



Standard Bank PLC

REPORT TO SOCIETY 2021

MALAWI



Content **Outline**

| | |
|----|---|
| 4 | About this report |
| 5 | Who we are |
| 10 | Our Strategy |
| 12 | A message from Chief Executive |
| 15 | SEE shared values |
| 16 | What is our 'SEE impact' all about? |
| 17 | Our business structures |
| 19 | Standard Bank SEE impact areas |
| 24 | - Financial Inclusion |
| 26 | - Job creation and enterprise development |
| 28 | - Trade and investment |
| 30 | - Education and skills development |
| 32 | - Health |
| 34 | - Employee development and training |

About this report



As a financial services provider in Malawi, we believe in the significant role in driving Malawi's growth. In this report, we will look at some of the ways we are supporting our clients, society, economy, and environment in Malawi. We will relay to you initiatives in place to meet the evolving local and global expectations. These are aligned to our vision to be a nationally relevant and trusted organisation.

This report is also intended to detail how we plan to generate impact in the future by giving an overview of our key impact ambitions and how we intend to

measure our progress and success. This report communicates how we have leveraged our social, economic, and environmental impacts to support our strategy and achieve our purpose.

The Report covers our performance from 1 January 2021 – 31 December 2021.

We prepared this Report to Society employing guidance from the International Integrated Reporting Framework and United Nations Sustainable Development Goals, linking our activities and commitments to the global agenda for a sustainable future.

Who we are



We are a client-centric, digitally enabled and socially and environmentally conscious universal financial services organisation.

Standard Bank Plc at a Glance

Malawi is our home, and we are focused on fostering her socio-economic growth. Founded on a solid legacy that spans over 50 years, we are a leading financial services organisation with representation across Malawi with 27 branches countrywide. We are headquartered in Lilongwe and currently trading in the Malawi Stock Exchange.

Standard Bank Plc is a member of the Standard Bank Group, Africa's leading bank and financial services group, which operates in over 20 countries.



Our purpose –
the reason we exist

**MALAWI
IS OUR
HOME,
WE DRIVE
HER
GROWTH**



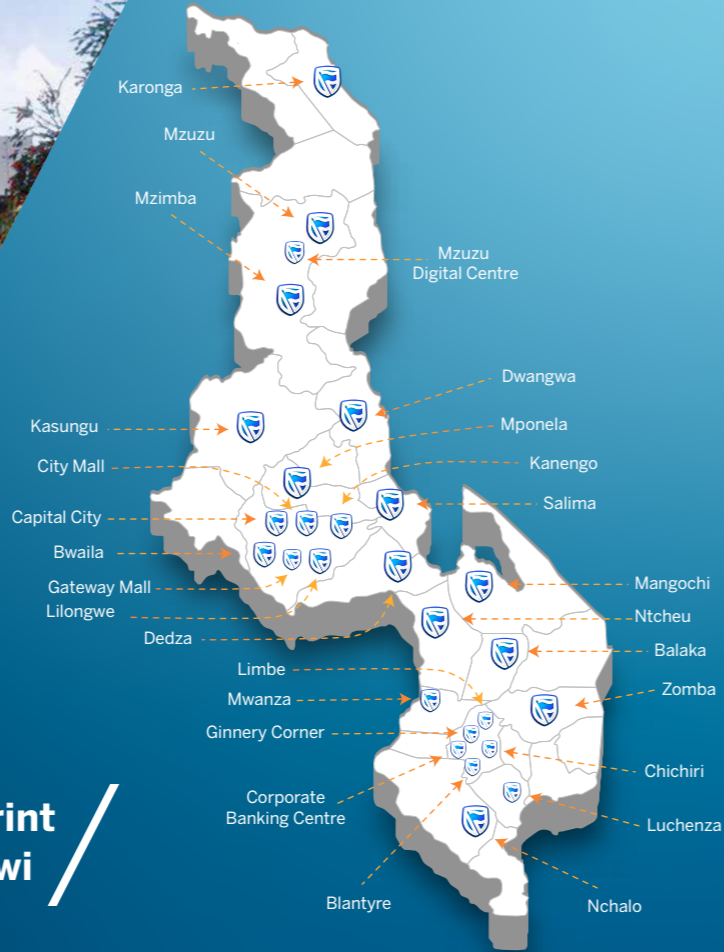
“ We believe that every day we show up is a day to change someone’s life. We make dreams possible and provide solutions to challenges. We drive Malawi’s growth. ”

Our People

Our Presence



Footprint in Malawi



Standard Bank **IT CAN BE.**



Our Vision

We aspire to be the undisputed number one financial services provider in Malawi.

