



THREE

# EDUCATION, LEARNING AND DEVELOPMENT



SDG 4 calls for inclusive, quality education and the promotion of lifelong learning opportunities for all. At Standard Bank, we invest in developing our employees.

Our people development programmes drive continuous learning and development, to ensure we're equipped to meet the demands of a rapidly changing, increasingly digital world of work. We create opportunities for learners and graduates to build careers with us. Our corporate social investment (CSI) programmes prioritise education, from early childhood development to tertiary level. We are working with clients in the education sector to address the challenge of affordable and accessible student finance.

## CONTINUOUS DEVELOPMENT OF OUR PEOPLE

**Standard Bank has developed an online learning system, through which employees develop their skills and knowledge at the pace they choose.**

**LEARNING CONTENT** is available to all employees, on their own devices, and can be accessed at any time. It offers easy access to more than 13 000 industry-leading e-learning, virtual and classroom training courses.

We offer skills development that is accredited and recognised within the group and outside the financial service sector.





Education,  
learning and  
development



Standard Bank  
Global Leadership Centre



SKILLS DEVELOPMENT  
INVESTMENT IN 2017

**R925 million**



NUMBER OF COURSES  
OFFERED ON OUR  
**ELECTRONIC LEARNING  
PLATFORM** IN 2017

**13 425**

UPTAKE OF COURSES  
BY JOB GRADE IN 2017

EXECUTIVE

5%

MANAGERIAL

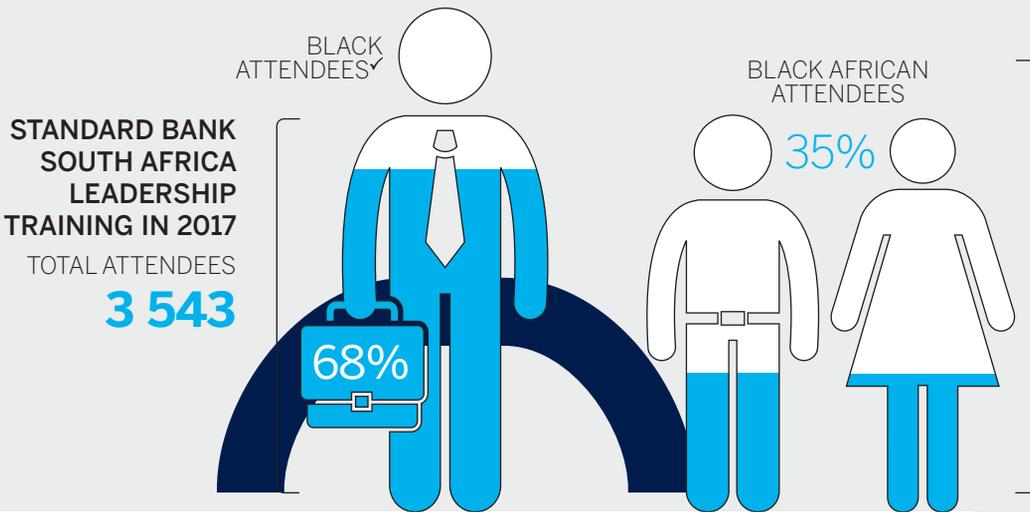
44%

GENERAL

85%

## EDUCATION, LEARNING AND DEVELOPMENT

Continuous development of our people continued



### Developing future leaders

Developing our people is fundamental to the bank's sustainability. We're developing in-country talent and introducing specific programmes to address gaps that emerge in each country of operation.

In 2017, Standard Bank's senior executives developed a leadership identity to capture the expectations of our top leaders as they deliver on our strategy and aspirations into the future. This will inform the design of our leadership development programmes in 2018. We are nurturing leaders who can lead flexibly and confidently in a rapidly changing environment.

The bank offers a range of management development programmes at our Global Leadership Centre in Johannesburg. In 2017, our training facility introduced a strategic leadership programme and an MBA-based mid-career development programme for middle and senior managers. Executive or potential executive leaders are registered for appropriate courses at renowned institutions such as Harvard University and the Massachusetts Institute of Technology (MIT).

