



MOTIVATING OUR PEOPLE

We believe that our people want more from work than a daily routine and a monthly salary. We want them to feel connected to our purpose, driving Africa's growth; to our commitment to delivering the solutions with the best fit for our individual customers and clients; and to our promise to do the right business the right way.

We ensure that our people are empowered and recognised for delivering against our strategic objectives. And we work to ensure that they have every opportunity to achieve their full potential, and to develop the skills and adaptability needed to thrive in a rapidly changing world of work.

FEEDBACK FROM OUR PEOPLE

In order to understand what motivates and inspires our people, and where we can improve the work environment, we use insights obtained from employee surveys and additional research tools. We conducted the **Experience@Work survey** in South Africa and Uganda in 2016 and will continue to track employee feedback and insights in relation to our strategic priorities through a range of surveys in 2017.

In South Africa, we piloted a new exit interview process in 2016 to deepen our understanding of why people choose to leave the bank. These insights help inform our efforts to continuously evolve the culture and working environment to meet the changing needs of our people. This process will be implemented across our operations in 2017.

55% and 75% of our employees in South Africa and Uganda respectively participated in the Experience@Work survey. One of the measures of the survey is the Employee Promoter Score, which is calculated by aggregating employee responses to three questions:

"I would recommend Standard Bank as a good place to work"

"I am proud to be associated with Standard Bank"

"Standard Bank energises me to go the extra mile"

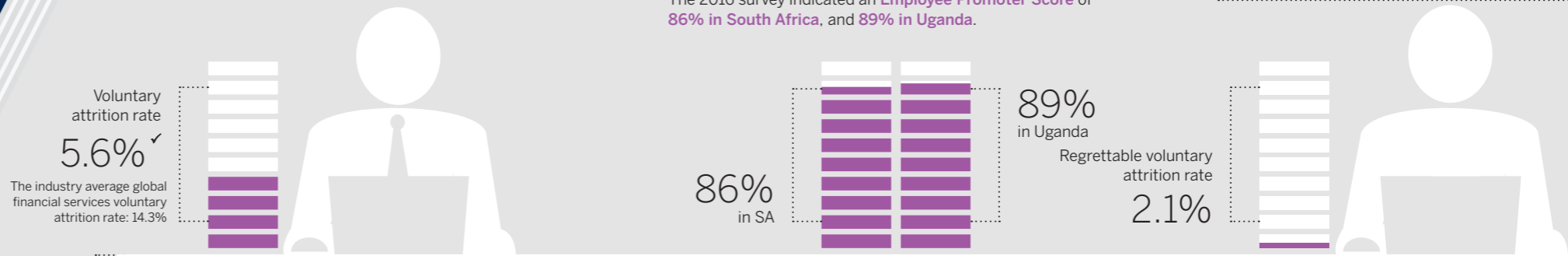
The 2016 survey indicated an **Employee Promoter Score** of **86% in South Africa**, and **89% in Uganda**.



Fostering a deeper connection with our purpose and vision

In May 2016, we launched a new employee brand across the group. The key focus was to foster a deeper connection with Standard Bank's purpose and show our people that each of them has an important role to play in driving Africa's growth by seeing, being and doing more. The initial launch was followed by business area specific communication and a continuous drive to link the overall messaging to employees more closely to their immediate business context. Great examples of this are evident across our operations. Stanbic Nigeria introduced a comprehensive programme to encourage employees to commit to "doing more and being more", while in Mozambique we have implemented a culture programme, aligned to the employee brand messaging. The SEE More campaign followed on to position the contribution of our people to society.

Read about the SEE More campaign on [pages 22 – 25](#).



ENHANCING OUR PEOPLE'S EXPERIENCE AT WORK

In order for us to provide the best solutions for our customers, we need our people to be motivated to give of their best and go above and beyond what is usually expected to deliver an exceptional client service.

Employee experience Employee Promoter Score

VOLUNTARY ATTRITION RATE
Employees that left Standard Bank as a percentage of our average headcount.

REGRETTABLE VOLUNTARY ATTRITION RATE
Employees that are considered high performers that left Standard Bank as a percentage of our average headcount.



BUILDING AN AGILE, ADAPTIVE AND DIVERSE WORKFORCE

The workforce of the future will require very different skills from the workforce of today. The "Fourth Industrial Revolution" refers to the transformation of systems of production, management, and governance currently underway, driven by technology, and by the opportunities created by the unprecedented manner in which people across the globe are now connected, via the internet and mobile devices. This "revolution" is likely to disrupt labour markets with increased demand for different sets of skills and experience than what are required today.