On-the- Ground Presence

Branches – 27
ATMs – 89
Cash Deposit Machines – 11
Unayo Merchants – 8,004

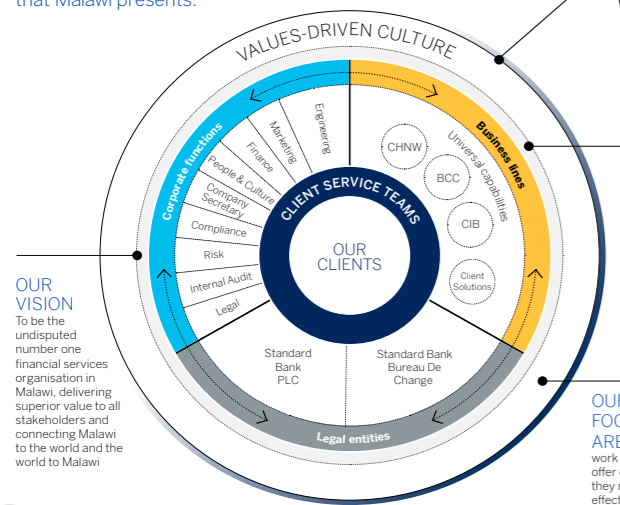


Our Strategy



Our strategy is designed to realise the opportunities that Malawi presents.

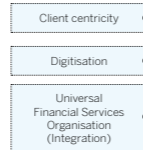
OUR STRATEGIC VALUE DRIVERS
Focus our efforts and measure the progress we are making against our strategy and vision.



OUR VALUES
serve as beacons for the behaviour and qualities that define us at our best as we execute our strategy.

- Being proactive
- Growing our people
- Constantly raising the bar
- Working in teams
- Delivering to our stakeholders
- Respecting each other
- Serving our clients
- Upholding the highest levels of integrity

OUR KEY FOCUS AREAS
work together to ensure we offer our clients everything they need in the most effective way possible.



Our Culture

Our culture is 'the way we do things.' We recognize that how we do things is as important as what we do. Our culture is determined by our purpose, vision, values, and code of ethics. Our code of ethics guides us to be responsible and respectful in our dealings with all our stakeholders. It outlines acceptable business conduct and is an important reference point for employees acting on behalf of Standard Bank. These clearly defined parameters empower us to make faster, more confident decisions that have the interests of our clients, and the society at large.

We are focusing on five critical principles that will shift our culture and make the most difference in supporting our strategic journey:

1. Holding honest and meaningful conversations.
2. Understanding and acting with empathy
3. Being accountable
4. Being Reliable and doing the right thing
5. Teaming up to get things done

The way we work and win

Client centricity places our clients at the centre of everything we do. **CLIENT CENTRICITY** requires that our people and processes are focused on our clients as their needs and expectations change. This means we align the way we plan, deliver, and execute work, doing the basics brilliantly and consistently.

We are working to:

1. Re-imagine Client Experiences
2. Anticipate Clients' needs
3. Promote Financial Inclusion

Digitisation means we are always on and always there to deliver our clients' and employees' needs in a secure, personalised, and relevant way. **DIGITISATION** is more than just technology – it is about delivering the full range of financial services through secure, personalised, relevant, and digitally enhanced experiences to our clients and employees in real time, all the time.

We are working to:

1. Ensure that the services our clients and employees need are consistently available, anywhere, anytime.
2. Use data proactively to discover valuable insights and deliver personalised experiences.
3. Remove friction, paper-based processes, and waste to ensure intuitive, easy to use, reliable interfaces for our clients and employees.
4. Create a workplace that encourages curiosity, digital thinking and continuous improvement for quick and frequent refinement of ideas and brilliant delivery.

Our ability to offer an integrated service/universal financial services proposition to our clients are a key differentiator. Offering a complete range of **FINANCIAL SERVICES** follows from our commitment to client centricity, and reinforces the competitive advantages of our scale, scope and expertise. This means that our

business units, legal entities and corporate functions must work as an integrated whole to service our clients' financial needs in a seamless way. We are working to efficiently deliver the financial services organisation, so our clients have access to and experience all our propositions, relevant to their needs.

A Message from Chief Executive, Standard Bank PLC

Phillip Madinga



Standard Bank's purpose, **Malawi is our home, we drive her growth**, is both a statement of why we exist and a description of what Standard Bankers do every day.

Sustainability is multi-dimensional and is part of everything we do at Standard Bank Plc. It is about mitigating risks, building resilience, creating opportunities and transforming lives. It is the long-term goal of sustainable development which encompasses meeting the needs of the present without comprising the ability of future generations from meeting their needs. As a major player in Malawi, we must take responsibility for our actions and behaviour.

We make commitments to our stakeholders that are long-term in nature and to be able to deliver on these commitments, we have to make sure that Standard Bank is running a sustainable business. As such, sustainability is something that lasts over time and therefore resilience and transformation are critical in our day-to-day operations.

Through our efforts to drive sustainable and inclusive economic growth in and for Malawi, we continuously support businesses to grow and create new jobs, we help individuals to save, invest in their futures and grow their wealth. We partner with Government and the private sector to drive the attainment of the country vision – Malawi 2063. In doing so, we help make life better for our fellow Malawians, and support the realisation of shared societal goals.