We're also experimenting with digital options for leadership development and building local capability to deliver junior manager programmes in each country.

WE DELIVERED  
**13**  
CUSTOMISED  
LEADERSHIP  
DEVELOPMENT  
PROGRAMMES IN  
2017, WITH  
**757**  
LEADERS FROM  
ACROSS AFRICA.

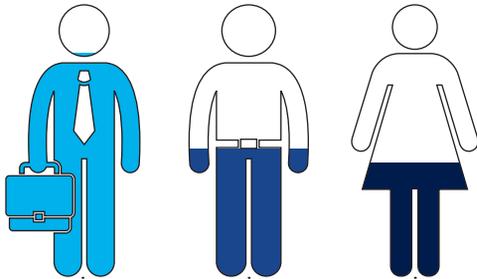


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## PROMOTIONS IN SOUTH AFRICA INTO

JUNIOR AND MIDDLE MANAGEMENT  
TOTAL IN 2017

**796**



BLACK  
PEOPLE

**649**

82%

AFRICAN  
PEOPLE

**372**

47%

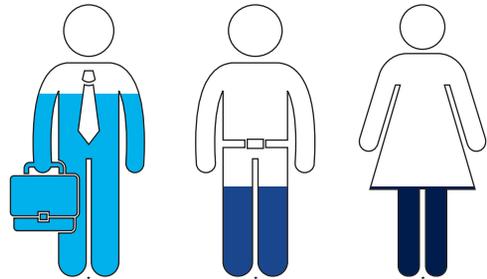
BLACK  
WOMEN

**333**

42%

SENIOR AND EXECUTIVE MANAGEMENT  
TOTAL IN 2017

**297**



BLACK  
PEOPLE

**199**

67%

AFRICAN  
PEOPLE

**98**

33%

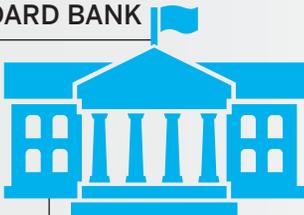
BLACK  
WOMEN

**98**

33%

TR  Transformation report  
<http://sustainability.standardbank.com/downloads/>

## EMPLOYEE BURSARIES IN STANDARD BANK



VALUE

**R22.7 million**



EMPLOYEES  
COMPLETING STUDIES  
TO GAIN FURTHER  
QUALIFICATIONS

**934**

# CORPORATE SOCIAL INVESTMENT (CSI) IN EDUCATION

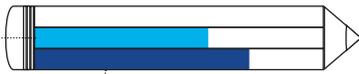
## Education at all levels – early childhood to tertiary

Our CSI initiatives in Africa are aimed at addressing social needs in a value-driven and sustainable manner. In South Africa, the bank focuses on opening access to quality education for all.

ALTHOUGH THE FINANCIAL SECTOR CODE SETS A TARGET OF

0.6%

NET PROFIT AFTER TAX (NPAT) FOR SPEND ON SOCIO-ECONOMIC DEVELOPMENT,

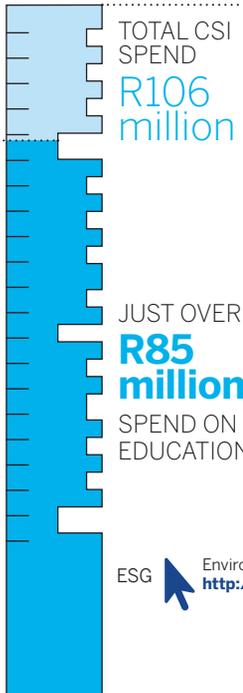


IN 2017 WE SPENT **0.74%** OF NPAT.

In 2017, our education spend accounted for just over R85 million, which is about 80% of our total CSI spend of R106 million.



EDUCATION SPEND **80%**



ESG

Environmental, social & governance report (online only) <http://sustainability.standardbank.com/esg/>

School level education challenges in South Africa are numerous, ranging from learners not being able to read or write in any language by the time they reach Grade 4, to the educators themselves not having adequate content knowledge to impart to children.

