



# STAKEHOLDERS

We benefit from the expertise, advice and constructive criticism of many different stakeholders, over and above our customers and colleagues. During 2016, we demonstrated our commitment to even greater stakeholder engagement and transparency, with the appointment of a number of external experts to our new Stakeholder Panel, which has a remit to hold us to account as a responsible business and challenge us to break new ground in this area.

## What's in this update?

This Update summarises our engagement with key stakeholders during 2016, which was highlighted as a key issue by participants in our 2016 materiality process. You can read more about stakeholders' feedback in our [Materiality Report](#).

## Key issues for our stakeholder groups

- Government and regulators
  - Our approach to tax
- Investors and analysts
  - Sustainable business performance and growth
  - Indices and ratings agencies
- Unions
  - Collective bargaining
- Suppliers
  - Transparency in our supply chain
  - Responsible sourcing

## Highlights

**>97%**

of our supplier invoices were paid within 30 days

**1,100**

meetings held with investors

**£2.3bn**

paid in tax

**£2bn**

tax collected on behalf of HMRC

**£5.3bn**

total supplier expenditure

**10**

Regional Ambassador networks across the UK supporting regional prosperity

## Engaging with our stakeholders

We know that engaging with different stakeholder groups is extremely important. It enables us to understand the issues they face and their expectations from the Group. Their contributions influence our strategic thinking and also help us to shape our corporate reporting.

We want to engage stakeholders in ways that are responsible, transparent and mutually beneficial. We define stakeholders as 'those who affect and are affected by our operations'. They include a wide range of different groupings, so it's important that we take a flexible approach, reaching each in ways that work for them.

Our approach to engaging and working with stakeholders is set out in our Code of Responsibility. Our Group Board, Group Executive Committee and divisional leaders, all discuss stakeholder relationships as necessary, but these relationships are generally managed on a day-to-day basis by those best placed to do so. For example, our Employee Relations team manages our relationship with Trade Unions and our Sourcing Teams lead engagement with our suppliers.

We engage with stakeholders in many different ways: during our business activities; in face-to-face meetings on specific issues, such as regulation; and also through new media such as digital broadcasts. Stakeholders' interests are also represented by our independent Stakeholder Panel, which was given a redefined remit during 2016 and now comprises new members from a range of backgrounds, each with experience and expertise that help us grow as a responsible business.

### Our new Stakeholder Panel

We've had a Panel in place since 2013, but in 2016 we established a smaller and more focused Independent Stakeholder Advisory Panel. It will provide informed and constructive external challenge and advice on our Responsible Business strategy and programmes, including the Helping Britain Prosper Plan.

"The Stakeholder Panel will be powerful in helping us to stay focused on our priorities, to advise us and to challenge us to think innovatively about emerging issues."

Sara Weller, Chair, Responsible Business Committee

## Being clear about the way we run our business

We must run our business in a responsible and sustainable manner, complying with laws and regulations, managing and mitigating risks and delivering sustainable returns for customers and shareholders.

We have an effective top-to-bottom governance structure, providing an environment in which colleagues are encouraged and supported to do the right thing and to work responsibly. This governance structure includes our Group Board and Board-level Responsible Business Committee and cascades to every part of our business. In 2016 we established an Executive level Responsible Business Management Committee, which reports to the Chief Executive and is responsible for recommending and implementing the Group's Responsible Business strategy.

Operating responsibly requires running our business in ways that meet relevant legal and regulatory requirements. In addition, we have a number of internal policies and procedures related to doing business responsibly. These include our Ethics, Speak Up and Anti-Bribery policies. As signatories to the UN Global Compact, we operate in line with its ten principles and support the UN's wider development agenda, including the Guiding Principles on Business and Human Rights and the Sustainable Development Goals. We welcome the Modern Slavery Act and increased transparency and will publish our first Transparency Statement on or before 30 June 2017.

### Responsible Business committee activity in 2016

The Committee has reviewed and discussed the following topics:

- the development of our responsible business strategy, with input from the Group Chief Executive
- our approach to measuring stakeholder and customer trust against its peers in financial services and acknowledged leaders in generating trust
- the continuing development of our culture programme, in conjunction with the Board
- the results of colleague surveys as they relate to our responsible business activities
- the steps taken to identify vulnerable customers and to ensure our products and customer service approach take account of their varying needs
- the initiatives in place to tackle financial disadvantage amongst customers and to promote financial and digital inclusion
- the work of the School for Social Entrepreneurs and the Schools Activity Programme
- a report on our charitable Foundations, and their planned future activities, from the Chief Executive of the Lloyds Bank Foundation for England and Wales
- the Group's responsible and sustainable finance approach, including the creation of the Green Loan Initiative and the work being done to develop innovative solutions to meet the increasing demand of customers for responsible lending products

## Government and regulators

We engage with government bodies on a range of topics, including banking standards. These bodies include: UK central and local government; the devolved governments in Scotland, Wales and Northern Ireland; and the institutions of the European Union.

