



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.