We have adopted the approach of **investing larger amounts of money in fewer projects, so we can assess and demonstrate impact.** As a result, we prefer entering CSI partnerships of at least three years' duration.

In 2016, the bank commissioned the Centre for Social Development in Africa at the University of Johannesburg to **independently assess the impact of three of our programmes.** This evaluation demonstrated significant positive impacts from our Edupeg and Ntataise programmes, with the third less effective due to inconsistent attendance and difficulties tracking the performance of the key participants. We will exit this programme at the end of 2018.



In Uganda, we invested US\$20 850 in building safe and inspirational early childhood development centres. Our London office invested a further £26 000 into Build Africa, a UK registered charity, which maintains two schools in rural Uganda.



In Malawi, Kenya and Zambia, we made investments ranging from US\$5 000 to US\$40 000 in funding for university students from underprivileged backgrounds.



Standard Bank Mauritius sponsors a scholarship scheme that pays university fees and provides monthly allowances to top performing students with limited financial means. In 2017, we were able to support 26 students.



## EDUCATION PROGRAMMES FUNDED BY STANDARD BANK SOUTH AFRICA

**Edupeg mentors classroom-based foundation stage teachers by providing:**

- content knowledge and creative teaching techniques
- boosting teacher confidence and motivation
- enabling better outcomes for pupils through improved teaching practices.

Independent evaluation of the programme found that participating teachers appeared more knowledgeable and planned better for lessons. School principals reported improved teacher commitment, while learners taught by the participating teachers improved their examination marks.





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## THE NTATAISE LOWVELD TRUST

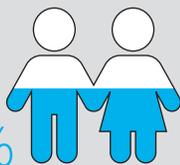


CASE  
STUDY

The Ntataise Lowveld Trust (Ntataise) in Mpumalanga, South Africa, focuses on early childhood development (ECD), providing training and support for professional and community ECD practitioners. Standard Bank has funded the training of 200 ECD practitioners to date and an independent evaluation of the programme found that:

- ECD practitioners clearly improved their skills delivery
- Involved practitioners were visibly more knowledgeable and resourceful in delivering their ECD lessons to children
- ECD practitioners understand the importance of maintaining positive relationships with parents
- Participants and beneficiaries appreciated Standard Bank as an active and involved funder.

48%



of children in the care of ECD practitioners scored full marks on the development indicators assessed by their parents and their teacher.

Of the 98 ECD practitioners who completed the programme in 2017:

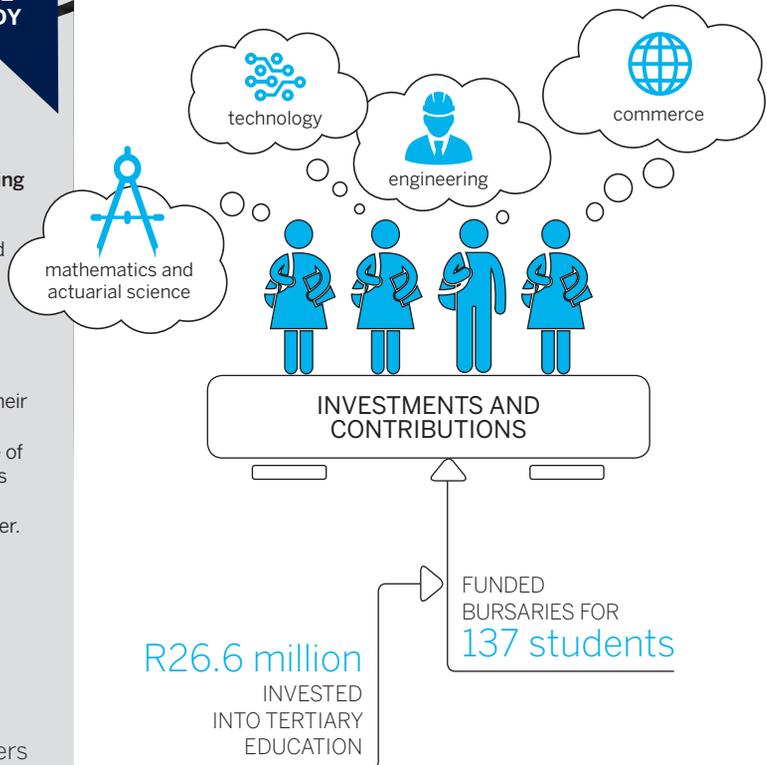
- 11 were employed by the Department of Basic Education
- 68 returned to their respective ECD centres
- eight opened their own ECD centres
- nine are still volunteering
- two are awaiting employment opportunities.