In line with our commitments to help Britain's people, businesses and communities prosper, we keep MPs across the UK informed about our activities and plans as a responsible business. We do the same for members of the Scottish Parliament, Welsh Assembly and Northern Ireland Assembly. We also have Executive Committees in every UK nation and region. A Group Ambassador chairs each of them and engages with MPs, local authorities, devolved governments and Local Enterprise Partnerships to make sure we stay alert to national, regional and local challenges and can play a full part in helping to address them.

### Working with the political community to help shape public policy

We engage regularly with the UK government, devolved governments and other bodies, so that our voice can be heard in political debates about consumer issues, the housing market, financial inclusion, financial education and finance for the green economy. We also produce economic and social research that champions consumer interests, for example the Consumer Digital Index, which is used to inform government policy.

We're working directly with the UK government, devolved governments and other bodies to improve ethical and quality standards in the banking industry. To help rebuild trust in banking, we must do, and be seen to do, the right thing, helping Britain prosper through our business activities, in line with our strategy to be the best bank for customers.

Throughout 2016, senior figures from Lloyds Banking Group gave evidence to a variety of Parliamentary committees when invited to do so. We organised a number of events at which Parliamentarians were invited to meet us to hear about our strategic approach to several of the issues that most concern MPs' constituents. These events were also an opportunity for MPs and peers to share with us their insights into the approach that we are taking to the issues concerned, and such insights are of tremendous value to Lloyds Banking Group. Colleagues also met individual MPs, MSPs and Assembly Members to discuss a range of specific local issues that had arisen in those politicians' constituencies.

Our 2016 activities also included sponsoring a report by the think-tank Localis, on 'Power Behind The Home: Why Devolved Housing Powers will Build More Homes' and we also supported a report by the Institute for Public Policy Research, on 'Forgotten Opportunities: The dynamic role of the rural economy in post-Brexit Britain'. At the 2016 Conservative Party Conference, together with Stonewall we supported a debate on 'Building a better Britain for LGBT people' and co-hosted their LGBT Equality Reception. At Labour's 2016 conference, we supported the Fabian Society's Diversity Gathering, an event focusing on how political parties can become more truly representative of Britain today.

## Helping to address Britain's future needs

In November 2016, senior leaders from our Insurance division joined experts and dignitaries in Parliament to launch the twelfth annual Scottish Widows Women and Retirement Report. The event provided us with a strong platform to engage policymakers in our continuing efforts to highlight and address Britain's potential pension funding crisis, and the pension needs of women in particular. Earlier in the year we launched the 2016 Retirement Report in Westminster, and held a number of parliamentary briefings on the future of retirement.

## Transforming UK banking standards

We've worked directly with the UK government and MPs to help improve ethical and quality standards in banking. For several years, we've engaged regularly with a number of government departments and Parliamentary committees to help find ways of raising standards. We participated in the Treasury Select Committee's discussions about access to basic retail financial services, and continued to sponsor the annual Credit Union Reception in Parliament, as part of our four-year partnership (from 2014 to 2017) with the Credit Union Foundation and the Association of British Credit Unions.

## Supporting regional prosperity

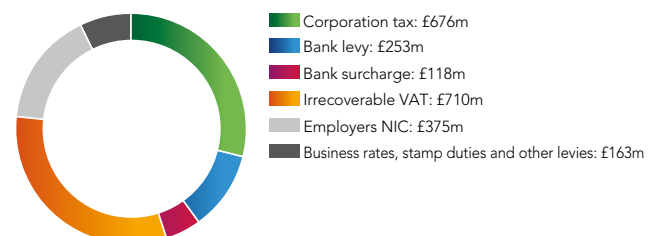
Our Group Ambassador Programme supports our ambition to enable social and economic prosperity in all parts of the UK. Our ten Ambassadors, who are all senior colleagues, have a mandate from the Group Chief Executive to support economic and social development across the whole of the UK. They work with politicians, government officials, regional development agencies and local enterprise partnerships as well as local councils to help achieve this. In 2016, we re-launched the programme and the Ambassadors worked on three core themes: housing, the rural economy and agriculture, and education and skills with a supporting focus on digital.

