

IT RESILIENCE



Quality of service, comprising availability, reliability and security, remains our top priority. Customers' expectations of anywhere, anytime and always on banking continue to grow, and we are committed to fulfilling these expectations. We understand that system outages can cause delays in salary deposits, debit orders and the many other transactions that support economic activity.

During the year, we established our IT resilience programme to drive resilience engineering, identify and mitigate risks affecting system stability and recovery abilities. The primary focus of the resilience programme is to **identify technology, process and people constraints that may be affecting the reliability, resilience and recovery time of critical systems**. Issues identified are prioritised and remediated. This initiative has yielded positive outcomes in the form of a reduction in IT-related incidents over the year and improved recovery times when incidents did occur. This will continue to receive specific focus going forward.

While improving the reliability of the power and infrastructure remains challenging in many countries with some disruption to business services. Investment into redundant power and telecommunication services remains a priority, ensuring we service our customers even during times of disruption.

We have successfully implemented the "DevOps" philosophy where teams carry accountability for both development and effective operation of systems that they own. This philosophy has a proven track record of positively influencing system reliability, and will underpin our drive to maximise stability and the quality of our customers' experience.

OUR IT CULTURE



In 2013, our organisational health was relatively weak, with the organisational health index ranking us in the bottom quartile. A number of initiatives to improve this metric have taken place over the last three years; and through these the overall Health Index has improved placing us in the second quartile when compared to other global organisations.

An engaged workforce is a critical success factor in the delivery of our sustainability objectives, and there has been a strong drive to enhance the culture in group IT and to make it a great place to work. There are several different initiatives that support this drive; examples include leadership development, lean IT, continuous improvement initiatives, innovation campaigns and our drive to elevate the status of engineering skill.

In 2016, we have moved from a project-based delivery model to a continuous delivery model through the utilisation of smaller integrated, collaborative multi-disciplinary teams working together to continuously deliver value to our customers. This transition was cemented during 2016 and has become our new way of working for system engineering which encompasses a number of frameworks, including the internationally recognised Scaled Agile Framework with Agile, Lean and DevOps principles.

We have invested extensively in **reskilling for the future** through building capability on three levels; internally to group IT with customised skills development programmes, partnering with universities to influence and align the IT curricula, and industry level collaboration on the agile and DevOps methodologies. Our ambition is to ignite our people to a common purpose (the customer), and to re-skill and "future proof" for emerging technologies and new ways of working.

Our new ways of working have yielded substantial efficiencies in the development and enhancement of systems. In areas where this approach has matured we have measured reductions of over 80% in the cost of delivering features, creating capacity for more features to be delivered.



BUILDING SKILLS IN THE IT INDUSTRY



We've forged partnerships with a number of universities, to help to align their IT curriculums with emerging industry requirements. Several of our IT executives participate on university IT advisory boards, and meet regularly with universities to identify gaps in curricula and improve the business relevance of courses. We're represented on the advisory boards of the Universities of Fort Hare and Pretoria, and we're part of the Faculty of Science quality review process at the University of Johannesburg.

Our involvement in training initiatives includes a three-day training course, which was run at the University of Johannesburg in 2016 and which is on the radar for the University of the North West in 2017 – Standard Bank employees teach technical IT skills to students, with a focus on continuous delivery skills, continuous integration skills and agility. We have also co-hosted a digital conference with the University of Pretoria to build capacity within academia and the bank. We've forged a partnership with "We think Code" to build coding skills for Africa – the initiative commenced in South Africa and will be expanded to other African countries in 2017.

During 2016, we sponsored the **building of a computer lab at the University of Pretoria**; and sponsored 10 students undertaking an Honours course on Big Data at Wits University. We employed 28 new graduates in 2016, identified through our code-jam initiatives.

We've also partnered with Africa Teen Geek, on their "#GirlGeek"

initiative, which aims to attract female learners to careers in IT. The initiative provides mentoring to selected girls between the ages of eight and 18 years, together with real-life coding experience, and guides them through a basic JAVA programming skills qualification.

Standard Bank hosted 31 girls for a day during 2016, to expose them to corporate life and IT.

We're collaborating at industry level on agile and DevOps methodologies. We founded the DevOps initiative, which aims to develop Lean, Agile and DevOps skills in South Africa and to build the local IT industry, and we sponsored one of the two DevOps events held in South Africa in 2016.



I SEE MY JOB DIFFERENTLY...

Reshika Dayaram – Head of group finance change and strategic projects

By incorporating SEE metrics in monthly reporting, we have increased awareness. Our next challenge is to incorporate into performance management so that SEE becomes part of our everyday lives.