

# OUR PEOPLE

Our people are critical to the successful delivery of our strategy. We are committed to supporting our people to reach their full potential and remain effective and motivated. Recruiting, retaining and motivating great people is at the core of driving business value.

## How we SEE more in our people

**1** We invest in training and development at all levels, enabling us to build a strong succession pipeline of future leaders

**2** We build skills in the broader economy, supporting the development of potential employees and customers

**4** Performance assessment and development reviews enable us to monitor our skills set and identify and address gaps

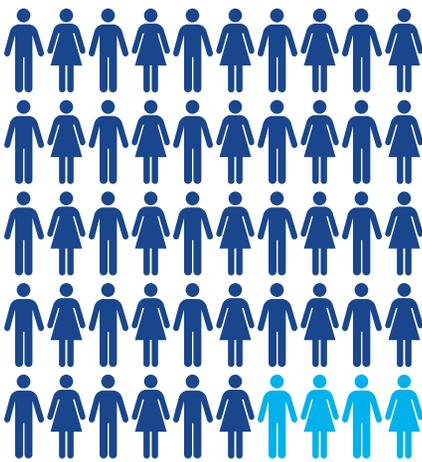
**3** We operate wellness programmes aim to promote a healthy workforce, lowering absenteeism and building the resilience and productivity of our employees

**5** We are committed to inclusion and we celebrate diversity



## Our people in a snapshot

Permanent  
48 622



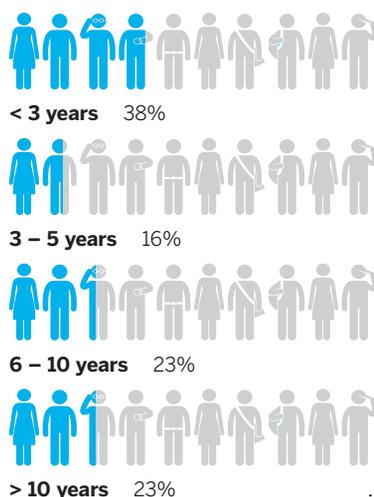
5 726  
Non-permanent

## OUR EMPLOYEE BASE NUMBER OF EMPLOYEES

	2016	2015	2014
Permanent employees	48 622	47 954 <sup>1</sup>	42 642 <sup>1</sup>
Non-permanent employees	5 726	8 135	12 595

<sup>1</sup> Restated to exclude Liberty and now covers banking operations only.

### Length of service



### OUR EMPLOYEE BASE EMPLOYEE TURNOVER<sup>2</sup>

	2016	2015	2014
Overall turnover	<b>9.1%</b>	9.9% <sup>1</sup>	10.5%
Voluntary turnover	<b>5.6%</b>	6.7% <sup>1</sup>	7.4% <sup>1</sup>
Voluntary regrettable turnover	<b>2.1%</b>	2.9%	3.0%
Voluntary turnover at executive level	<b>5.6%</b>	7.7%	10.3%

### GEOGRAPHICAL BREAKDOWN<sup>2</sup>

	2016	2015	2014
South Africa	<b>33 332</b>	33 057 <sup>1</sup>	27 926 <sup>1</sup>
Rest of Africa	<b>14 693</b>	14 321 <sup>1</sup>	13 371 <sup>1</sup>
Outside of Africa	<b>597</b>	576	1 345

### LENGTH OF SERVICE<sup>2</sup>

	2016	2015	2014
< 3 years	<b>38%</b>	38%	30%
3 – 5 years	<b>16%</b>	16%	18%
6 – 10 years	<b>23%</b>	23%	26%
> 10 years	<b>23%</b>	23%	26%

<sup>1</sup> Restated to exclude Liberty and now covers banking operations only.

<sup>2</sup> Calculated for permanent employees only.

### Training investment

#### Number of employees trained

46 488



#### Number of women employees trained

27 458

	2016	2015	2014
Training spend (Rm)	<b>890</b>	828 <sup>1</sup>	699 <sup>1</sup>
Number of employees trained	<b>46 488</b>	42 529	41 756
Number of women employees trained	<b>27 458</b>	24 411	23 770
Participants on leadership development programmes	<b>4 307</b>	2 928	3 188

<sup>1</sup> Restated to exclude Liberty and now covers banking entities only.