## Explaining our approach to tax

The Group is one of the largest contributors to UK tax revenues. We were ranked as the highest payer of UK taxes in the most recent PwC Total Tax Contribution Survey for the 100 Group which is broadly the FTSE100 and some large UK private companies.

In 2016, we paid £2.3 billion in tax. We are also a major tax collector, gathering £2 billion on behalf of HMRC in 2016 (2015: £2.2 billion). Our approach to tax is governed by a Board-approved Tax Policy which we have discussed with HMRC. We comply with the HMRC Code of Practice on Taxation for Banks and the Confederation of British Industry's Statement of tax principles. We do not interpret tax laws in a way that we believe is contrary to the intention of Parliament, and we do not promote tax avoidance products to our customers.

### Tax paid in 2016: £2.3 billion



## Investors and analysts

It's important that our shareholders and investors understand and support our aims to help Britain prosper as a responsible, sustainable business. We engage with them at our Annual General Meeting and through a full calendar of meetings and digital events.

### Sustainable business performance and growth

During 2016 we have made good progress against our strategic priorities whilst delivering strong financial performance. Our cost leadership and lower risk positioning provide competitive advantage. Our differentiated, UK focused business model continued to deliver for customers and shareholders. Operating sustainably and responsibly is critical to the long-term success of the business and creating value for our stakeholders and it also benefits the wider UK economy.

We make a significant direct and indirect contribution to the economy. We employ approximately 75,000 colleagues (full time equivalent). We are helping to create additional jobs and bring talented people into our business through our Graduate and Apprenticeship Schemes. We've created more than 4,000 apprenticeships since we launched our Apprenticeship scheme in October 2012. We run a sector leading and award-winning programme, offering a broad range of apprenticeships at all levels, including a degree-level apprenticeship in IT and Digital. In 2016, we provided a further 1,000 new opportunities, a third of which have been offered to external candidates from the UK's most disadvantaged areas. We have committed to create 8,000 new apprenticeships by 2020, as part of our Helping Britain Prosper Plan.

### Indices and ratings agencies

The Group has a diverse range of shareholders and investors with different communication and engagement needs which are addressed by specialist teams. We held more than 1,100 meetings with investors in 2016, including those who focus on SRI/ESG, and with investment analysts. We ran a number responsible business webinars and roadshows to explain our performance, strategy and Helping Britain Prosper Plan. We also briefed rating agencies to explain our performance against our Conduct Risk Appetite Metrics – providing assurances about our continuing low risk approach.

### Corporate governance meeting with institutional shareholders

In October 2016, the Chairman hosted a meeting with a number of large institutional shareholders focused on the Group's corporate governance arrangements. Following an overview from the Chairman on the Group's strategy and culture and Board governance, the shareholders heard from each of the Chairman of the Audit, Board Risk, Remuneration and Responsible Business Committees and the Senior Independent Director. The meeting was also attended by the Company Secretary and the Group Investor Relations Director. The meeting was structured to allow for an open dialogue and discussion on the matters of importance to institutional shareholders. Those in attendance were especially interested in hearing about the Group's approach to becoming a more responsible business.

## Unions

We have recognition agreements with two trade unions, Accord and Unite, which collectively negotiate and consult on behalf of around 95% of colleagues. They have collective bargaining rights relating to a broad range of employment issues, exceeding the legally defined statutory minimum rights.

Our Employee Relations (ER) team provides overall strategic direction for our relationships with both unions and actively manages our related activities on a daily basis. ER supports every function and division in the Group.

We work closely with Accord and Unite as we implement any change programmes, endeavouring to involve them in discussions about our plans at an early stage. They also contribute to discussions about many of our business as usual activities, for example organisational changes and our annual colleague surveys.

## Suppliers

We always look to source goods and services responsibly, sustainably and in support of our Helping Britain Prosper plan. Colleagues involved in sourcing are required to comply with our internal ethics and responsible business policy and we continually look to achieve responsible business benefits in our sourcing and supplier management activities.

As a large, UK-centric organisation we source a diverse range of products and services. Our supply base comprises around 4,000 companies, supplying us mainly with services ranging from HR and recruitment through to marketing and legal advice. We also buy products to enable us to operate our banking services, such as IT hardware and property-related goods. In 2016, we reduced our supplier expenditure to £5.3 billion from £5.8 billion in 2015. 94% of this was spent with suppliers based in the UK.

