b>	<b>%</b>	<b>Total</b>		
Casablanca (including head office)	76	68%	36	32%	112		
Central Atlantic	14	48%	15	52%	29		
Central Southern	12	63%	7	37%	19		
Central	10	100%	0	0%	10		
North Mediterranean	7	78%	2	22%	9		
Greater South	10	77%	3	23%	13		
Eastern	7	100%	0	0%	7		
<b>Total</b>	<b>136</b>	<b>68%</b>	<b>63</b>	<b>32%</b>	<b>199</b>		





		WELFARE BENEFITS		
Table No.9	G4 - LA 2	1. CMIM health and maternity insurance scheme		
		2. Solidarity fund		
		3. Emergency assistance		
		4. Other types of insurance		
		• On-death and permanent disability insurance		
		• Occupational injury insurance		
		• Housing loan insurance		
		• Sports injuries insurance		
				SICKNESS AND MATERNITY BENEFITS
				1. CNSS daily sickness allowance
				2. RMA Watanya daily sickness allowance
				3. CNSS daily maternity allowance
				RETIREMENT BENEFITS
				1. Compulsory retirement scheme
				2. <i>Caisse Interprofessionnelle Marocaine de Retraite</i> retirement scheme
				3. Supplementary retirement scheme
				Social Benefits Guide
				BONUSES AND OTHER EMPLOYEE BENEFITS
				1. Bonuses
				• Marriage bonus
				• New-born baby bonus
				• Achoura bonus
				• Education bonus
				• Pilgrimage bonus
				• Aïd Al Adha bonus
				• Ouissam Achoghle bonus
				• Retirement allowance
				2. Interest-free loans and subsidised loans
				• Social loans for events
				• Loans for family needs
				• Car loans
				• Housing loans
				3. Other social benefits
		• Holiday centres		
		• Summer camps		
		• Staff canteen		
		• BMCE Bank Club		
		LEAVE		
		1. Annual holiday entitlement		
		2. Holidays and special events		
		3. Maternity leave		



Table No.10	G4 - LA 3	<b>Total number of employees entitled to parental leave, by gender</b>			
		<b>Contract type</b>	<b>Women</b>	<b>%</b>	<b>Total</b>
		Permanent	1 820	37%	4 909
		<b>Total number of employees that took parental leave, by gender</b>			
		<b>Year</b>	<b>Number</b>	<b>Gender</b>	
		2015	146	Women	
		<b>Total number of employees who returned to work after parental leave ended, by gender</b>			
		<b>Year</b>	<b>Number returning to work</b>	<b>Gender</b>	
		2015	101	Women	
		45 will return to work in 2015			
		<b>Total number of employees who returned to work after parental leave ended who were still employed 12 months after their return to work, by gender</b>			
		<b>Year</b>	<b>Number of employees who took parental leave</b>	<b>Number of employees who returned to work after parental leave and still employed after 12 months</b>	<b>Gender</b>
2014	165	165	Women		
<b>Return to work and retention rates of employees who took parental leave, by gender</b>					
Return to work rate =	(Total number of employees who returned to work after parental leave/Total number of employees who were expected to return to work after parental leave) x 100		= 69%		
Retention rate =	(Total number of employees still employed 12 months after their parent leave ended/Total number of employees who returned to work after parental leave ended during the current or previous reporting periods) x 100		= 100%		

Table No.11	G4 - LA 4	A minimum notice period of 3-6 months is given prior to the implementation of any significant operational project. The said Project must be: - Announced by the General Management Committee - Presented to the Joint Consultative Committee - Phased-in with a programme of communication, training and information provided to employee representative bodies for each phase
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Table No.12	G4 - LA 6	Types of occupational injury:					
		<b>Occupational injury rate based on permanent physical disability</b>					
			<b>Permanent physical disability rate</b>	<b>Number of occupational injuries</b>		<b>With or without sick leave</b>	
			0	19			
			1	1		With sick leave (No. of days lost): 21	
			2	1		Without sick leave (No. of days lost): 3	
			7	2			
			10	1			
			Total	24			
		<b>Occupational injuries by gender</b>					
		<b>2015</b>					
			<b>BMCE's workforce</b>	<b>4 909</b>		<b>Gender</b>	<b>Number of days' sick leave</b> %
				Female	13 54%		
				Male	11 46%		
				Total	24 100%		





