

## EMPLOYMENT

Standard Bank as an employer continued

### Strengthening diversity and inclusion

In 2017, we continued strengthening our culture of diversity and inclusion. We held regional diversity and inclusion workshops across all our African operations, and in London.

Our diversity and inclusion team worked closely with Human Capital teams in various locales to identify specific issues at country level. We are developing structured plans on diversity and inclusion linked to employee learning and development plans.

Growing the number of women at executive level is a top priority. Each of our countries of operation is developing specific plans to address this.

WE INTRODUCED A RANGE OF **WOMEN'S DEVELOPMENT PROGRAMMES** IN 2017, WHICH ATTRACTED CLOSE TO 700 PARTICIPANTS.



Our Corporate & Investment Banking (CIB) business launched the **IGNITE women's development programme** in August 2017, aimed at preparing women in middle and senior management for executive positions.



Our Personal and Business Banking (PBB) **Blue Heels** programme for women in middle management builds skills and confidence and builds networks across countries and business units. Participants engage with and learn from leaders and colleagues (within the bank). In 2017, 600 women employees from 16 countries participated in the programme.



In East Africa, the **SHIFT.ALT** initiative aims to develop senior female leaders through building authentic leadership, networking and capacity building. A senior leadership circle was launched in January 2017, comprising 69 senior women across Tanzania, Uganda and Kenya, with involvement of senior male staff, clients and board members.



In 2018, we will develop a framework for women's programmes to ensure they all lead towards the same outcomes, while still allowing for diverse approaches. We'll also be developing more programmes that cut across business and corporate functions.



In 2018, PBB is launching an **accelerated development programme for African and black women**. This 12- to 18-month programme will recruit internal and external candidates.

In South Africa, we established employee diversity and inclusion forums in every business and corporate function. These are fundamental to achieving a broad and united approach to diversity and inclusion. In 2017 we launched Prism, a forum for **LGBT+** employees that provides support and guidance to line management and staff on understanding sexual orientation in the workplace. We also implemented a 'Critical Conversations' series, which provides a platform for engagement on topics that are relevant in the current socio-political context.

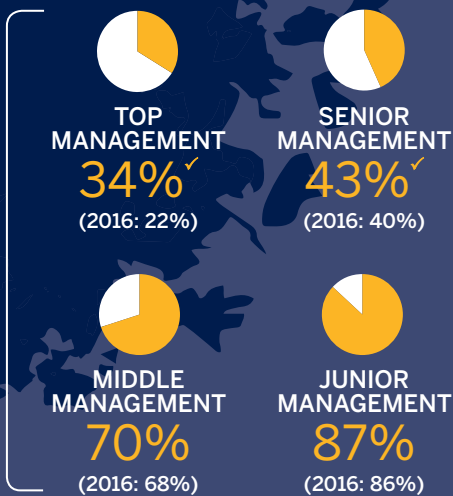


Employment

### SHIFTS IN REPRESENTATION OF WOMEN: 2016 – 2017 REPRESENTATION OF WOMEN IN JOB BANDS



### SBSA DIVERSITY AND INCLUSION – BLACK EMPLOYEES (SOUTH AFRICAN CITIZENS)



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

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