The financial sector has a crucial role to play in achieving a just transition, that is, enabling environmental sustainability at the same time as supporting the creation of decent work and social inclusion. As a Bank rooted in Malawi, Standard Bank is central to these efforts.

We commit to working with governments, business and communities to find new ways for Malawi economy to develop and industrialise, and for the communities to prosper. This requires engagement with a wide range of stakeholders with diverse perspectives. It requires considered and responsible decision making, and tackling immediate challenges such as access to basic services, while keeping in mind the long-term view and the needs and rights of our children and the generations to come.

This report, being the first in Malawi provides a summary of our impacts across six areas during 2021. As a Bank we are committed to forging a sustainable growth path that benefits both current and future generations. We have embedded the consideration of social, economic, and environmental (SEE) impacts into our business strategy and decision-making processes. We take our responsibilities to society and the environment seriously, and we commit to being transparent and accountable for our impacts.

In 2021, we leveraged on six SEE impact areas.

1. Financial Inclusion
2. Job Creation and enterprise development
3. Health
4. Trade and Investment
5. Education and skills development
6. Employee development and training.

These are the core areas of our business in which we believe we have the greatest impact on the society and environment, and in which we commit to maximise benefit and minimise harm.



Whilst the above were the impact areas we leveraged in 2021, we are embarking with a more details SEE Framework evaluation that aims to broaden our view and further align to the country's vision. We embrace the **United Nations Sustainable Development Goals (SDG)**.

Standard Bank aspires to be a truly digital as well as a truly human led organization, serving our clients predominantly online, processing in the cloud, embracing open innovation and partnerships, underpinned by data and personalised insights. We intend to provide services, solutions and opportunities that our clients and employees need to achieve growth, prosperity and fulfilment. In these uncertain times, we are committed to doing everything we can to support our people, clients, and communities.

I remain deeply optimistic about Malawi, and the potential our country has to businesses, households and communities. This being our first report, it sets a framework to which we aim to deliver to our nation and as always, we welcome your feedback.

Phillip Madinga



SEE

Shared Values



SOCIAL

The value we create for the society, as measured by the value created for our people in areas such as skills development and transformation; the shared value our business generates for our clients and other stakeholders, through deepening financial inclusion, investing in infrastructure, and supporting job creation through enterprise development and financing people, businesses and entrepreneurs; and our investments in education, sports, culture that benefit communities and future generations.

ECONOMIC

The value we create for our shareholders and more broadly for the society, by driving inclusive economic growth in our countries of operation, developing and implementing better ways of doing business, and supporting regional economic integration and development.

ENVIROMENTAL

The value we create for the natural environment, through businesses we finance or do not finance, investments towards reducing carbon emissions and any other environmental degradation, and by helping our clients to lessen and adapt to the impacts of climate change.



What Is Our 'SEE Impact' All About?

Our business activities have social, economic and environmental (SEE) impacts in the economies and communities in which we operate.

We are committed to understanding these impacts, both direct and indirect, and using this understanding to inform our decision-making at every level. This enables us to maximise the positive impacts of our business, and minimise and mitigate the negative impacts, while simultaneously generating new business opportunities and financial returns for the group. We've adopted SEE impacts as one of the six value drivers which inform our strategy, and against which we measure our performance.

SEE provides us with a lens to assess how we create value for our stakeholders and the Group



Our Business Structure



Corporate and Investment Banking [CIB]

Corporate and Investment Banking services provided to clients, including governments, large corporates, local and multinational corporates.

What we offer:

- Transactional products and services
- Global Markets
- Investment Banking
- Lending
- Deposit taking
- Digital Banking Solutions
- Trade finance
- Chinese Desk
- Bancassurance

Alignment to SEE impact areas

- Trade and Investment
- Job creation



Business and Commercial Clients [BCC]

Our comprehensive banking solutions, designed to address the needs of small and medium - sized enterprises, as well as commercial banking clients to ensure our clients are able to access a variety of products and services to transact, trade and fund their businesses.

What we offer:

- Transactional products and services
- Foreign exchange
- Lending
- Deposit taking
- Digital banking solutions
- Vehicle and asset financing
- Trade finance
- Bancassurance

Alignment to SEE impact areas

- Financial Inclusion
- Job creation and enterprise development
- Health
- Education
- Trade and Investment



Consumer and High Net Worth Clients (CHNW)

This segment provides banking solutions for individual clients, including High Net Worth individuals. Our various client platforms provide access to a variety of personal banking and wealth management solutions, including insurance, investments and advisory capabilities.

What we offer:

- Transactional products and services
- Deposit taking
- Lending
- Vehicle and asset financing
- Bancassurance
- Mortgages
- Investments
- Digital banking solutions
- Foreign exchange

Alignment to SEE impact areas

- Financial Inclusion
- Education



Standard Bank SEE impact areas

To achieve our purposes which is to drive Malawi's growth, for the purposes of this report we have focused on six impact areas linked to our core business activities.

