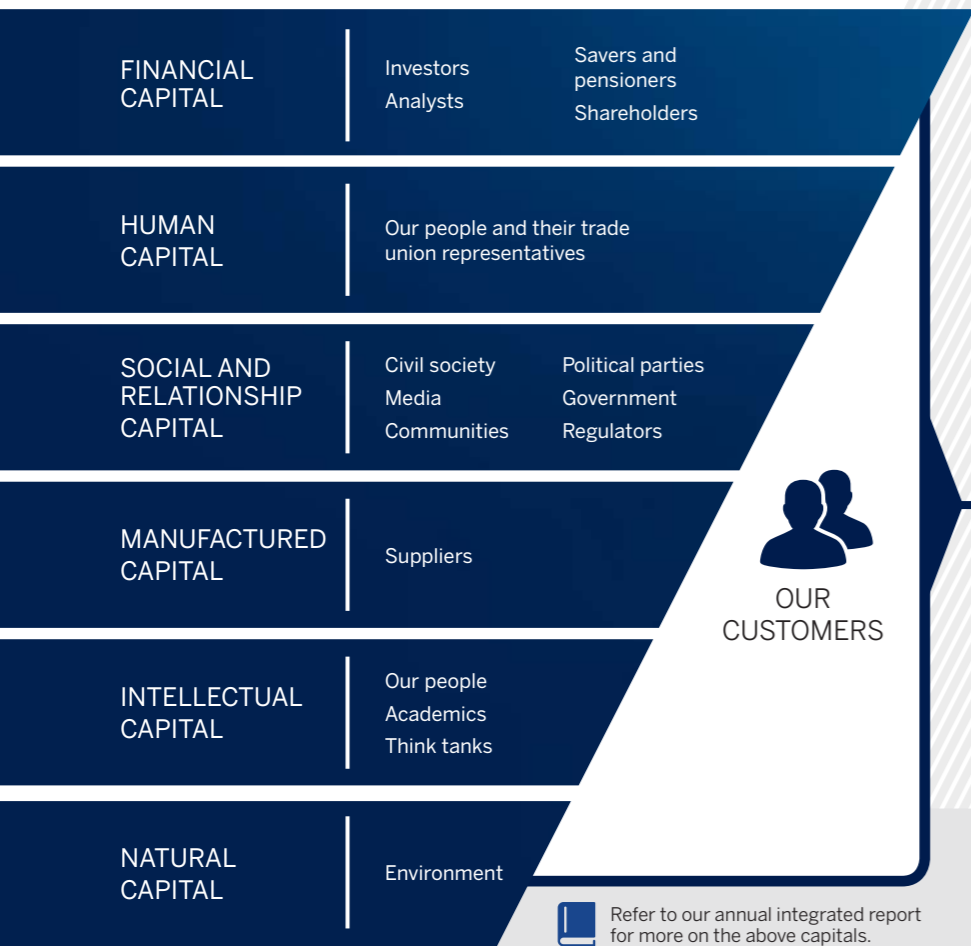


# WHAT CONCERNS OUR STAKEHOLDERS

If you're reading this report, you're a Standard Bank stakeholder. You're someone we recognise as a partner in driving Africa's growth. Whether you are a first-time home buyer looking for a home loan, a small business needing working capital, an employee growing your career, a shareholder wanting to better understand our strategy, a supplier in our value chain, a policymaker in government, a parliamentarian, a regulator overseeing our conduct, a student with a Standard Bank bursary, or a young professional considering a career in banking, you are affected by our activities.

We are working to better understand what matters to you and to create long-lasting shared value. We seek to do this by providing financial solutions tailored for African markets, which contribute to Africa's economic growth, support job creation, and help to economically empower individuals and businesses. In doing so, we simultaneously expand the market for our products and services, making Standard Bank a more viable and sustainable business.



## STAKEHOLDER ENGAGEMENT

- Attending parliament
- Regular meetings and discussions
- Investor relations
- Media monitoring
- Roadshows
- Round tables and dialogues
- Focus groups and surveys
- Research
- Reports

## GROUP SOCIAL AND ETHICS COMMITTEE



Some of the issues that can influence Standard Bank or that we can have an impact on:



## Distilled into six themes OUR MATERIAL THEMES ARE

- Managing economic headwinds [Read more](#) 26
- Understanding our clients 36
- Motivating our people 42
- Managing regulatory change 50
- Embracing innovation 58
- Leveraging our investments in IT 66

Refer to our annual integrated report for more on the above capitals.

# BUILDING TRUST THROUGH STAKEHOLDER ENGAGEMENT

## GOVERNANCE AND REPORTING BACK TO STAKEHOLDERS

- Stakeholder engagement policy
- Quarterly reporting to board
- Annual general meeting
- Reporting suite.

We produce a full suite of reports to cater for the diverse needs of our broad stakeholder base. These reports account to our stakeholders for our progress against objectives and targets. The following reports supplement this report and are tailored to meet our readers' specific information requirements.

