



REPORT TO SOCIETY 2013

 **WesBank**

A division of FirstRand Bank Ltd.

Message from CEO



If one looks back and compares WesBank's culture and business practices of the past to those of today it is clear that there have been many changes. Most have been planned and some have simply evolved. A business can never stand still and neither can its culture. Today, WesBank is a professional, technologically advanced and innovative company.

Consumers across the world are becoming accustomed to swift responses and instant service delivery and our customers are demanding new ways of engaging with us. In response to customers' ever-changing needs we extended the secure web-based iContract and online application to our corporate customers and FleetVantage, a new online fleet management portal, to fleet customers.

All of these innovations are a first in the banking industry.

Delivering great customer service remains an integral part of the WesBank culture. To ensure we all live up to this promise we rate all customer interactions using Net Promoter Score methodology. Our Net Promoter Score remains at 63%, which is in line with international top quartile benchmarks. Maintaining great service levels is only possible if one has skilled employees and efficient processes. Last year, we held 17 031 training sessions which equates to roughly 50% of all staff receiving training at least once a month.

WesBank once again achieved 1st position in the PWC Banking Survey for Vehicle and Asset Finance. We are honoured to have been acknowledged as leaders in our field by our peers

successively for the past 13 years.

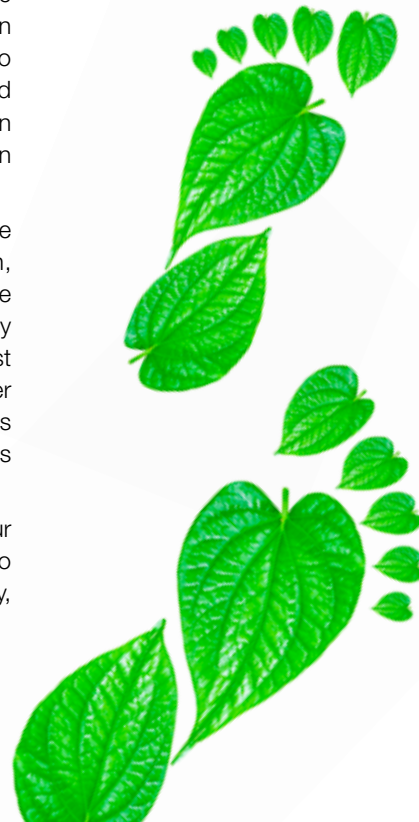
This achievement is testimony to our innovative culture, and the quality and dedication of our people who are passionate about our industry and delivering great customer service. It also confirms the importance and ongoing success of our JV partnering strategy.

We continue to play our part in creating a better South Africa for all through various corporate social investment (CSI) initiatives. Statistics from the Department of Agriculture, Forestry and Fisheries suggest that 12 million South Africans are food insecure, which means they have no access to adequate nutrition. I am, therefore, pleased to report that the WesBank Fund continues to empower communities across South Africa to grow their own food for subsistence or income generation in an effort to alleviate starvation and malnutrition.

Energy efficient improvements at the home of WesBank in Fairland continue to illustrate the importance we attach to being a good corporate citizen, particularly in regard to the impact on the environment. In March this year, we once again joined the global call to take a stand against climate change by turning off the lights in our Fairland building during Earth Hour. During the past year we replaced all electric geysers at the Fairland Campus with solar water heaters, retrofitted all downlights with low energy LEDs and changed chemicals used to clean the building to an Ecozyme biocide product. All these initiatives aim to reduce our overall carbon footprint.

I hope you will enjoy this glimpse into the world of WesBank and I trust that our report will provide sufficient information on activities across the business to illustrate our investment in people, customers, partners and, most importantly, in those individuals less privileged than ourselves.

Brian



2013 PERFORMANCE HIGHLIGHTS

10% 

normalised earnings

32.8%

return on equity

19% 

advances

WesBank's financial performance during the year is complemented by positive operational accomplishments.