The six impact areas are:

1. Financial Inclusion
2. Job creation and enterprise development
3. Trade and investment
4. Education and skill development
5. Employee development and trading
6. Health

We are in the process of refining our impact areas for monitoring purposes going forward.



Our reporting to society suite provides an update on our contribution in each of these impact areas.

The table that follows provides a summary of our reporting suite and illustrates how each theme relates to our material issues and the relevant SDGs.



Our **Approach to SEE**

We pledge 1% of our net profit after tax to social, economic, and environmental (SEE) initiatives.



**THE
MALAWI
WE
SEE**

SEE IMPACT AREAS
OUR SUSTAINABILITY PRIORITY

OUR 2021 IMPACTS

UN SUSTAINABLE
DEVELOPMENT GOALS

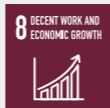
1



FINANCIAL
INCLUSION

Accessible and affordable digital solutions for under-banked and unbanked individuals, entrepreneurs and small businesses.

- Enabled people and enterprises to access financial products and service through Unayo, our platform business



2



JOB CREATION
AND ENTERPRISE
DEVELOPMENT

Improve access to a wide range of financial services for small enterprises, and support small enterprises to access value chains and markets.

- Lending to business clients from the smallest SME to large corporates
- 8,004 Unayo Merchants
- Supporting over 10,500 rural farmers



3



TRADE AND
INVESTMENT

Provide/ improve access to trade solutions to enable optimal international trade, growth and expansion into new markets, investment in innovation and improved productivity.

- Facilitated trade and investment flows between Malawi and key global Markets
- Facilitating growth of the Agriculture trading sector
- Facilitated cross-boarder solutions between Malawi and China



SEE IMPACT AREAS
OUR SUSTAINABILITY PRIORITY

OUR 2021 IMPACTS

UN SUSTAINABLE
DEVELOPMENT GOALS

4



EDUCATION
AND SKILLS
DEVELOPMENT

Access to quality education by supporting early childhood development, improving access to student finance and training to enable Malawi's people to access work opportunities and skills development.

- Provision of bursary scholarships – 78 Secondary and 15 Tertiary
- Over 100 girls engaged in job shadowing and mentorship
- Mentorship programme for 30 women in business



5



HEALTH

Invest in community health, safety and wellbeing and develop health-related infrastructure in Malawi.

- Actively support public health system during heights of COVID-19 pandemic



6



EMPLOYEE
WELLBEING,
DEVELOPMENT &
TRAINING

Building and retaining skills to support a strong succession pipeline of future leaders and develop critical skills, while helping our people reach their full potential and advance their careers.

- Investment in employee skill development through online training courses
- Development Programs
 - Diversity and inclusion program
 - 50 employees in Women in Leadership
 - 10 young leaders in the Graduate Trainee Programme



Financial Inclusion

OVERVIEW

Unayo is a secure digital platform launched in September 2021 and powered by Standard Bank. Unayo makes it easy for users to transact instantly from wherever they are, supporting sending or receiving money between individuals or by a merchant. Unayo works with merchants of all sizes (from street vendors, general dealers to supermarkets and large corporations).

The Unayo platform has been instrumental in connecting businesses and people within communities, across Malawi and beyond. It is convenient and accessible on the phone via USSD and Mobile App with an easy-to-use interface. With multiple language options and a free registration, one can transact easily with no monthly management fees. The platform allows clients to send money to a Standard Bank account for free, with affordable rates when sending to other Banks. One can Scan-to-Pay for goods and services within our partner merchants and retail locations available countrywide.

Through Unayo, individual users can open merchant accounts to facilitate transactions and earn commissions. As they grow their business, they are also able to access a higher tier wallet with more capabilities. Standard Bank is committed to facilitating access to modern financial services for the marginalized, job creation and economic growth for the country. In 2021 the Unayo platform facilitated more than 129,000 transactions, allowing more Malawians to access financial services and most for the first time.

In 2021, under Unayo, the Bank onboarded 8,004 agents across the country



FINANCIAL INCLUSION THROUGH UNAYO

Unayo is supporting small businesses through the simple merchant onboarding process. In 2021 under Unayo the Bank onboarded 8,004 agents across the country. This is significant as it has been instrumental in creating employment opportunities. On average each small retail location employs two to three individuals, and this gives an exponential growth on the employment base and number of economically active Malawians.

With the rollout of the Unayo service a high number of people were educated on financial services and how to use them cost effectively; especially within the space of social cash transfer, where many recipients were receiving an electronic cash disbursement for the first time. Unayo is breaking the myth that financial services (especially on mobile) are only for the privileged few. The bulk of transactions comprised cash withdrawal and disbursement processing for international donors and social impact initiatives.