### Transparency in our supply chain

In 2016, we continued to develop and embed our responsible business objectives into our sourcing and supplier activities.

We improved the questions we ask on responsible business issues in our Supplier Qualification System (SQS) and enhanced the guidance for our sourcing and supplier managers on identifying responsible business opportunities and risks. We revised and simplified our Code of Supplier Responsibility to distinguish more clearly between our 'minimum expectations' and our 'aspirations' in terms of responsible business. We introduced new areas in our Code to reflect our inclusion and diversity values and our expectations in relation to our suppliers managing our indirect suppliers.

We also studied our supply base to understand the relative risks of modern slavery and human trafficking. We looked at the countries in which they operate and the products and services they supply to us. We are now collating more information from our suppliers, implementing new contractual requirements and rolling out further training on modern slavery issues for our sourcing and supplier managers.

### Responsible sourcing

During 2016, our responsible sourcing representatives, championed by our Responsible Sourcing Manager, drove forward initiatives to support our three focus areas: inclusion and diversity (I&D), supporting SMEs and social enterprises; reducing our environmental impact.

We held our second Inclusion & Diversity (I&D) supplier summit in September hosting both UK and off-shore suppliers. We shared our internal approach to I&D and our aspirations to embed these values into our supply chain, while a number of suppliers shared their I&D stories in return. We aim to drive this agenda further forward in 2017.

We continued our work with suppliers and social enterprises, introducing a number of social entrepreneurs to our property and catering suppliers at mini 'meet the buyer' meetings. We also ran product showcasing sessions to identify opportunities for incorporating more social enterprises into our supply chain.

At the end of 2016, we embarked on a study with Social Enterprise UK to identify all existing social enterprises in our supply chain. The study will inform us about opportunities across our categories of spend for further integration of social enterprises in specific expenditure categories and locations.

We introduced the new Bank of England and Bank of Scotland polymer £5 banknotes across the Lloyds estate in 2016. The polymer notes last up to 2.5 times longer and their longevity results in far fewer journeys being required to replenish these notes in circulation. Plans are well underway to introduce the new polymer £10 notes in 2017. We are working with others in the banking industry to identify recycling and destruction options that will further enhance the environmental profile of the banknote lifecycle.

## Delivering environmental improvements

Our sourcing teams have also delivered environmental improvements in our insurance claims business. Each year we handle numerous claims from customers who have unfortunately suffered fuel oil leaks that damaged their property. Thanks to our supplier, MEL Environmental Solutions Ltd, we can now offer a pioneering approach to cleaning up customers' properties. The approach reduces the amount of waste we send to landfill and reduces disruption to our customers when the work is being undertaken.

## Improving Supplier Payments

We continuously look for new efficiencies in our supplier invoicing and payment processes. This year we supported RNIB, a charity supplier that runs a range of services for our blind and visually impaired customers and colleagues. We worked with them to reduce the number of invoices they submit and reorganised our approach to approving and paying their invoices. The resulting efficiencies, including cost savings to RNIB, have directly benefitted them and the work they do.

## ➤ Stakeholder engagement 2016 Summary

This table summarises our stakeholder engagement during 2016 and highlights the material issues raised. You can read about these activities in much greater detail in our wider reporting suite, including the Annual Report and Accounts, the Helping Britain Prosper Plan Update, and the four other Responsible Business Updates, covering Customers, Colleagues, Communities and Environment.

| Stakeholder group | Material issues raised  | Our response   |
|-------------------|---|--|
| Customers         | <ul style="list-style-type: none"> <li>– Improving customer experience and satisfaction</li> <li>– Supporting vulnerable groups</li> <li>– Financial inclusion and access to products and services</li> <li>– Protecting customers' money, data and privacy</li> <li>– Responsible lending and marketing</li> <li>– Economic contribution to Britain</li> </ul> | <ul style="list-style-type: none"> <li>– 8 Customer Transformation journeys completed this year – rethinking and redesigning customer journeys to meet their evolving needs</li> <li>– Further investment in digital to improve and speed-up account, loan, mortgage and remortgage applications and decisions – utilising a range of new tools and techniques, including 'selfie' verification and video interviews</li> <li>– Net Promoter Score of 62.7 compared with 59.3 in 2015, an increase of 3.4 points</li> <li>– Partnership with Abilitynet to assess and improve digital services for vulnerable customers</li> <li>– Partnerships with third sector organisations, including Macmillan, to improve traditional and digital services for customers affected by illness or bereavement</li> <li>– 350,000 new basic bank accounts opened for customers</li> <li>– 70,000 customers upgraded from basic accounts to mainstream products</li> <li>– Housing Growth Partnership launched with UK Government to accelerate home building</li> <li>– 5,000 businesses helped to become first time exporters</li> <li>– More help for home buyers through our Help-to-Buy ISA and simplified mortgage processes</li> <li>– Lloyds Bank UK Business Digital Index and UK Consumer Digital Index produced in collaboration with Accenture – helping to inform digital decision making inside and outside the Group</li> <li>– UK first with launch of Pindrop technology to identify and combat telephone fraud</li> <li>– New marketing campaigns reflecting a diverse Britain, including our 'He said yes!' ad featuring a same-sex marriage</li> <li>– £1.2 million investment in skills development for UK manufacturing</li> <li>– £10 billion committed to support new UK infrastructure projects</li> </ul> |