- ❖ Introduction of online self-help functionality to support customer service deliverables.
- ❖ Enhancement of the iContract origination process and increased automation at point-of-sale.
- ❖ Good traction in the Full Maintenance Rental business, with the book in excess of R1.5 billion.
- ❖ Geographic and product expansion in MotoNovo Finance.
- ❖ Introduction of innovative fleet management portal in support of the Fleet Card business.
- ❖ Continued positive outcomes in respect of customers under debt review.



Invested in our people

**THE KEY TO GREAT CUSTOMER
SERVICE IS KNOWLEDGEABLE AND
HAPPY STAFF.**

iCONNECT SURVEY

Earlier this year we conducted the **transformation, ethics and iConnect surveys**. These measured **leadership capability, current culture and climate**. The findings of these surveys were on the whole very positive and have helped the management team to understand the interdependent relationships between work, culture and individuality. So far we have identified the following two key focus areas:

- interactions which allow for a diverse and inclusive culture; and
- consistent application of performance and career development processes.

EMPLOYMENT EQUITY

We are striving for a workforce that accurately reflects SA's cultural and racial diversity. By the end of the 2012/13 financial year, we employed 2 941 permanent staff members, of whom 65% were African, Coloured or Indian (ACI). 61% of permanent staff members are women; 62% of ACI staff are women.

SKILLS DEVELOPMENT

During the past financial year the total amount spent on training was R54 million, of which R41 million was spent on ACI employees. ACI employee-training spend equates to 4.5% of payroll, significantly exceeding the 3% dti and financial sector charter targets.

The bulk of our training investment during the past year focused on learnerships. This is in line with our overall objective of building a culture of lifelong learning to assist our people in their careers. During the year training was provided for 167 learners which included nine disabled learners; a first for WesBank.

LEADERSHIP DEVELOPMENT

Our leadership programmes help to develop a strong pipeline of team leaders and potentially future ACI leaders. During the past year, WesBank employees participated in the following external programmes:

- international executive development programme;
- BANKSETA certificate in management development; and
- FirstRand Group's accelerated development programme.

In total, 110 employees benefited from these specific programmes; 91% were ACI and 15% of ACI employees were African women.

Internally, the WesBank leadership development and advanced leadership development programmes continue to make a significant impact on individuals.

PERMANENT STAFF



● **65%**
African
Coloured
Indian
(ACI)

● **35%** White

ACI STAFF



● **62%** ACI women

● **38%** ACI men

TESTIMONIALS

Dane Reddy

WesBank Knowledge Management

“WesBank has taken my personal development to a level that has enabled me to fulfil my current role as a Business Process Enablement Specialist. The support displayed by management and the skills transferred to me, have assisted me to be more effective.

My leadership development programme journey has added great value by enhancing my skills set and has been a catalyst taking my thinking capacity to a new level. It has also provided me a good platform to build strong networks with key individuals.

I am proud to be a part of a company that has invested in my growth and I feel valued as an individual.”

Nkosenye Nkosi

WesBank HR

“I joined WesBank on 1 December 2012 on a Contact Centre learnership. I have gained invaluable experience through my interactions with the HR team.

When I have completed the learnership I will have an NQF-aligned qualification. This is a new world altogether for me. I am humbled by the support that I have been given. WesBank has acknowledged my sporting activity in wheelchair tennis and has made provision for me to continue with this while completing my learnership. I would like to thank WesBank for buying me a wheelchair; it has alleviated the stress that comes with my disability.”

Invested in our customers

LOOKING AT WAYS **TO RESPOND TO THE EVER-CHANGING NEEDS OF OUR CUSTOMERS** REMAINS A PRIORITY AT WESBANK. **DURING THE PAST YEAR TWO INNOVATIONS AIMED AT OUR CORPORATE AND FLEET CUSTOMERS WERE INTRODUCED, NAMELY iCONTRACT AND FLEETVANTAGE.**

iCONTRACT AND ONLINE APPLICATION

In 2011, we revolutionised finance contracting in the motor industry when we launched iContract, a secure web-based system allowing retail customers to sign finance contracts online. Today, 72% of all retail customers are using iContract to sign vehicle finance contracts.

During the year we extended iContract and the WesBank online application to many of our corporate customers, allowing them to apply for finance and sign contracts online.