Looking at the prime target market (first time financial transaction users), Unayo has invested in consumer and merchant education. These valuable insights are benefitting both wallet holders and merchants in their overall financial life and possible business ventures.

CHALLENGES ADDRESSED

Unayo has successfully allowed clients to open an account using their mobile number. With self-onboarding, clients are able to open accounts without having to travel outside of their place of residence. This is even more pertinent when viewed in the context where Malawi like most countries in the world was struggling with the covid-19 pandemic. Allowing continuation of the client financial journey where interaction with Unayo is all done remotely.

Unayo has low risk of loss when compared to physical cash in regard to both availability of formal banking services and also the potential for loss when transacting and carrying cash. Physical notes were also noted as a potential carrier for covid-19 and hence the health benefits of using Unayo.

The Unayo team were also cognizant of the challenge faced during bulk disbursements of funds. The platform has allowed for donor agencies to have improved accountability for funds, through the advanced disbursement and reporting functionality available on Unayo.

Job Creation and Enterprise Development

OVERVIEW

Standard Bank believes in partnering with the community to empower the youth and contribute towards job creation and enterprise growth that drives economic development and alleviates poverty in the country. This is done through working with our clients to understand their challenges and priorities, provide them with appropriate financial solutions to support their growth and expansion into new markets. We also provide targeted support to our SME clients, to help them develop their businesses, grow their skills, manage cash flow, and access new business opportunities.

What We Did

1. We have solutioned to 98 contractors especially in building and civil by supporting them with bid bonds, performance bonds, advance bonds, short term loans and invoice discounting.
2. Our enterprise online has also been pivotal in supporting Enterprise/SME clients amidst COVID-19 pandemic. Over 2500 benefited from remote access to their accounts.
3. Supported about 110 enterprise clients with capacity building, financial literacy, working capital and linking them to markets mostly youth and women.
4. Over 71 enterprise clients supported with unsecured financing, positively impacting their ability to perform their contracts.
5. We have also supported 33 co-operatives and farmers especially those in Agriculture with working capital to purchase farm inputs, until harvesting.

*“I have earned
MK150,000
from the same
acre that used
to give me
around
MK100,000
annually”*



STANDARD BANK JOINED EFFORTS WITH UN WOMEN TO HELP RURAL WOMEN TO PRACTICE CLIMATE SMART AGRICULTURE

Adoption of new harvesting methods is a key component of the climate smart agriculture project known as ‘Contributing to the Economic Empowerment of Women in Malawi through Climate Smart Agriculture’

The project, funded by Standard Bank to the tune of K340 million, aimed to help women farmers maximize productivity and make gains along the whole groundnuts value chain. One area of focus within the value chain is how women farmers can avoid post-harvest losses due to crop disease or poor harvest methods.

Jessie Tembo, 35, from Kapiri EPA in Euthini Mzimba was close to quitting groundnuts farming following perpetual poor harvest due to Aflatoxin. When she joined the project, Jessie learnt how to use a new technique known as Mandela cock as a way of curing groundnuts to reduce Aflatoxin contamination.

She first used Mandela cock to dry her groundnuts and immediately realized her harvest had less Aflatoxin, with good weight. “I observed less post-harvest loss because the pods became hard, as a result rats, termites and other pests failed to chew through. I have earned K150,000 from the same acre that used to give me around K100,000 annually because I sold high quality groundnuts.”

Jessie is now able to send her children to school and has established a mini grocery shop at her home.

CHALLENGES ADDRESSED

- Poor commercialisation in agriculture calling for the need to support and grow Agribusiness in the country.
- Enterprise development to allow the youth and women to grow achieve their aspirations.

Trade and Investment

OVERVIEW

With our purpose being to drive Malawi's growth, our contribution to this growth includes facilitating trade and investment flows between Malawi and other countries within Africa and globally. We achieve this by assisting local businesses gain access to international markets and providing finance solutions for their ventures.

AFRICA CHINA TRADE SOLUTIONS

Facilitating trade through the Africa China Trade solution, where we connect Malawian importers to reliable suppliers in China. Through Africa China Trade Solution, we seek to use our links with Industrial and Commercial Bank of China (ICBC) to solve observed trade problems with China, so our clients can have a competitive edge over other players in their chosen business areas and grow their business volumes. Bringing together ICBC's financial and global reach and Standard Bank's deep expertise and heritage in Malawi enables us to facilitate capital flow and cross border trade between Malawi and China. Assisting clients in pre-shipment, shipment, and post-shipment.

What We Are Doing

- Leverage on our strategic relationship with Industrial and Commercial Bank of China (ICBC), the world's biggest Bank, providing us an unrivalled competitive advantage for Africa China Trade.
- We help businesses gain access to trade finance facilities as seen in the significant increase in trade through our trade finance solutions and growth in letters of credit and guarantees.
- We have the necessary insights and capabilities to access dynamic investor appetite and shift sources of funding to meet these needs.