We are committed to contributing to the future employability of our employees by offering market-ready learning that is accredited and recognised within Standard Bank and outside the financial services sector. In 2016, we've implemented learning programmes on a range of client service and sales solutions relating to specific client segments and to support key client management systems, empowering our people to better serve our clients.

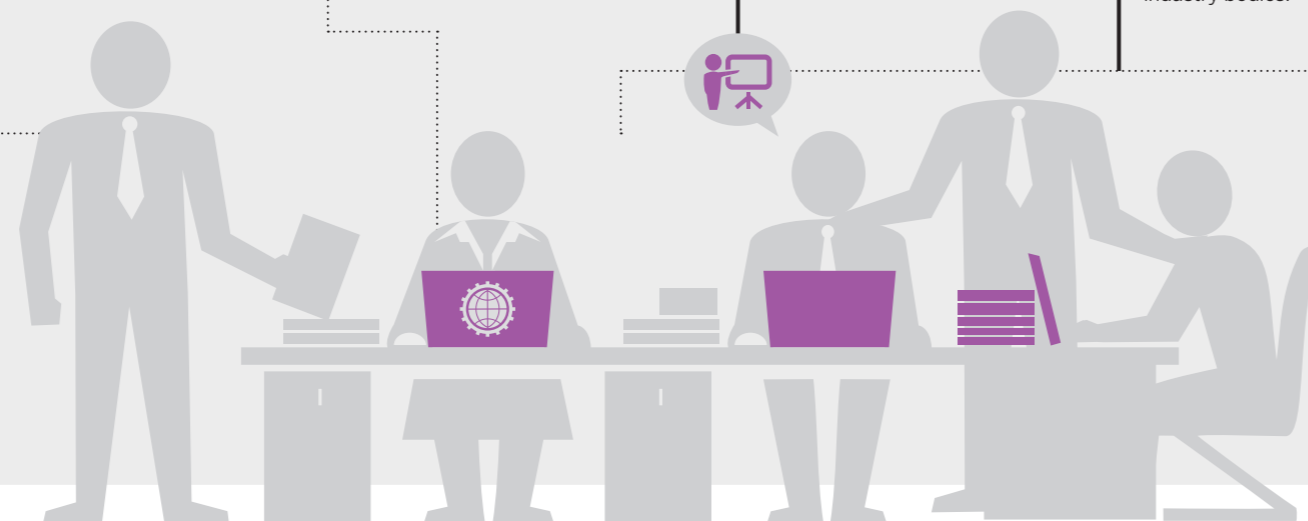
Our **learning management system** provides employees with access to a wide range of continuous learning opportunities, using innovative platforms tailored to their individual preferences and schedules, enabling individuals to access training options that are most relevant to them.

Further **training opportunities** are also offered, ranging from executive development to specialised skills development programmes.

To make **qualifications more relevant** and enable our people to take their qualifications outside of Standard Bank, several of our courses are accredited with external industry bodies.



We invested more than **R890 million** in developing our people* in 2016 (R828 million in 2015)



* Applicable only to our permanent employees



Nurturing young talent

We aim to attract and retain smart, independent thinkers who are focused, tenacious and energetic, and who will keep our business agile and innovative. We invest in hiring and developing young people with specialised skills and with the potential to become future leaders.

Standard Bank is recognised as an employer of choice among graduates. In 2016, the South African Graduate Employers Association placed Standard Bank South Africa (SBSA) first as Employer of Choice in the Retail and Commercial Banking sector, and third for Most Aspirational Employer for 2016 across all participating organisations. We took second place in the Best Integrated Recruitment Campaign category for use of diverse means of engagement.

For many young graduates, securing their first job is a daunting challenge. In 2016, we employed 207 graduates across a variety of development programmes. We employed 33 graduates across Botswana, Ghana, Kenya, Mozambique, Nigeria and Zambia. In South Africa, we employed 174 graduates, of whom 81% were black and 46% were women. In 2017, we celebrate the 20th anniversary of our graduate programme and the bank's unwavering commitment to investing in young talent.

In South Africa, we offer learnerships for black matriculants and graduates, providing them with work experience and access to development opportunities and the possibility of full-time employment. In 2016, we assisted 1 516 learners in South Africa to gain workplace experience and the possibility of full-time employment. SBSA achieved the maximum score for our skills development scorecard for black people on learnerships, internships and/or apprenticeships. We also provided bursaries to 140 deserving tertiary students studying for degrees in the fields of mathematical and actuarial science, technology, engineering and commerce in South Africa in 2016.