Our innovative solutions place the customer in control, simplifying the finance application process with instant answers; the quickest turnaround times in the industry. The simple experience of signing online with iContract, gives customers more time to focus on what is important to them.

Apply for business asset finance online.
Get an instant answer.



FLEETVANTAGE

FleetVantage is an intelligent fleet management dashboard providing fleet customers with online access at any time to their fleet information. Real-time details on personnel-related administration, fuel consumption, service and maintenance, and performance and exception reporting are available instantly. FleetVantage provides reports that are accurate and relevant, allowing fleet managers to proactively manage and reduce fleet operating costs over time.

WESBANK SELF-SERVICE UPDATE

More customers today are experiencing the convenience of the online account self-service facility.

Highlights for the past year:

132 874

*new registrations for WesBank
self-help*

91 340

*customers requested
settlements figures
via self-help*

82 404

*customers signed up
for email statements*

Quote from a customer, R Graham: WesBank online request for an original natis document

“I requested my online vehicle registration certificate to be delivered by courier to my work address. I was very skeptical that you would get it right. I was wrong and I’m thoroughly impressed! Well done for making vehicle financing through WesBank effortless”.

Invested in our communities

We spend 1% of after-tax profits on corporate social responsibility initiatives through the WesBank Fund. Our key focus area remains the establishment of food security at a micro level through household and community food gardens in all nine provinces. The WesBank Fund food security and agricultural livelihoods programme aims to empower communities with skills and knowledge to increase household food security through backyard and community food gardens, and invests in the establishment of self-sustaining support centres that can provide gardeners with useful resources and knowledge.

During the year, the fund invested R15 million in training approximately 5 000 people in food gardening skills and supporting the establishment of 2 305 food gardens.

In addition to the WesBank Fund, WesBank volunteers are involved in projects that include the planting of food gardens at schools, feeding the hungry through the collection of cans of food, carrying out general maintenance at various homes and schools, assisting needy children by supplying school uniforms and stationery, and funding leadership and career camps.



“Heifer helped me to grow in terms of knowledge and information on horticulture and bookkeeping. I learnt to make decisions on what and when to plant my vegetables.”

Mrs Zandile Skhakhane (36) from Nqundu village, Uthungulu Municipality, KwaZulu-Natal



THE HARVEST OF HOPE PROJECT STARTED BY ABALIMI BEZEKHAYA – Cape Town

Abalimi Bezekhaya is an urban agriculture and environmental action association operating in the socio-economically neglected townships of Khayelitsha, Nyanga and surrounding areas on the Cape Flats near Cape Town, South Africa.

The WesBank Fund covers approximately 10% of Abalimi Bezekhaya's farmer development and support costs. With the help of the WesBank Fund, Abalimi is able to pay 12 fieldworker-trainers and their tiny professional support team of five, as well as their modest overheads. This team of 12 comprises micro-farmers with home or community garden plots alongside the farmers they train and support. Abalimi has grown from 3 000 farmers in March 2012 to 5 000 registered micro-farmers in March 2013.

Harvest of Hope was launched at the beginning of 2008. The aim was to sell vegetables directly to consumers so that farmers would benefit directly from regular income, while customers benefit from reasonably priced, locally produced organic vegetables. Abalimi's Harvest of Hope community-supported agriculture business has grown from 250 vegetable boxes to a stable 400 boxes per week in 2013. This initiative has created nearly 200 stable micro-farming jobs valued at around R250 – R3 000 per month per micro farmer after costs. For every ten vegetable boxes one micro-farming starter job is created on 500m² of gale-force wind-blown sand lands.



Invested in the future

WE HAVE SET OURSELVES A CHALLENGING FINANCIAL GROWTH TARGET FOR THE NEXT THREE YEARS.

To achieve, this we will continue to attract, develop and retain the best talent, drive innovation, provide customer centric solutions and increase process efficiencies that will be underpinned by technology.

It is satisfying and rewarding to know that our ongoing success enables WesBank to distribute more of its profits to benefit the broader society in higher taxes and increased CSI contribution.



**For more information visit us at
www.wesbank.co.za.**