The 100 ECD practitioners selected for the second year of the programme will graduate in early 2018.

## Bursaries

In 2017, Standard Bank funded bursaries for 137 tertiary students in mathematics, actuarial science, technology, engineering and commerce. For 2017, we invested R26.6 million in tertiary education.

STUDENT BURSARIES IN 2017



In 2017, our third intake of young leaders qualifying for the **Standard Bank Africa Derek Cooper Scholarship** commenced. As part of their training, the young scholars attended the One Young World Summit in Bogota, Columbia, hosted by world leaders and Nobel Peace Prize laureates where they engaged in global debate themed around peace and sustainability. Over the last three years, our scholars were drawn from:



# SOCIAL BOND – IMPACT FINANCE FOR EARLY CHILDHOOD DEVELOPMENT



**UPFRONT INVESTOR:**  
STANDARD BANK TUTUWA TRUST

**R7 million**

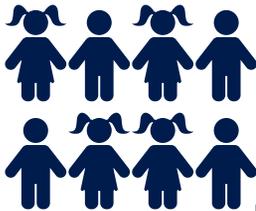


**IMPACT:**

IMPROVE THE HEALTH  
OUTCOMES OF  
**2 300**  
PREGNANT WOMEN



IMPROVE THE COGNITIVE  
AND SOCIO-EMOTIONAL  
OUTCOMES OF  
**8 340**  
CHILDREN



**OUTCOME-BASED  
FUNDERS COMMITTED**

**R38.4 million**

**Planned early childhood development (ECD) is a primary contributor to healthy and productive societies.**

Standard Bank is a partner in the Impact Bond Innovation Fund (IBIF), a first-of-its-kind financing mechanism for ECD in South Africa. Aimed initially at low-income communities, this 30-month project will be conducted through ECD interventions at home and at community venues. The pilot rollout, overseen by the Departments of Social Development and Health in the Western Cape, seeks to improve the health outcomes of 2 300 pregnant women and the cognitive and socio-emotional development outcomes of 8 340 children.

These departments have entered into a matched funding arrangement based on social outcomes with ApexHi Charitable Trust and Discovery Trust. The 'social impact bond model' means that these outcomes funders, who together committed R38.4 million, will only release funding if predetermined outcomes are achieved.

Standard Bank's Tutuwa Community Foundation has committed R7 million to the project as an upfront investor, meaning that we provide the seed capital to get the bond underway. Our partner upfront investors are Future Growth Asset Managers and LGT Venture Philanthropy. This innovative funding model means that we will be repaid annually – with interest – if agreed social outcomes are achieved over the three and a half year term of the bond. These payments will be made by the outcomes funders. If successful, the IBIF model could be replicated across South Africa as a mechanism for funding social interventions through public-private partnerships.

## GREATER IMPACT FOR STUDENT FINANCE

**Education is vital to lifting families out of the cycle of poverty. The bank is working with business, government and universities to help young people access worthwhile tertiary education.**

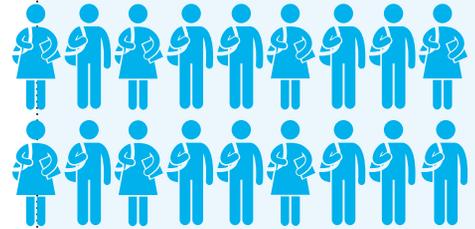
### The Ikusasa Student Financial Aid Programme (ISFAP)

The Ikusasa Student Financial Aid Programme (ISFAP) is a public-private partnership between government and corporates. Standard Bank contributed R25 million to fund studies for 183 students in 2017. We will continue to fund the current cohort of students with R25 million in 2018 and, in principle, until they graduate.