Occupational injury rate						
Region	Number of days lost to occupational injury	Number of days' sick leave/Total number of days' sick leave	Total Absences/ Region	Workforce	Theoretical number of days worked	Sick leave rate
Casablanca (including head office)	749	77.78%	37 506	2 753	1 004 845	0.07%
Central Atlantic	83	8.62%	5 802	504	183 960	0.05%
North Mediterranean	0	0.00%	3 255,5	303	110 595	0%
Eastern	16	1.66%	1 772	223	81 395	0.02%
Central Southern	14	1.45%	5 953	477	174 105	0.01%
Central	51	5.30%	4 648	352	128 480	0.04%
Greater South	50	5.19%	4 491,5	297	108 405	0.05%
<b>TOTAL</b>	<b>963</b>	<b>100.00%</b>	<b>63 428</b>	<b>4 909</b>	<b>1 791 785</b>	<b>0.05%</b>
Absentee rate						
Region	Total Absences/ Region	Workforce	Theoretical number of days worked	Absenteeism rate		
Casablanca (including head office)	37 506	2 753	1 004 845	3.7%		
Central Atlantic	5 802	504	183 960	3.2%		
Central Southern	3 255.5	303	110 595	2.9%		
Central	1 772	223	81 395	2.2%		
Greater South	5 953	477	174 105	3.4%		
North Mediterranean	4 648	352	128 480	3.6%		
Eastern	4 491,5	297	108 405	4.1%		
<b>TOTAL</b>	<b>63 428</b>	<b>4 909</b>	<b>1 791 785</b>	<b>3.5%</b>		

«Number of hours of training that the organisation's employees have undertaken during the reporting period:»			
By gender			
Gender	Workforce by gender	Number of hours of training in 2015	Number of hours/ Workforce
Women	1 820	31 014	17.04
Men	3 089	56 772	18.38
Total	4 909	87 786	17.88
Number of hours of training in 2015			
57 630			
Number of hours of training in 2015 per employee			11.71
By employee category			
	Workforce	Number of hours of training	Number of hours/ Workforce by employee category
Managerial	2 937	61 416	20.91
Graded	1 660	9 708	5.85
Employees	93	15 978	171.81
Unclassified	219	684	3.12
Total	4 909	87 786	17.88

Table No.13 G4 - LA 9



Table No.14	G4 - LA 11	Classification	Performance review Women	Total Women	%	Performance review Men	Total Men	%	TOTAL Performance review	Total workforce	%
			Managerial	1 121	1 145	98%	1 741	1 792	97%	2 862	2 937
Employees	11	33	33%	25	60	42%	36	93	39%		
Graded	563	593	95%	1 022	1 067	96%	1 585	1 660	95%		
Unclassified	46	51	90%	137	168	82%	183	219	84%		
<b>TOTAL</b>	<b>1 741</b>	<b>1 822</b>	<b>96%</b>	<b>2 925</b>	<b>3 087</b>	<b>95%</b>	<b>4 666</b>	<b>4 909</b>	<b>95%</b>		

Table No.15	G4 - LA 12	Breakdown of employees per employee category in each of the following diversity categories:		
		BMCE Bank workforce	2015	%
Men	3 089	63%		
Women	1 820	37%		
<b>TOTAL</b>	<b>4 909</b>	<b>100.0%</b>		
Managers	2015	%		
Women	285	26%		
Men	792	74%		
<b>TOTAL</b>	<b>1 077</b>	<b>100.0%</b>		
Workforce by age bracket	2015	%		
Less than 30 years	828	17%		
30-50 years	3 447	70%		
More than 50 years	634	13%		
<b>Total</b>	<b>4 909</b>	<b>100%</b>		

Table No.16	G4 - LA 13	Ratio of male to female average salary			
		Category	Workforce	Gender	Monthly average net salary
Unclassified	166	Male	40 167.12	1.02	
Unclassified	50	Female	41 132.91		
Managerial	1 790	Male	12 631.92	0.98	
Managerial	1 149	Female	12 392.45		
Graded	1 062	Male	6 989.12	0.98	
Graded	598	Female	6 880.83		
Employees	58	Male	4 297.05	0.71	
Employees	36	Female	3 046.96		
<b>TOTAL</b>	<b>4 909</b>	-	-	-	





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## **BMCE BANK WEB SITE**

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# BMCE BANK OF AFRICA