### Caring and fair work practices

We respect the individual and collective rights of our people in the workplace and adhere to local and international labour regulations and legislation. We actively engage with recognised trade unions in all our countries of operation. In South Africa, we have an open and robust relationship with Sasbo – The Finance Union, whom we view as a partner in our long-term success and sustainability.

### Developing and managing talent

To deliver our strategy we need the right people, in the right roles, at the right time, with the required skills and capabilities.

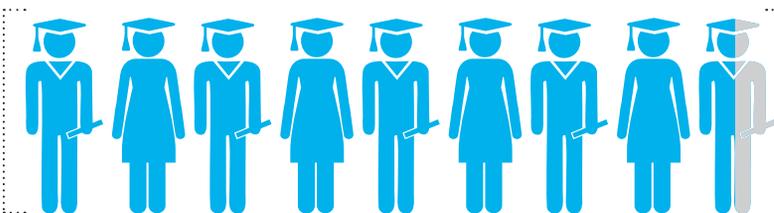
We work in a fast-paced, highly competitive industry with ever-changing demands as we build a digital bank. Our people must be equipped with the necessary skills to drive a client-focused approach now and into the future. Our culture is one of continuous professional development and adaptability.

In 2016, we invested more than R890 million, in developing our people, and assisted 724 employees with bursaries to further their studies.

Our preference is to promote from within. These appointments made in 2016 were internal transfers and promotions. Our internal careers website provides our people with access to information on potential career opportunities in the group.

We are investing in our leadership pipeline across our various business lines and geographies, and successfully promoted a number of our people into key leadership positions across the group during the year.

### Investment in young talent



	2016	2015	2014
Bursary spend on employees (Rm)	14,1	10,7	12,2
Total number of employees assisted	724	594	695

### Bursary support

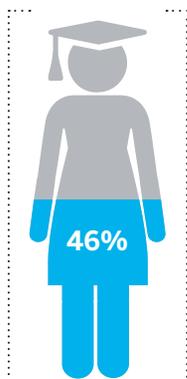
R31,7 million

Invested in our bursary programmes, benefiting **864 students** including Standard Bank employees.

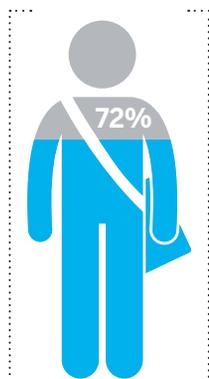
(2015: R32,3 million assisting 736 students)

### GRADUATE PROGRAMMES

	2016	2015	2014
Total graduate development programme participants	207	163	148
Women as a % of total graduate participants	46%	43%	49%
% black graduate participants (SBSA only)	81%	71%	68%



Women as a % of total graduate participants



% of learners subsequently employed by SBSA

### Learnership programmes for matriculants and graduates (SBSA only)

	2016	2015
Successfully completed learnerships	660	400
% of learners subsequently employed by SBSA	72%	92%
Number of unemployed learners that started a learnership	856	571

### DIVERSITY – PAGE PROFILE<sup>1</sup>

	2016	2015	2014
< 30 years old	30%	30%	27%
30 – 50 years old	62%	62%	64%
> 50 years old	8%	8%	9%

<sup>1</sup> Calculated for permanent employees only.

### BLACK REPRESENTATION (SBSA only)

	2016	2015
Black representation		
Top management	22.2%	20.9%
Senior management	40.7%	39.5%
Middle management	68.0%	67.0%
Junior management	86.6%	85.3%

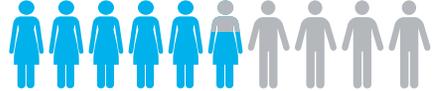
### Gender profile<sup>1</sup>



28 128  
Women

Gender	2016	2015	2014
Women	28 128	27 680	24 153
% of employees that are women	57.9%	57.7%	56.6%
% of management that are women	45.4%	45.6%	44.9%

% of employees that are women **57.9%**



% of management that are women **45.4%**



<sup>1</sup> Calculated for permanent employees only.

### Diversity and inclusion

**In South Africa, our Experience@Work survey asked employees whether they had seen progress in our efforts to support diversity, and if the bank's commitment to employment equity had become more visible over the last two years. 83% of participants in the survey agreed that progress is being made, and that there is a discernible increase in the commitment to employment equity, zero tolerance for racism and sexism in the workplace, and support for diversity.**

**83%**  
felt Standard Bank  
was a diverse and  
inclusive business