We are committed to developing young employees with future leadership potential, and invest in ongoing management and leadership development programmes to accelerate their career growth.



Motivating our people



STRENGTH IN DIVERSITY

Diversity is critical to the success of our business strategy, as it drives innovation and enables us to remain socially relevant in a fast-changing world. We seek to employ a diverse workforce that is able to understand and serve our equally diverse customer base. We aim to build an inclusive culture, where all of our people feel empowered and motivated, and we expect all our people to embrace and value diversity.

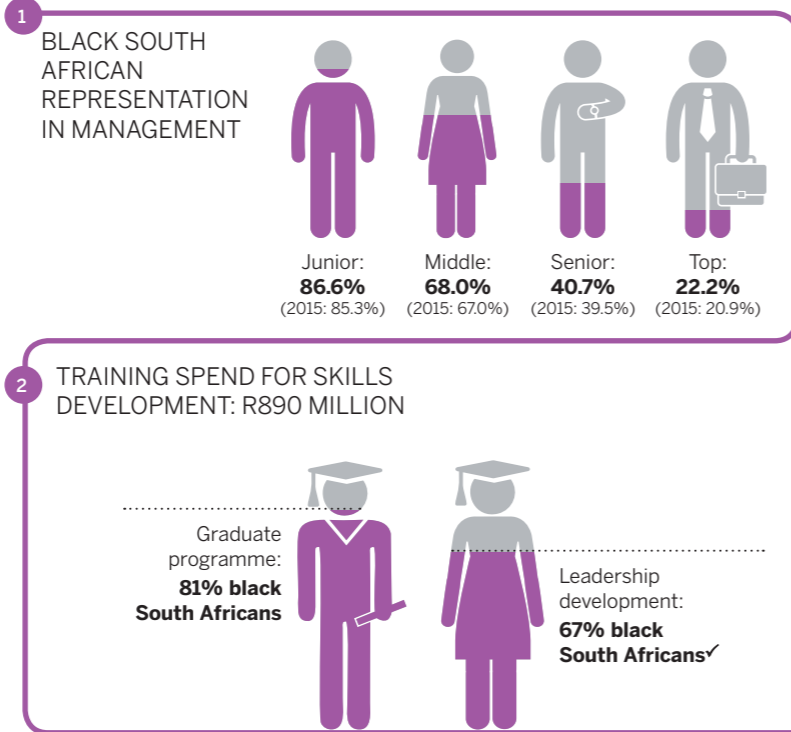
In South Africa, our Experience@Work survey asked employees whether they had seen progress in our efforts to support diversity, and if the group's commitment to employment equity has become more visible over the last two years. 83% of participating employees agreed that the group is making progress in this regard, with a more visible commitment to employment equity, zero tolerance for racism and sexism in the workplace, and support for diversity.

In 2016, we reviewed our group Diversity and Inclusion strategy to align it with our group purpose and strategy and to ensure relevance across all of our

83%
felt Standard Bank was a diverse and inclusive business



Leadership development and employment equity in South Africa



operations. In 2017, we will be re-examining our Diversity and Inclusion governance structures. We're committed to the development of local senior management and leadership teams in all our countries of operation to maximise our competitive advantage as a bank with deep local knowledge and skills. We're also working toward improving gender diversity and the representation of people with disabilities across the group.

In South Africa, we align our Diversity and Inclusion initiatives to the regulatory frameworks in place and are working to improve the representation of black (African, Coloured and Indian) employees and women in senior and top management roles. We have also put a number of initiatives in place to create

an inclusive environment for people with disabilities. As at the end of December 2016, in South Africa 40.7% of our senior managers are black (2015: 39.5%), while our top management is 22.2% black (2015: 20.9%). Women constitute 33.3% (2015: 21.7%) and 36.4% (2015: 36.7%) of top and senior management respectively. Development and advancement of our people is a critical contributor to diversification of the demography of our senior and top management levels, and in 2016, **over 50% of people promoted into top and senior management were black** (2015: 50%). Middle management is 68% black (2015: 67%). In 2016, we retained level 2 broad-based black economic empowerment status under South African legislation.