| Stakeholder group | Material issues raised   | Our response   |
|-------------------|--|--|
| Colleagues        | <ul style="list-style-type: none"> <li>– Building a responsible culture</li> <li>– Robust governance and accountability</li> <li>– Engaging colleagues</li> <li>– Rewarding colleagues responsibly</li> <li>– Helping colleagues ‘Discover Learning’</li> <li>– Recruiting the best people</li> <li>– Building a more inclusive and diverse team</li> <li>– Prioritising colleagues’ safety, health and wellbeing</li> </ul> | <ul style="list-style-type: none"> <li>– Desirable and responsible colleague behaviours defined for all key people processes</li> <li>– Customer, culture and conduct activities guided by our Group Customer First Committee</li> <li>– Colleague concerns reported and investigated through an independent ‘Speak Up’ whistleblowing service</li> <li>– Comprehensive anti-bribery policy and membership of Transparency International UK’s Business Integrity Forum</li> <li>– 71% Employee Engagement Index Score – equalling our highest score yet</li> <li>– 86% Line Management Index score – our highest score yet</li> <li>– 84% of colleagues understand how their team is helping Britain prosper</li> <li>– All retail colleagues new rewarded against customer-first criteria</li> <li>– Launch of new Career Development Research Centre</li> <li>– 480,000 formal training days completed by colleagues</li> <li>– Expanded e-learning resources</li> <li>– New Digital Academy and Personal Learning Calendar launched to improve learning experience</li> <li>– Highest number of graduates yet recruited into our Emerging Leaders programmes</li> <li>– Over 1,000 new apprenticeships filled with the Group</li> <li>– 25,000 colleagues involved with our Inclusion &amp; Diversity colleague networks</li> <li>– New group-wide campaign to explain the relevance and importance of inclusion to all colleagues</li> <li>– First UK company to include gender dysphoria in our private medical benefit provision</li> <li>– Launch of network for parents and carers</li> <li>– Top of Stonewall Top 100</li> <li>– Times Top 50 employer for Women and Top 10 employer for working families</li> <li>– Gold rated by the Business Disability Forum for our work with colleagues and customers</li> <li>– Working with our new charity partners Mental Health UK to prioritise better mental health for all colleagues</li> <li>– 12% decrease in total recorded accidents compared to 2015 and 24% decrease serious (RIDDOR) accidents</li> </ul> |
| Community Groups  | <ul style="list-style-type: none"> <li>– Community engagement</li> <li>– Supporting vulnerable groups</li> <li>– Financial inclusion and access to products and services</li> <li>– Financial and digital education and engagement</li> <li>– Community investment</li> <li>– Fundraising and colleague volunteering</li> </ul>  | <ul style="list-style-type: none"> <li>– £18.5 million donated to our charitable Foundations to tackle social disadvantage in many of Britain’s most deprived areas</li> <li>– £12.8 million raised in two years for BBC Children in Need</li> <li>– 1,000 social entrepreneurs supported through our Social Entrepreneurs programme</li> <li>– Young people from low income families helped to study for a degree and find graduate level employment through our Lloyds Scholars programme</li> <li>– £30 million housing growth partnership with the government</li> <li>– Contribution to and support for Demos report – ‘Banking for all’</li> <li>– Collaboration with Google, Reason Digital and Hugo Fox to run digital training sessions for individuals, businesses and charities across our branch network</li> <li>– 4,000 people trained to deliver financial education courses in local communities through our Money for Life programme since 2009</li> <li>– Total community investment of £63 million this year</li> <li>– Local organisations in 53 communities helped through our contribution to the Business in the Community Business Connectors programme</li> <li>– 260,000 paid volunteering hours used by colleagues to support community projects</li> <li>– Over 39,000 colleagues recorded 267,000 hours of volunteering with 35% of all volunteering being skills-based</li> </ul>  |