STANDARD BANK PLC. GIVES CUSTOMERS PERSONALIZED TRADE CORRIDOR WITH CHINA

The local civil and building company recently imported raw materials from China and their story is different from other traders who face setbacks when ordering goods from the same market. "It is our standard practice to first inspect the raw materials we intend to purchase because we understand there are some unscrupulous suppliers. Our first import from China was different because we used a Standard Bank facility called Africa China Trade Solutions," says Phillip Tembo Corporate Director at ProjEx Group Limited.

Under this facility the Bank handles pre-shipment needs such as travel logistics, supplier sourcing, goods quality validation, transactional banking capability and working capital facility. It also takes care of shipment functions which include foreign exchange telegraphic transfers, issuance of letter of credit (LC), discounting of LCs, documentary inwards collection, import financing and transit insurance, working capital lines and cash management facility. The Bank introduced ProjEx to an agent in China who assisted in all the required processes of inspecting materials with the manufacturer during production, loading and shipping at competitive prices. Standard Bank then issued an irrevocable Sight - Letter of Credit to the supplier and when the ship carrying the containers left, an invoice was issued which was paid after receiving the goods at Beira Port. The company was only involved in the transportation of the goods from Beira port to Malawi and all the clearing process at the port and border. ProjEx Group Limited says another advantage of Africa China Trade Solutions is that it keeps processes rolling even in the face of global eventualities as is the case with the COVID-19 pandemic that has come with travel restrictions.

This offering does not require one to travel and inspect the goods being imported as this is the sole responsibility of the agent. And with the Covid-19 pandemic where there were some travel restrictions this is the best way of buying and importing from China.

CHALLENGES ADDRESSED

- With the interruptions to supply chain globally, Standard Bank offers a seamless solution that ensures customers who import do so effortlessly.



Education and Skill Development

OVERVIEW

We have a holistic view of what education is for Malawi. The development of Malawi depends on her people having access to quality education and promotion of skills training that empower its citizens. According to Malawi's 2063 National Agenda, Human Capital Development with focus on education, skills and health of the largely youthful population plays a pivotal role in transforming our economy. It is with this backing that Standard Bank Plc supports the education sector by promoting access to education through financial support, strengthening mentorship and training structures that facilitate in the dissemination of knowledge.

What We Did

- Improved access to education by providing school fees bursaries that support secondary and tertiary education for students across the country
- Provided mentorship and career support opportunities for young people
- Empowered women in business with mentorship and educational opportunities

Examples of Initiatives

- MK6.9 Million for University school fees Bursary programme at University of Malawi, Malawi University of Science and Technology, Lilongwe University of Agriculture and Natural Resources, Malawi University of Business and Applied Sciences
- MK16.2 Million Merit Scholarship for 78 students at Secondary school level
- Women on the Rise mentorship and training programme for 30 women in business
- International Day of the Girl Child – Mentorship and career development programme for young girls across the country

MK16.2 Million Merit Scholarships for 78 students at secondary school level



A WOMAN ON THE RISE

Towera Jalakasi is a woman on the rise embracing the entrepreneurship journey with her business, Naturals Limited. Towera started Naturals Limited in 2006 after a spur of inspiration on a drive to her farm. On her frequent visits she noticed the baobab trees and the rotting of baobab fruit along the roads and farm. Tapping into her nutritional background she started creating recipes for baobab juice and serving to family and friends.

Towera started her business at a small scale by purchasing a portable processing unit; and working with three local women to assist with distribution of processed baobab juice in offices and shops. She continued to improve her production capability, increase her distribution, and build her business. In 2021 she came across a Standard Bank women capacity building and mentorship programme that was looking for women entrepreneurs ready to take their business to that next level. She applied and participated in a 1-month virtual mentorship programme that touched on leadership, financing, and personal growth.

"My main take-away from the mentorship programme was the usefulness of record-keeping and understanding numbers. The practical sessions provided us with templates to use for our business financial management. I also enjoyed the leadership sessions that helped build my confidence and the network of women I was exposed to." – Towera Jalakasi, Managing Director Naturals Limited

It was a joyous occasion during the grand finale of the programme when Towera pitched her business expansion plan and secured MK10 Million worth of asset financing from Standard Bank. With assistance from the Bank's Africa China Relationship Manager her business imported a 15-tonne distribution van to improve her distribution capacity and significantly decrease her cost. She now distributes to 19 districts across Malawi, the famously known malambe juice trading with the name "Khatthi Khatthi".

Towera has big plans for her business. She has secured an asset loan from Standard Bank that has financed the purchase of production equipment that will nearly triple their output capacity from 30,000 bottles a month to 80,000 bottles. She now supports 1,080 contract suppliers in Neno and has expanded her product range to introduce mango juice and baobab oil. Standard Bank has walked the journey with Towera Jalakasi and embraces her passion for entrepreneurship. The bank continues to create avenues for women to access financing to grow their business and contribute to the economic development of Malawi.

