



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:



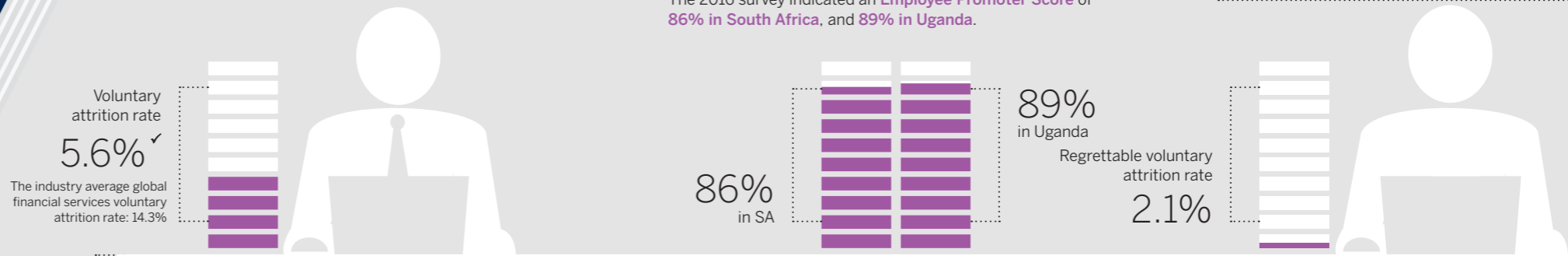
The 2016 survey indicated an **Employee Promoter Score** of **86% in South Africa**, and **89% in Uganda**.



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.