SE Read more on our transformation journey with our people in the Special Edition: Report to Society **pages 16 – 19**. <http://sustainability.standardbank.com>

PROMOTION DURING 2016



We are also focused on improving the representation of women in executive positions. By the end of 2016, we had improved the representation of women in executive positions across the group to 30.1%, compared to 28.1% in 2015. This compares very favourably to the global average of only 24% women in senior management roles in 2016.¹

We're also reviewing our approach to reward to ensure that we incentivise our people to put the best interests of our clients first and work collaboratively across the bank.



RECOGNISING AND REWARDING OUR PEOPLE

We constantly strive to ensure that the benefits we offer our people are competitive while also ensuring compliance with local regulatory requirements. As the workplace evolves, our employees increasingly expect that we take note of and accommodate their personal needs and preferences. We aim to provide more choice in what we offer to our people and we're working towards a range of flexible benefits options to be introduced in 2017, to better suit individual preferences.

Our Beyond Excellence and Mark of Excellence initiatives ensure that individuals and teams are recognised for exceptional contributions that add value to the business. These programmes support a culture where success is celebrated and our people feel valued for their contribution to the business.

From 2017, we'll be implementing a new performance management approach, informed by global research, as well as feedback from our people and leadership teams. This approach will align individual goals to our key value drivers and ensure more regular performance discussions. There will be more emphasis on coaching for improvement and personal growth.

¹ Grant Thornton, Women in Business: Turning Promise into Practice (2016)



ENABLING BOLD AND INSPIRATIONAL LEADERSHIP TO DELIVER ON OUR PURPOSE

We pride ourselves in attracting and retaining world-class leaders. We recognise the need to capacitate leadership to adapt quickly to a rapidly changing operating environment, to lead an increasingly diverse workforce, and to inspire our people.

OUR INVESTMENT IN THE LEADERSHIP TEAM HAS INCLUDED

Engaging with the top **350 leaders** across the group on the group strategy

Providing bespoke leadership programmes for executives, based on their personal development priorities, including participation in international business school programmes, international assignments and exposure to different parts of the business.

4 307 employees across the group participated in a range of management and leadership programmes at our Global Leadership Centre.

872 leaders attended 12 customised leadership development programmes initiated by specific business areas.

In 2016, a number of our chief executives were awarded accolades by various global and local industry bodies. Sola David-Borha, chief executive of Stanbic IBTC in Nigeria, won Businesswoman of the Year West Africa, at the 2016 All Africa Business Leaders Awards held in Lagos in October. Stanbic Bank Uganda chief executive Patrick Mweheire won the Ai 50 SRI CEO of the Year at the ninth annual African Investor Awards. And in South Africa, PBB South Africa chief executive Funeka Montjane was recognised as Businesswoman of the Year in the Corporate Category at the 2016 Businesswoman of the Year Awards.

We have healthy succession coverage for top leadership roles. Annualised voluntary turnover at executive level is 5.6%. We support a philosophy of promoting from within, thereby building a strong track record of career development for our people. 51% of appointments made in the group in 2016 were internal transfers and promotions.



THE WELLBEING OF OUR PEOPLE

We provide a wide range of health and wellness services, and encourage our employees to take responsibility for their wellbeing through seeking advice and assistance on health, wellness and/or financial challenges. We provide individual and team counselling services to our employees to help them with personal problems, work stress, indebtedness, and illness among others. We train managers in managing absenteeism. In South Africa, we've been using the cost of total sick leave as a percentage of total payroll as our key measure of absenteeism since 2015. In 2016, this equated to 1.2% (2015: 1.3%) which is below the South African financial sector norm of 1.7%². We will be extending our Sick Absence Management Framework to our other countries of operation during 2017. Other interventions during 2016 included wellness days, a range of training and upskilling initiatives, completion of online training modules on financial fitness and sick absence management and our Get Active challenge.

² Source: Alexander Forbes

The difficult economic conditions, including inflationary pressures in a number of our countries of operation have created financial strain for some of our employees. During 2016, we continued to provide financial wellness training and access to counselling services for our employees. Where feasible, we made available specific product and benefits offerings to assist employees.



We have developed a financial fitness framework for the bank which includes providing employees with financial coaching, focusing on budgeting and improving behaviour related to personal money management.



An online financial fitness programme which provides effective tools for improved personal money management is available to employees.



I SEE MY JOB DIFFERENTLY...

Lesiba Victor Mosoete – Small and medium-sized enterprises (SME) manager

Our existence is justified by how relevant we are to the community we operate in. Our success is defined by how many present and future lives we are improving and impacting positively.