CHALLENGES ADDRESSED

- Limited access to educational opportunities due to lack of financial resources
- Limited access to mentorship and educational support for career and business development for youth and women across the country.



Health

OVERVIEW

According to the UN Goals because of the COVID-19 pandemic a decade of progress in Maternal, Child and Reproductive Health could be stalled or reversed. This poses serious threats to Malawi and places immense pressure on the health systems. In 2021, Standard Bank Plc took a strong stance to support the health sector, combat COVID-19 and support maternal health. We believe that it is the right of every person to receive adequate and quality health care.

What We Did

- Improved access to quality health care by supporting key public institutions critical to the fight against the COVID-19 pandemic in Malawi
- Partnered with institutions that assist with the provision of health

Examples of Initiatives

- MK112 Million towards COVID-19 support for public hospitals: Kamuzu Central Hospital, Queen Elizabeth Central, Mzuzu Central and Zomba General Hospital
- MK5 Million towards Nations Publications Chitipa District Hospital Maternity Ward Fundraising
- MK5 Million towards various charities supporting maternal wards in rural district hospitals

CHALLENGES ADDRESSED

- Minimize the resource pressure on the health systems to provide quality health care with limited financial resources



TOGETHER WE CAN FIGHT AGAINST COVID-19

In response to the State of National Disaster declared by State President Dr. Lazarus Chakwera on COVID-19, Standard Bank Plc released an additional K112 Million towards emergency medical equipment and supplies to help mitigate the impact of the pandemic in major hospitals.

This package brought Standard Bank's financial commitment towards the pandemic to K214 Million with an initial K102 Million spent in 2020 during first outbreak of the virus.

"The release of the tranche of K112 Million was our swift response to the COVID-19 emergency. The funds went towards purchase of vital supplies, and the replenishment of medical supplies critically running low in the hardest hit facilities in Blantyre, Lilongwe, Zomba and Mzuzu," said Chief Executive Phillip Madinga.

The donation went to Queen Elizabeth Central, Kamuzu Central, Mzuzu Central and Zomba General hospital. Each received refills of oxygen, PPEs for frontline health workers and care givers, and patient monitors.

This response was a continuation of our commitment to help fight the COVID-19 pandemic which poses the biggest healthcare challenge ever in Malawi. Lives of our loved ones, including some of the most productive of our society were in danger as infection rates escalated. As a Bank, we remained steadfast in standing with the rest of the nation to alleviate the suffering of those who fell sick and help protect frontline health workers and the general public from exposure to the highly contagious and virulent variants of COVID-19.

A total of K104 Million facilitated 200 oxygen refills each for the Queen Elizabeth and Kamuzu Central Hospitals while Mzuzu Central and Zomba General hospitals received 160 refills each, PPEs, and patient monitors. Each of the four hospitals will receive 1500 N95 face masks, 750 gowns, 1500 face shields, 20 boxes of 2000 gloves and four patient monitors.

Standard Bank also donated MK 8 Million towards the "COVID-19 Private Citizens" Fund-Raising initiative championed by social media activist Stanley Kenani, a Malawian currently based in France.

Reacting to the much-appreciated support, Dr. Yamikani Masitala who is chairperson of COVID-19 Task Force at Zomba General Hospital commended Standard Bank Plc for the timely gesture.

"The oxygen refills went a long way in easing our work of taking care of critically-ill patients while the personal protective equipment will protect our valuable health personnel, a good number of who have either been infected by the virus or are in self-isolation," a comment shared by Masitala in January 2021.

Underscoring the enormous burden that hospitals faced in dealing with the pandemic, Dr Masitala explained that any patient in a critical condition requires at least three oxygen cylinders for breathing in 24 hours.

At Standard Bank we believe that our citizens health matters because it hinders their ability to be productive and contribute towards the development of the nation. We also believe that every person requires good quality of life, and this cannot be achieved without steadfast health care, publicly available for everyone.



Employee Development and Training

OVERVIEW

Standard Bank has a special focus on employees and empowering staff to be their best self – both at work and in their personal lives. The Bank has a series of interventions that help staff members do their work better, determine their career direction and create an efficient work-life balance. As 2021 was heavily impacted by COVID-19, the Bank took special precaution to monitor the pandemic's impact of staff working environment and health; and respond to the various needs for information, rest and safety.

Key Objectives For Employee Development And Training

The key objectives on employee engagement

- To ensure staff alignment to organisation purpose, visions, and goals
- To improve staff productivity
- To enhance staff wellbeing
- To increase staff motivation
- To improve staff experience and satisfaction

The Bank works to develop a positive learning culture amongst all employees



Graduate Trainee Programme - 2021 Cohort



WHAT SUCCESS LOOKED LIKE

Our success is based off an annual survey in which our measure of success is a positive Employee Net Promoter Score (eNPS) result of +27

Employee Net Promoter Score (eNPS) is a tool used to measure employee engagement and loyalty. It measures how willing your employees are to recommend their workplace to their family or friends. The key question asked is 'How likely are you to recommend your employer to others as a place of work?'. Employees are asked to give their score on a 0 to 10 scale, where 0 is not at all likely to recommend and 10 is very likely to recommend.