### ISFAP PARTNERSHIP FUNDING STUDIES FOR:

**183**

STUDENTS



TO THE VALUE OF  
**R25 million**



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## Redesigning student loans

Standard Bank South Africa has developed a new student loan framework with revised funding criteria, broader parameters for sureties and repayment scheduling linked to employment and earnings. The outcome is a simplified application process supported by prompt and accurate communication with applicants. Students can apply directly to Standard Bank through our student loan website page.



<https://youth-applications.standardbank.co.za>

We're also working closely with several universities to develop new funding solutions for under-funded students.

In 2017, Stanbic Tanzania launched a new product for students seeking financial assistance for university studies. This loan covers fees, books and accommodation. Parents or guardians can apply for the loans, which are offered at preferential terms and conditions. The bank also offers a cost-free transactional account for students to manage their own finances and learn to take responsibility for their money.



*We want to support students in their journey to acquire knowledge and skills and at the same time support them in managing their personal finances. Stanbic is a customer-centric bank that continues to offer tailor-made solutions that meet the needs of our customers and enable them to succeed.*  
– Lilian Mtali, Head of personal markets, Stanbic Tanzania

### STUDENT LOANS (SBSA)

STUDENTS

29 804



VALUE

**R1.9 billion**



CASE STUDY

## LOANS TO UNDER-FUNDED STUDENTS

Students often struggle to raise sureties for loans, which prompted the bank to seek out alternatives. We entered a partnership with the Discovery Foundation to provide loans to applicants who are unlikely to qualify for student loans or governments grants.

The Discovery Foundation has set aside R10 million for sureties, which enabled us to disburse R11.5 million worth of student loans to 104 'under-funded' medical students at the University of Pretoria.

This alternative surety model opens the door to a wider selection of students qualifying for study loans.



## R10 million

CAPITAL THAT PROVIDES SURETY TO UNDER-FUNDED STUDENTS IN 2017

## R11.5 million

IN STUDENT LOANS DISPERSED



## 104

MEDICAL STUDENTS



Contributes to the supply of young doctors into South Africa's healthcare system



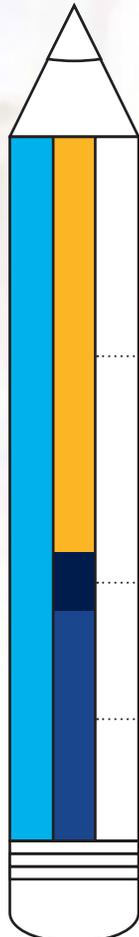
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STUDENTS ON  
THE PLATFORM  
**1 068**



FUNDERS  
ON THE  
PLATFORM  
**744**



Fully  
funded  
students  
**85**

Partially  
funded  
students  
**168**

Independent  
providers  
**439**

Business  
funders  
**62**

Standard  
Bank  
funders  
**243**

## Feenix

Standard Bank launched the Feenix Trust (Feenix) NPO in June 2017 as a crowd-funding initiative that allows individuals and enterprises to donate money directly to students for their studies. Recognising how many young South Africans need funded education, a diverse team of young developers created this platform with Standard Bank participating as financier and enabler.

The platform enables individuals and enterprises to donate money directly to universities on behalf of selected students. The bank funded its set-up costs and will cover any shortfall between the total operating costs and the income received for an initial 36 months. **Feenix is intended to become self-sustaining and will allocate 75% of its funding to black applicants, with at least 50% of all funding being channelled to female applicants.** Feenix is aiming to fund at least 3 000 students over the next 12 months.

Feenix was nominated for the Efma-Accenture Innovation Awards 2017, as one of six best global innovations in the New Business Ecosystem category. It was also highly commended in the Private Banker International Outstanding Philanthropy Offering 2017.



STANDARD BANK  
FUNDED

**R1.8 million**



MOST POPULAR  
FACULTIES FUNDED

**Sciences and  
Engineering**



UNIVERSITIES  
REPRESENTED

**24/26**



TOTAL FUNDING  
RAISED IN 2017

**R4.3 million**



BIGGEST DONATION

**Medicine**