| Stakeholder group                           | Material issues raised  | Our response   |
|---|---|--|
| Investors                                   | <ul style="list-style-type: none"> <li>– Transparency</li> <li>– Building a responsible culture</li> <li>– Sustainable business performance and growth</li> <li>– Responsible lending and investment</li> <li>– Rewarding colleagues responsibly</li> <li>– Training and skills development</li> <li>– Customer experience and satisfaction</li> <li>– Support for businesses and entrepreneurs</li> <li>– Financial inclusion and access to products and services</li> </ul>                                       | <ul style="list-style-type: none"> <li>– More than 1,100 meetings with investors</li> <li>– Regular engagement with SRI/ESG, mainstream and investment analysts, providing information on our performance, strategic plans and how we do business responsibly; and ratings agency briefings</li> <li>– A number of responsible business webinars and roadshows with investors and analysts and undertook a governance lunch for major investors focusing on responsible business</li> <li>– Continued alignment with the Equator Principles, Oslo Convention on Cluster Munitions, Ottawa Treaty on Anti-Personnel Landmines and UN Principles of Responsible Investment</li> <li>– £1 billion Green Loan Initiative launched to incentivise energy efficient property projects</li> <li>– For information on talent development and rewarding colleagues fairly, see 'colleagues' above</li> <li>– For information on customer experience and satisfaction, financial inclusion and accessibility, and how we are supporting businesses and entrepreneurs, see 'customers' and 'community groups' above</li> </ul>                                      |
| Government and legislators                  | <ul style="list-style-type: none"> <li>– Robust governance and accountability</li> <li>– Legal and regulatory compliance</li> <li>– Transparency</li> <li>– Building a responsible culture</li> <li>– Economic contribution to Britain</li> <li>– Sustainable business performance and growth</li> <li>– Rewarding colleagues responsibly</li> <li>– Supporting vulnerable groups</li> <li>– Support for businesses and entrepreneurs</li> <li>– Financial inclusion and access to products and services</li> </ul> | <ul style="list-style-type: none"> <li>– Responsible business governance structure encompasses Group Board, GEC, RBC and a new executive level Responsible Business Management Committee established in 2016</li> <li>– New independent Stakeholder Panel appointed in 2016 to inform and challenge our responsible business agenda</li> <li>– Executive Committees in every UK nation and region to keep us in touch with local issues and share our responsible business story with MPs and other stakeholders</li> <li>– £2.3 billion paid in tax in 2016</li> <li>– Provided a further 1,000 new roles, a third of which have been offered to external candidates from the UK's most disadvantaged areas</li> <li>– Significant contribution to the Joint Fraud Task Force, bringing together government, law enforcement and industry partners to set a strategic direction for fraud prevention measures</li> <li>– For information on financial inclusion and accessibility, rewarding colleagues responsibly, and how we are supporting businesses, entrepreneurs and vulnerable groups, see 'customers' and 'community groups' above</li> </ul> |
| Special interest groups and opinion formers | <ul style="list-style-type: none"> <li>– Building a responsible culture</li> <li>– Responsible lending and investment</li> <li>– Robust governance and accountability</li> <li>– Human rights, diversity and wellbeing</li> <li>– Transparency in the supply chain</li> <li>– Transparency</li> <li>– Financial and digital education and engagement</li> <li>– Supporting vulnerable groups</li> </ul>   | <ul style="list-style-type: none"> <li>– Signatory of UN Global Compact</li> <li>– Continuing alignment with the Equator Principles, Oslo Convention on Cluster Munitions, Ottawa Treaty on Anti-Personnel Landmines and UN Principles of Responsible Investment</li> <li>– Code of Supplier Responsibility revised and simplified in 2016 – to incorporate new issues such as modern slavery</li> <li>– Supply base analysed with modern slavery and human trafficking issues in mind</li> <li>– New marketing campaigns reflecting a diverse Britain, including our 'He said yes!' ad featuring a same-sex marriage</li> <li>– £1 billion Green Loan Initiative launched to incentivise energy efficient property projects</li> <li>– For information on our financial and digital education and engagement and how we are supporting vulnerable groups, see 'customers' and 'community groups' above</li> </ul>   |