KEY METRICS FOR 2021

- eNPS +47
- Overall turnover rate - 2.9%
- Voluntary - 1%
- Voluntary regrettable turnover -1%
- 755 Employees

Key Initiatives For Employee Training and Development

The key initiatives for employee training and development for 2021 going into 2022 focused on the following aspects:

- **Executive Leadership Training:** The Bank supported the executive leadership with capacity building programme such as Digital Strategies for Business, Platform Business, and various Leadership sessions. These programmes assist our leaders to be conversant of the future of business and enhance their leadership effectiveness.
- **Future Ready Workforce:** The Bank has identified key future skills capabilities that our people need to upskill and reskill to enhance their understanding and response to the everchanging needs of our clients. Some of the key initiatives include behavioural skills, digital skills, and business skills which they access through our digital learning platforms.
- **Diversity and inclusion Initiatives:** The Bank employs strategic initiatives to build talent and representation of women at senior level. We have a country specific programme designed to provide a platform for all women within the Bank to grow and take ownership of their career development.
- **Developing a positive learning culture:** The Bank works to develop a positive learning culture amongst all employees. Each staff member has a learning goal which is tracked on monthly basis. Leaders have been empowered with tools and data to conduct career conversations with the teams.

Initiatives Conducted To Enhance Employee Experience With The Brand

- **Healthy U Challenge** was a campaign introduced during the rise of COVID-19 era to drive employee engagement across the Bank; to spread positive energy during the second wave of the Covid-19 pandemic and provide platforms for teams to connect beyond their day-to-day work and build deeper relationships with colleagues.
- **Health and Beyond** was intended to support the employee's health status by providing scientifically proven nutrition and disease prevention knowledge and advice. It was also included information of how people would manage dietary related diseases
- **Men Health Sessions** are targeted sessions that engage various aspects of their lives. The platform conducted session on Physical Health, Career Development, Financial Management, Mental Health and Psychological Counselling.

***** (all programmes were conducted Virtually)

Employee Engagement In CSR Initiatives

- Employees participated in Nations Publications Mother's Day Fun Run – a fundraising initiative for Maternity Ward rehabilitation for Chitipa District Hospital. The Bank had one executive member participate in a sleep over challenge at the Hospital and others participated in the run.
- IT Department donation to Temwanani Orphanage in Area 25 that included food staffs, notebooks, and other items to support the children.
- Internal Audit department in collaboration with Nsapato Volunteers, an NGO in Lilongwe, donated over 50 pairs of school shoes to students at Katsumwa CDSS. The donation also included career talks by Bank staff members.



WOMEN IN LEADERSHIP PROGRAMME SUCCESS STORIES

Ulemu Kadango – Graduate Trainee

The Women leadership development program has been absolutely phenomenal. This program has served as a catalyst for positive change. It has been transformative and insightful. The content covered was so meticulously prepared and directly relevant to women like me in our current environment. I must say, it is extremely rare to come across a development program that feels like it was tailor made for you. So often, we come across training programs that are very generic. Although the information is useful and does give great perspectives, you often find yourself having to sift through the content simply because you cannot relate to some of it. However, the women leadership development program was so well thought out and well delivered. It spoke directly into the obstacles we face as career women in Malawi.

No one gets a career handed to them on a silver platter, and no two career journeys are identical. It is through prayer, hard work, resilience, determination, having the right support system and being bold enough to have the right conversations that we can see ourselves taking steps forward. I took the bold step to enrol back into school to get a master's degree. Something I was hesitant about for some time because I thought, how will I balance my job and full-time online study, and still have a life. I reached out to my fellow women who have done it before and indeed it is possible. I realised that, some of the biggest obstacles we face in our careers are actually in our mind. We may want to point fingers, but first let us look within, do we truly believe in ourselves.

Wiza Matemba – Team Leader, Reconciliations

When I was invited to be part of the Women in Leadership Programme, I had just been promoted to be a Team Leader and was happy to be part of this and I knew this will help equip me to lead my team better, empower me with leadership skills as aligned with the Bank's expectations also to help me and my team contribute to the Bank's strategy.

From the sessions, I have been able to learn how to self-shape my career and I now have a sense of direction as I know what I want and where I am going. From one of the sessions, I learnt about knowing my unique attributes and understanding my personality. Before the session it was difficult for me to be able to speak up. I am now able to speak up and take charge of my career direction. I can see myself taking up roles that I never thought I could handle.

The learnings from this session have helped me impact a colleague as well as I have been able to share the insights of how she can pave her own career. My colleague has also been able to find a mentor and started on the journey to pave her own career shift. I now believe more than ever that with the right mindset, attitude, efforts, and determination it can be possible.



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