### 1 Annual integrated report

As the group's primary report, our annual integrated report provides a holistic assessment of the group's ability to create value over time. It considers the issues that are material to maintaining the commercial viability and social relevance required to achieve our strategy in the medium to long term, including the macroeconomic conditions within which we operate. Where applicable, information has been extracted from the reports listed below.

#### INTENDED READERS

principally providers of financial capital but also considered to be of interest to our other stakeholders.

### 2 Governance and remuneration report

Provides a detailed review of the group's governance and remuneration practices, including the group's remuneration policy. The report also provides shareholders with the notice of the group's annual general meeting, together with the associated proxy forms.

**INTENDED READERS** providers of financial capital and regulators.



### 3 Risk and capital management report and annual financial statements

Provides a detailed discussion of the management of strategic risks related to the group's banking and insurance operations, and sets out the group's full audited annual financial statements, including the report of the group audit committee.

#### INTENDED READERS

providers of financial capital and regulators.

### 4 Report to society

Provides an analysis of the issues material to the group's creation of shared value and our SEE framework.

#### INTENDED READERS

the group's broad base of stakeholders, particularly clients, employees, business partners, regulators, government and civil society organisations.



There is also a Special Edition: Report to Society that provides insight into our transformation journey. Download it from <http://sustainability.standardbank.com/downloads.php>

This report covers the group's banking activities, including our subsidiaries. It excludes Liberty Holdings which publishes its own annual integrated report and sustainability report. Unless indicated otherwise, references to Standard Bank and all the reported data falls within these parameters.



## IDENTIFYING STAKEHOLDER CONCERNS

More information on [page 8](#)

## STAKEHOLDER RELATIONSHIP ASSESSMENT

What	How	Why
Social capital is the intangible value that is created through the networks of relationships between people and organisations. Social capital underpins and supports a well-functioning society and productive economy.	Standard Bank supports various initiatives and engages with many organisations as an investment in social capital. In 2016, we piloted an assessment of our relationships with a number of important stakeholders to better understand their expectations of us, and whether or not these are being met.	This approach helps us to focus on the quality of our stakeholder engagements, whether we are building social capital and trust, and where we need to improve.

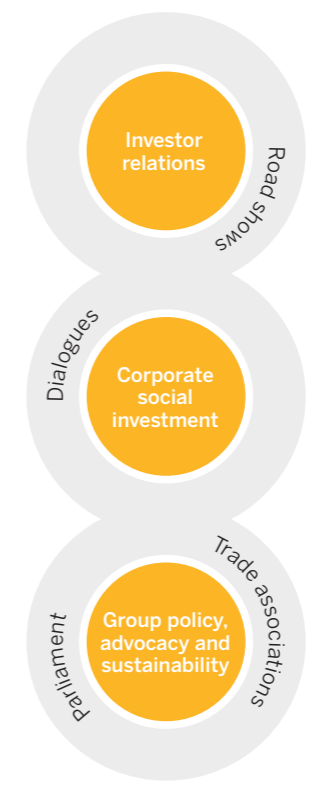
### Political economy work

After meeting with a wide range of South African stakeholders early in 2016, including political parties, black professional organisations and trade associations, and civil society groups, we embarked on a number of initiatives to meet their legitimate expectations of a leading South African bank. These initiatives fall within a strategy work stream that seeks to contribute to a changing political economy: one that supports inclusive growth and economic transformation.

## STAKEHOLDER ENGAGEMENTS IN 2016

### CEO Initiative

A number of Standard Bank's leaders have been working with government, organised labour, and other corporations, to enhance the competitiveness of the South African economy, and build investor confidence.



### Democracy support programme

We continue to fund political parties represented in the National Assembly as a contribution to a robust and maturing democracy in South Africa.

### Black professional organisations

We regularly engage with several organisations to build linkages with black entrepreneurs, business owners and professionals including the Black Management Forum, the Association of Black Securities and Investment Professionals, and the Association for the Advancement of Black Accountants in South Africa.

### Civil society organisations and think tanks

Standard Bank values the critical role played in our society by organisations that build South Africa's social and intellectual capital. We support several organisations, including the Mapungubwe Institute for Strategic Reflection (MISTRA), and the Helen Suzman Foundation (HSF), the World Wildlife Fund (WWF) and Leadership for Conservation in Africa.

### ASSURANCE OF THIS REPORT

SBG has a series of internal policies, procedures and controls in place to ensure that accurate data is provided. The SBG social and ethics committee provided oversight of this report. KPMG provided limited external assurance on selected performance data in this report, indicated by a ✓, in accordance with the International Standard on Assurance Engagements (ISAE 3000). The scope of the assurance engagement and the statement of assurance are provided on page 79 of this report.

### LET US KNOW WHAT YOU THINK

We welcome your views on this report. Please email the group policy, advocacy and sustainability team at [GPAS@standardbank.co.za](mailto:GPAS@standardbank.co.za) with your feedback.