

ENGAGE:
ADVOCATING FOR AN EFFECTIVE REGULATORY FRAMEWORK

We regularly engage with government departments, regulators, and members of parliament to provide input and feedback on policy and regulation. **Our intention is to provide evidence-based analysis that will support policymakers in identifying and minimising unintended consequences** associated with particular proposals, while remaining true to the intention of the proposed interventions.

In South Africa, one of the ways we engage with our stakeholders is through round-table discussions and policy dialogues, which bring leaders within the bank together with government leaders and officials, regulators,

and policy analysts to discuss and understand the drivers behind policy and regulatory changes. In 2016, dialogues took place on property rights, and consumer credit. We are also active participants in various trade associations and business organisations, including the Banking Association of South Africa and Business Leadership South Africa.

We are currently working to extend this capability to our other countries of operation, and have visited several countries to gain insight into their policy systems and legislative processes, including Tanzania, Uganda, Nigeria, and Ghana.



Regulatory advocacy

44 new ✓ regulations, policies or discussion documents*

Expanded to other African operations



* Deemed material to Standard Bank, that were issued for comment, screened and finalised within 2016



COMPLIANCE:
SUPPORTING OUR PEOPLE IN DOING THE RIGHT BUSINESS THE RIGHT WAY

Strengthening our compliance capability

We've standardised our compliance model across the group, and have strengthened our compliance teams at both group and country level. This includes investing significantly in our compliance surveillance and training, and employing more compliance officers across our countries of operation. This supports the requirement to advise, train, monitor and report.

Compliance teams are playing a bigger role in executive level business decisions. Group internal audit and integrated operational risk are represented on the group compliance committee, and compliance is represented on various business and governance committees. Compliance meets regularly with internal audit to ensure that there is no duplication of effort, while increasing compliance coverage. The compliance monitoring team adopts a combined compliance monitoring assurance approach in its planning and reviews, including group internal audit, integrated operational risk, and the review teams of group compliance. This includes business compliance officers, exchange control compliance monitoring and financial services monitoring. Group compliance also works with integrated operational risk on ensuring that compliance incidents are loaded on the bank's operational risk incident system, to support appropriate risk management.

Conglomerate supervision is expected to increase in 2017. This will require enhanced compliance cooperation with our businesses in our various countries of operation. Collaboration with Liberty on compliance-related matters has been enhanced, particularly in the area of anti-money laundering (AML) and combating the financing of terrorism. There will be a strong focus on anti-bribery and corruption programmes in 2017.

During 2016, our compliance team enhanced the support it provides to board members and management teams in all our countries of operation. We undertook various visits to our operations across Africa, meeting with board members and executives to ensure a clear understanding of the issues, ensuring our compliance culture is effectively embedded across the group, and providing training to support the integration of compliance with risk and management activities.

We've introduced a number of technology solutions in the past year, to support more effective compliance surveillance and reporting. These include:

