



Standard Bank Group

# ENVIRONMENTAL, SOCIAL AND GOVERNANCE (ESG) INDICATORS 2020

Standard Bank **IT CAN BE™**

Also trading as Stanbic Bank

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# Social Indicators

## Human Capital

KEY INDICATORS	2020	2019	2018
<b>Total number of employees (Group)</b>	<b>47 460</b>	48 614	52 147
Permanent employees	<b>44 500</b>	44 996	47 419
Non-permanent	<b>3 010</b>	3 618	4 728
<b>Total number of employees by region (Group)</b>	<b>44 450</b>	44 996	47 419
South African operations	<b>29 581</b>	30 102	32 162
Africa Regions	<b>14 247</b>	14 274	14 618
Standard Bank international	<b>622</b>	620	639
<b>Turnover (Group) (%)</b>			
Voluntary Turnover rate*	<b>3</b>	4.8	4.9
Overall turnover	<b>6</b>	10.8	8.3
Voluntary regrettable turnover	<b>1.4</b>	2.3	2.3
Voluntary turnover at executive level	<b>3.3</b>	3.8	4.8
<b>Employee age (Group)</b>			
20 – 29 years	<b>16.5</b>	19.2	22.1
30 – 39 years	<b>47.0</b>	46.6	45.3
40 – 49 years	<b>25.0</b>	23.6	22.3
50 – 59 years	<b>10.3</b>	9.5	9.3
60 – 69 years	<b>1.2</b>	1.0	1.0
<b>Additional labour information (Group)</b>			
SBG staff costs (Rm)	<b>34 685</b>	34 554	34 904
SBSA Overall collective bargaining member representation (%)	<b>46.6</b>	51.7	48.4
SBSA general staff employee collective bargaining member representation (%)	<b>63.4</b>	67.2	64.1
SBSA managerial employee collective bargaining member representation (%)	<b>19.4</b>	20.4	20.9
SBG Employee Net Promoter Score (eNPS)	<b>44</b>	18	23
SBG Total number of person days lost due to absenteeism	<b>137 767</b>	184 099	187 194
SBG average sick days per employee (%)	<b>3.10</b>	4.09	3.9
<b>Occupational levels permanent staff (South Africa)</b>			
Top management (number)	<b>35</b>	43	43
Senior management (number)	<b>3 088</b>	2 999	3 044
Middle management (number)	<b>8 208</b>	7 975	8 203
Upper Skilled Technical – junior management (number)	<b>6 772</b>	6 803	7 239
Lower skilled technical (number)	<b>7 634</b>	7 157	8 239
Semi-skilled (number)	<b>3 844</b>	5 125	5 394

\* The rate at which permanent staff voluntarily resign from the Bank as a percentage of the average permanent headcount for the year

## Gender equity

KEY INDICATORS	2020	2019	2018
<b>Employee gender (permanent employees) (Group)</b>			
Male	<b>18 895</b>	19 155	20 032
Female	<b>25 555</b>	25 841	27 387

### Women in management (Group)

OCCUPATIONAL LEVELS	2020 Number	2020 Percentage	2019 Number	2019 Percentage	2018 Number	2018 Percentage	2017 Number	2017 Percentage	2016 Number	2016 Percentage
Top management	<b>366</b>	<b>33.6</b>	349	32.3	339	32	319	32	293	30
Senior management	<b>1 102</b>	<b>40.7</b>	1 049	40	1067	39	1009	38	975	38
Middle management	<b>2 488</b>	<b>45.3</b>	2 361	45	2354	45	2363	45	2336	45
Junior management	<b>3 318</b>	<b>52.0</b>	3 211	52	3270	51	3301	51	3286	51
Total	<b>15 510</b>	<b>60.3</b>	6 970	59.9	59.10	59.11	59.12	59.13	59.14	59.15

### HeForShe targets and progress

OCCUPATIONAL LEVELS	Target %	Year	2020 %	2019 %	2018 %
Women on SBG Board	33	2021	<b>35.3</b>	29.4	22
Women in executive position in SBG	40	2023	<b>33.6</b>	32.3	32
Women in executive positions in SBSA	40	2021	<b>36.3</b>	35	35
Women CEs (country/regional) in Africa Regions	20	2021	<b>13.6</b>	10.5	10

## Employee development

KEY INDICATORS	2020	2019	2018
<b>Training</b>			
SBG Total training spend (Rm)	677.5	878	931
SBG Roles filled in internally (%)	52	-	-
SBG Human Capital return on investment	2.32	-	-
SBSA leadership training: total employees	4 426	2 708	4 920
SBSA leadership training: black attendees (%)	75	71	75
<b>Internal bursary spend (Group)</b>			
Internal bursary spend (Rm)	51	42.4	51.8
Number of staff receiving bursaries	1 831	1 794	1 933
<b>Leadership training and graduate programmes</b>			
SBG Leadership Development Initiative – Number of employees	4 901	3 781	-
SBG Leadership Development Initiative – Number of females	2501	-	-
SBG Leadership Development Initiative – female attendees (%)	51	-	-
SBSA leadership training – Number of employees	4 426	2 708	4 709
SBSA leadership training – female attendees (%)	45.4	43.1	46.0
SBSA leadership training – black attendees (%)	75.4	70.5	74.4
SBSA leadership training – black African attendees (%)	44.2	38.0	43.0
Black employees as a % of employees attending leadership courses at the Global Leadership Center (%)	75.4	70.5	74.4
<b>Leadership training attendees promoted into senior positions</b>			
	80	98	31
SBSA Black attendees promoted into senior management (%)	65	70.4	67.7
SBSA Black African female attendees promoted into senior management (%)	33.8	35.7	29
<b>SBSA Graduate programme</b>			
	199	-	-
SBSA total number of graduates	150	-	-
SBSA graduate programmes – female attendees (%)	58	61	43
SBSA graduate programmes – black attendees (%)	87	92	91
SBSA graduate programmes – black African attendees (%)	71	77	75
Graduates employed for permanent positions (%)	100	100	100
<b>Learnerships and internships</b>			
	987	709	815
SBG Learnership and internship	55	51.3	64.1
SBG Learnership students absorbed into permanent employment (%)			

## Employment Equity Key performance indicators (South Africa)

Transformation figures comprise employee groups defined by the Department of Employment and Labour, processed through Standard Bank's payroll and residing and working in South Africa

### 2020 Employment equity demographics – African and Black

OCCUPATIONAL LEVELS	Total	African	African %	Black	Black %
Top management*	35	16	45.7	17	48.6
Senior management**	3 088	715	23.2	1 590	51.5
Middle management	8 208	3 498	42.6	6 171	75.2
Junior management	14 406	8 660	60.1	12 973	90.1
General staff	3 844	2 824	73.5	3 684	95.8
<b>Total</b>	<b>29 581</b>	<b>15 713</b>	<b>53.1</b>	<b>24 435</b>	<b>82.6</b>

\* The number of black (as defined by the department of labour) people in permanent top management positions (as defined by Standard Bank, as a percentage of all people in permanent top management positions in the South African operation.

\*\*The number of black (as defined by the department of labour) people in permanent senior management positions (as defined by the department of labour), as a percentage of all people in permanent positions in the South African operations

### 2020 Employment equity demographics – Black male and female

OCCUPATIONAL LEVELS	Total	Black male	Black female	Black female %
Top management	35	13	4	11.4
Senior management	3 088	869	721	23.3
Middle management	8 208	2 912	3 259	39.7
Junior management	14 406	4 056	8 917	61.9
General staff	3 844	930	2 754	71.6
<b>Total</b>	<b>29 581</b>	<b>7 850</b>	<b>12 901</b>	<b>52.9</b>

### 2020 Gender breakdown per management level

OCCUPATIONAL LEVELS	Total	Male	Male %	Female	Female %
Top management	35	27	77.1	8	22.9
Senior management	3 088	1 847	59.8	1 241	40.2
Middle management	8 208	3 952	48.1	4 256	51.9
Junior management	14 406	4 401	30.5	10 005	69.5
<b>Total</b>	<b>25 737</b>	<b>10 227</b>	<b>39.7</b>	<b>15 510</b>	<b>60.3</b>

## CSI

KEY INDICATORS	2020	2019	2018
<b>Community investment/corporate citizenship</b>			
Total CSI spend – Africa Regions (USDm)	<b>5.6</b>	19.8	n/a
Total CSI spend – South Africa (Rm)	<b>97.2</b>	-	-
Total CSI spend (Rm)	<b>174.8</b>	113.6	141.2
Value of CSI spend on education – South Africa (Rm)	<b>79.5</b>	83.6	96.6
Value of CSI spend on education – Africa Regions (USDm)	<b>1.1</b>	n/a	n/a
Value of CSI on health (Rm) Covid related donations – South Africa (Rm)	<b>27</b>	n/a	n/a
Value of CSI on health Africa Regions (USD)	<b>2.7</b>	-	-
Value of CSI spend on SMEs and entrepreneurs, including incubator programmes – Africa Regions (USDm)	<b>0.3</b>	-	-
Value of CSI spend on infrastructure development (Rm)	-	0.9	-
Value CSI spend on other (Rm)	-	9.2	6.4
CSI spend as a percentage of Net Profit after Tax (NPAT)* (%)	<b>0.6</b>	0.8	0.88
Annual spend on enterprise development initiatives – South Africa (Rm)	<b>37.3</b>	41.7	38.6
Other projects, including community employee involvement, matching of staff contributions, and environmental initiatives – South Africa (Rm)	<b>17.7</b>	2.4	1.1
Other projects, including community employee involvement, matching of staff contributions, and environmental initiatives – Africa Regions (USD)	<b>1.5</b>	-	-

\* CSI budget is calculated based on NPAT. It therefore does not include additional contributions which may come from staff and emergency CSI relief spending, which may come directly from business

## Financial inclusion

KEY INDICATORS	2020	2019	2018
<b>Affordable housing (South Africa)</b>			
SBSA Affordable Housing Loan Book (Bn)	29.9	25.7	25.0
Number of affordable housing loans on our books	95 379	99 478	96 359
New affordable home loans registered (number)	5 730	5 667	4 958
New affordable home loans registered (value) (Bn)	3.1	2.6	2.1
Market share of the affordable housing sector (defined as loan amounts less than R750K) (%)	29	27	26
<b>Student loans (South Africa)</b>			
Number of students with Standard Bank student loans	29 566	30 971	28 497
Total value of student loans (Rm)	2 134	2 142	1 987
Women with Standard Bank student loans (%)	57	58	-
Men with Standard Bank student loans (%)	43	25	-
<b>Consumer Education</b>			
<b>WalletWise (South Africa)</b>			
Number of people reached through Walletwise television campaigns	18 500 000		
Number of people reached through Walletwise radio campaigns	21 500 000		
Number of people reached through Walletwise website campaigns	375 000		
Number of impressions through Walletwise social media campaigns (Facebook)	32 000 000		
Number of impressions through Walletwise social media campaigns (Google)	105 000 000		
<b>Financial Fitness sessions (Group)</b>			
Number of financial fitness sessions	81		
Number of financial fitness session attendees	7 848		
Number of online Master Class webinars	21		
Number of online Master Class webinars attendees	1 560		
Number of online Financial Fitness for kids sessions	8		
Number of online Financial Fitness for kids attendees	310		
Total financial fitness webinar sessions	110		
Total number of financial fitness attendees	9 718		
<b>Other initiatives (Group)</b>			
Number of What Matters App (Staff)	1 584		
Number of active users on My 360 app	35 000		



**Financial inclusion** continued

KEY INDICATORS	2020	2019
<b>Digital solutions to expand access</b>		
Active clients PBB SA	<b>9.3 million</b>	9.5 million
Digital active clients PBB SA	<b>3 million</b>	2.6 million
Digitally active customers y-o-y growth PBB SA (%)	<b>15</b>	
Active clients AR	<b>5.4 million</b>	5 million
Digital transactional volumes PBB SA	<b>2.3 billion</b>	1.8 billion
Digital transactional volumes AR	<b>243.8 million</b>	191.7 million
Transactions conducted digitally PBB SA (%)*	<b>90</b>	89
Transactions conducted digitally AR (%)*	<b>69</b>	54
Internet banking transactional volumes PBB SA	<b>463 million</b>	495 million
Internet banking transactional volumes AR	<b>20.1 million</b>	16 million
Mobile banking transactional volumes PBB SA	<b>1.8 billion</b>	1.3 billion
Mobile banking transactional volumes AR	<b>124.9 million</b>	84.8 million
ATM banking transactional volumes PBB SA	<b>287.3 million</b>	360.7 million
ATM banking transactional volumes AR	<b>136.2 million</b>	150.4 million
Branch transactional volumes PBB SA	<b>32.7 million</b>	58.4 million
Branch transactional volumes AR	<b>20.6 million</b>	28.9 million
Instant money transactional volumes PBB SA	<b>26.9 million</b>	26.7 million
Instant money turnover PBB SA	<b>R21.2 billion</b>	R20.2 billion
Number of Mobile e-wallet accounts (Instant Money) PBB SA	<b>19.5 million</b>	15.7 million
Number of Mobile e-wallet accounts (Instant Money) AR	<b>614 000</b>	539 000

**Supplier development (South Africa)**

KEY INDICATORS	2020	2019	2018
<b>Number of black-owned suppliers</b>	<b>938</b>	833	528
Total procurement spend (Rbn)	<b>17.5</b>	5.7	-
Total procurement spend on black-owned suppliers small enterprises (Rbn)	<b>2.3</b>	5.7	5.1
Total procurement spend on black female-owned suppliers small enterprises (Rbn)	<b>1.1</b>	3.1	n/a
Total procurement spend on black-owned small medium enterprises (Rbn)	<b>2.3</b>	2.4	2.4
Procurement spend on black-owned small medium enterprises (%)	<b>9.7</b>	30	35
Number of black-owned suppliers	<b>938</b>	833	528
Local procurement spend (% of total)	<b>74</b>	-	-

\* Mobile and Internet-based banking services

# TCFD indicators

## Standard Bank Group – Portfolio segments with elevated climate-related risk

ZARm As at 31 December 2020	2020			
	On Balance Sheet Loans and Advances at Amortised Cost*	Off Balance Sheet Loan Commitments**	Total	Sheet Exposure extended as % Loan & Advances plus Loan Commitments***
<b>Sectors with elevated transition risk</b>				
Coal fired power generation <sup>a</sup>	1 830	901	2 731	0.17%
Coal mining (extractors) <sup>b</sup>	5 069	2 632	7 700	0.47%
Oil & Gas (Exploration and Production)	8 593	1 718	10 312	0.62%
Oil & Gas (Integrated)	3 211	9 075	12 286	0.74%
Oil & Gas (Midstream, Services)	2 722	5 843	8 566	0.52%
Oil & Gas (Trading & Retail)	13 977	7 961	21 938	1.33%
<b>Sectors with elevated physical risk</b>				
Agriculture <sup>c</sup>	77 625	36 527	114 151	6.91
<b>Renewables sector which represents climate mitigation</b>				
Renewables <sup>d</sup>	12 001	1 823	13 824	0.84

a – power utilities that own and operate coal-fired power plants

b – counterparties that own and operate coal extractive assets only, excluding bulk commodity and diversified mining counterparties that may have coal extractive assets and excluding suppliers, contractors that operate in the coal extractive sector.

c – agriculture, forestry, commodity traders, food & beverages and related consumer sectors

d – solar, wind, hydropower, geothermal and biomass power generation utilities and IPPs

In our 2019 ESG report, the metrics disclosed for Coal-Fired Power generation and for Renewable Power Generation, were calculated based on gross limits extended as a percentage of total banking assets. In our Interim TCFD report, the current measure was used.

\* Includes all loans and advances, bonds and investment securities in the banking book, but excludes all trading book exposures, reverse repurchase agreements and equity investments in the banking book.

\*\* Includes all contractual unutilised limits of facilities and other commitments to extend credit pursuant to a customer agreement.

\*\*\* Total loans and advances and loan commitments at 31 December 2020 were R1 651 906 million.

## Operational footprint (South Africa)

GHG EMISSIONS INVENTORY – TCO <sub>2</sub> e (TONNES)	2020	2019	2018
<b>Scope 1: Direct emissions*</b>			
Diesel generators	1 491	1 900	1 153
Fleet vehicles	802	1 600	1 969
Natural gas	3 633	3 829	3 742
Refrigerants	2 537	1 895	3 350
<b>Total Scope 1</b>	<b>8 463</b>	9 224	10 215
<b>Scope 2: Indirect emissions from purchased electricity**</b>			
Purchased electricity – SA	172 648	197 771	202 586
<b>Total scope 1 and 2 emissions</b>	<b>181 111</b>	206 995	212 801
<b>Scope 3: Indirect emissions***</b>			
Flights	4 334	21 066	29 107
Rental cars	116	351	422
Paper	395	698	337
Waste disposed	259	782	802
<b>Total scope 3</b>	<b>5 104</b>	22 897	30 684
<b>Total emissions</b>	<b>186 215</b>	229 892	243 485
<b>Split of Standard Bank (SBSA) carbon emissions (tCO<sub>2</sub>e)</b>			
Scope 1 (%)	4	4	4
Scope 2 (%)	93	86	83
Scope 1 and 2 (%)	97	90	87
Scope 3 – Standard Bank operations (%)	3	10	13
Emissions per m <sup>2</sup> of office space	0.23	0.28	0.28
CDP Score	C	B-	B-
<b>Energy</b>			
Consumption in MWh	192 027	215 146.3	235 428.97
Total non-renewable energy consumption	189 341	212 388	232 042
Energy produced through SBSA renewable energy systems	2 686	2 758	3 101

\* GHG emissions that are the direct result of owned or controlled sources

\*\* GHG emissions indirectly resulting from the generation of purchased energy

\*\*\* GHG emissions indirectly resulting from the extraction of purchased materials and fuels, transport-related activities

	2020	2019	2018
<b>Material consumption and waste</b>			
<b>Paper</b>			
Paper (tonnes)	379.5	732.9	353.5
Paper carbon emissions in kg CO <sub>2</sub> e (ton CO <sub>2</sub> e)	395.3	698.3	337.3
Paper recycled (tonnes)	99	998	
<b>Water</b>			
Total water consumption (kl)*	495 829	627 632	680 559
Reduction target (%)	8	8	6
<b>Waste**</b>			
General waste (tonnes)	565	1 332.4	1 365.23
Hazardous waste (tonnes)	1.05	1.5723	1.37
Waste to landfill (tonnes)	566.08	1 333.9	1 366.61
Recyclable waste (tonnes)	50.9	226.9	170.30
Total waste	616	1 560	1 536

	2020	2019	2018
<b>Green buildings</b>			
Funding for the construction of green buildings (Rbn)	–	–	–
Investment in Energy Efficiency (Rm)	12	28.6	34.1
Number of Green Star-rated buildings occupied	14	15	16

\* 100% of use is municipal water

\*\* SBSA has introduced an updated waste measurement and data collection methodology, which has highlighted additional information to be included in our calculations. 2019 waste data has been recalculated on this basis, resulting in changes to SBSA's scope 3 emissions and total emissions as reported in 2019.

## Environmental and Social Risk Management (Group)

KEY INDICATORS	2020	2019	2018
<b>E&amp;S Risk Training</b>			
Number of employees who received environmental and social risk training – Classroom	<b>395</b>	913	632
Percentage of targeted employees who received environmental & social risk training since 2017 – Classroom	<b>81</b>	66	32.6
Number of employees who received environmental and social risk training – Online	<b>233</b>	7613	n/a
Percentage of targeted employees who received environmental and social risk training since 2019 – Online	<b>78</b>	75	n/a
<b>Equator Principles</b>			
Finance assessed under Equator Principles (Total number of EP projects financed)	<b>1</b>	1	11
EP projects financed – Category A	<b>–</b>	1	3
EP projects financed – Category B	<b>1</b>	–	8
EP projects financed – Category C	<b>–</b>	–	–
EP deals were terminated due to E&S non-compliance	<b>–</b>	–	–
<b>E &amp; S Transaction Screening (CIB)</b>			
Total number of transactions screened in line with our internal E&S screening process	<b>282</b>	413	319
Total number of transactions declined due to E&S risk	<b>–</b>	–	–
Percentage Low – Client Risk	<b>92</b>	91	95
Percentage Medium – Client Risk	<b>5</b>	7	4
Percentage High – Client Risk	<b>3</b>	2	1
Percentage Low – Transaction Risk	<b>80</b>	80	82
Percentage Medium – Transaction Risk	<b>15</b>	13	14
Percentage High – Transaction Risk	<b>5</b>	7	4

## Sustainable finance

	2020	Impact Input definition
<b>Treasury</b>		
Quantum of "Sustainable Finance" capital raised – USDm	<b>385</b>	Sustainable Finance: green/social/sustainable/climate related products and services
Sustainable Finance capital raised as % of annual total	<b>21.27</b>	Sustainable Finance: green/social/sustainable/climate related products and services
<b>Lending</b>		
Number of deals	<b>6</b>	Sustainable Finance: green/social/sustainable/climate related products and services
Quantum of deals – USDm	<b>647.68</b>	Sustainable Finance: green/social/sustainable/climate related products and services
<b>Sustainable Finance credit lines as %:</b>		
Corporate finance solutions (CFS) RSA Book	<b>2.22</b>	Sustainable Finance: green/social/sustainable/climate related products and services
Real Estate Finance (REF) RSA Book	<b>1.04</b>	Sustainable Finance: green/social/sustainable/climate related products and services
Energy and Infrastructure (E&I) RSA Book	<b>0.28</b>	Sustainable Finance: green/social/sustainable/climate related products and services
Energy and infrastructure CFS AR Book	<b>20.76</b>	Sustainable Finance: green/social/sustainable/climate related products and services
Investment Banking (IB) SA Book	<b>1.23</b>	Sustainable Finance: green/social/sustainable/climate related products and services
IB AR Book	<b>6.54</b>	Sustainable Finance: green/social/sustainable/climate related products and services
IB Global Book	<b>2.82</b>	Sustainable Finance: green/social/sustainable/climate related products and services
<b>Arranging</b>		
Number of Sustainable bonds arranged	<b>1</b>	Sustainable Finance: green/social/sustainable/climate related products and services
Quantum of Sustainable Bonds Arranged (USD)	<b>200</b>	Sustainable Finance: green/social/sustainable/climate related products and services
Sustainable Bonds arranged as % of total bonds arranged by SBG in sub-Saharan Africa	<b>2.41</b>	Sustainable Finance: green/social/sustainable/climate related products and services
Green Bonds arranged as a % of total Green Bonds issued in sub-Saharan Africa	<b>36.4</b>	Sustainable Finance: green/social/sustainable/climate related products and services
<b>Equator Principles</b>		
Equator Principle Advisory deals closed	<b>1</b>	Sustainable Finance: green/social/sustainable/climate related products and services
Closing Exchange Rate Dec 2020 – ZAR/USD	<b>14.67</b>	

# Governance indicators

## Conduct

KEY INDICATORS	2020	2019	2018
<b>Conduct training</b>			
Number of employees who completed Conduct training	44 450	44 000	47 419
Conduct training completion rate (%)	100	100	100
<b>Ombudsman resolutions</b>			
Percentage Ombud's resolutions found in favour of the bank – SA	70	70.8	69
Percentage Ombud's resolutions found in favour of the complainant – SA	30	29.3	31
<b>Cases managed by the CDA</b>			
<b>Number of cases (Disputes)</b>			
OBS Disputes	1 572	1 128	1 203
FAIS Ombud disputes	130	114	76
Other cases	366	461	360
<b>Amounts paid by SBSA (Disputes) (R'000)</b>			
OBS Disputes	4 727	2 972	2 905
FAIS Ombud disputes	1 913	3 179	1 824
Other cases	3 215	2 341	2 800
<b>System availability</b>			
System availability (Priority 1* Incidents) SBSA	4	5	-
System availability (Priority 1* Incidents) AR	9	14	-
<b>Political party funding(Rm)</b>	0	5.1	5.4

\* Priority 1 incidents refers to extensive impacts and critical urgency incidents

## Board composition

KEY INDICATORS	2020	2019	2018
<b>Board of Directors</b> (Board information as at 31st March 2021)			
Number of board members	<b>18</b>	18	16
Independent non-executive directors (%)	<b>72.2</b>	72.2	62.5
Independent non-executive directors (Number)	<b>13</b>	13	10
Executive directors (%)	<b>11.1</b>	11.1	12.5
Executive directors (Number)	<b>2</b>	2	2
Non-executive directors (%)	<b>16.7</b>	16.6	25
Non-executive directors (Number)	<b>3</b>	3	4
Independent Board Chairman	<b>1</b>	1	1
Black executive board members (%)	<b>27.7</b>	27.7	18.7
Black executive board members (Number)	<b>5</b>	5	3
Black women executive board members (%)	<b>22.2</b>	27.7	18.7
Black women executive board members (Number)	<b>4</b>	7	8
Black independent non-executive board members (%)	<b>31</b>	31	31
Black independent non-executive board members (Number)	<b>5</b>	5	3
White male (%)	<b>33.3</b>	33.3	31.2
White male (Number)	<b>6</b>	6	5
African, Coloured, Indian female (%)	<b>22.2</b>	27.7	18.7
African, Coloured, Indian female (Number)	<b>4</b>	5	3
African, Coloured, Indian male (%)	<b>11.1</b>	11.1	12.5
African, Coloured, Indian male (Number)	<b>2</b>	2	2
Non-SA (%)	<b>27.8</b>	27.7	31.2
Non-SA (Number)	<b>5</b>	5	5



KEY INDICATORS	2020	2019	2018
<b>Board meeting attendance</b>			
Board meeting attendance (%)	<b>98</b>	98	98
Total number of board meetings	<b>6</b>	7	8
Total number of board committee meetings	<b>35</b>	31	31
<b>Tenure (years)</b>			
< 3	<b>4</b>	4	8
3-6	<b>9</b>	9	3
6-9	<b>2</b>	2	n/a
> 9	<b>3</b>	3	3
<b>Committees – % of independent members</b>			
Group Directors' Affairs Committee (DAC)	<b>100</b>	66.6	57.1
Group Audit Committee (GAC)	<b>100</b>	100	100
Group Risk and Capital Management Committee (GRCMC)	<b>100</b>	70	70
Group Technology and Information Committee (GTIC)	<b>57.2</b>	42.8	50
Group Social and Ethics Committee (GSEC)	<b>71.4</b>	42.8	42.8
Group Remuneration Committee (Remco)	<b>100</b>	87.5	85.7
Group Model Approval Committee (GMAC)	<b>25</b>	n/a	n/a

## Group Exco demographics

KEY INDICATORS	2020	2019	2018
Total number of Exco members	<b>18</b>	19	19
African, Coloured and Indian female (%)	<b>22.2</b>	15.7	15.7
African, Coloured and Indian male (%)	<b>11.1</b>	31.5	31.5
White female (%)	<b>11.1</b>	21.0	21.0
White male (%)	<b>33.3</b>	31.5	31.5

## Remuneration

KEY INDICATORS	2020	2019	2018
<b>Executive directors' and prescribed officers' emoluments</b>			
<b>CEO:</b>			
Cost-to-company package (R'000)	10 999	10 222	9 987
STI (R'000)	13 050	23 250	25 400
LTI (R'000)	–	15 724	23 678
Total awarded remuneration	24 049	49 196	59 065
<b>Group Financial Director:</b>			
Cost-to-company package (R'000)	7 139	6 409	6 294
STI (R'000)	10 100	18 000	16 750
LTI (R'000)	–	8 804	13 019
Total awarded remuneration	17 239	33 213	36 063
<b>Chief Executive (CIB)</b>			
Cost-to-company package (R'000)	8 227	7 734	7 588
STI (R'000)	16 300	21 750	19 000
LTI (R'000)	–	7 548	11 772
Total awarded remuneration	24 527	37 032	38 360
<b>Chief Executive (PBB)</b>			
Cost-to-company package (R'000)	7 834	7 520	5 634
STI (R'000)	8 700	21 500	21 500
LTI (R'000)	–	8 176	11 062
Total awarded remuneration	16 534	37 196	38 196
<b>Chief Executive (Wealth)</b>			
Cost-to-company package (R'000)	7 160	6 431	6 257
STI (R'000)	12 550	17 500	15 125
LTI (R'000)	–	12 567	6 521
Total awarded remuneration	19 710	36 498	27 903

# SBG shareholders

## Analysis of shareholders

### Ten major shareholders

KEY INDICATORS	2020	2019	2018
Industrial and Commercial Bank of China (%)	<b>20.1</b>	20.1	20.1
Government Employment Pension Fund (%)	<b>14.2</b>	13.3	12.3
GIC Asset Management (%)	<b>2.1</b>	1.9	1.3
Allan Gray Balanced Fund (%)	<b>1.9</b>	1.6	1.8
Alexander Forbes Investment (%)	<b>1.8</b>	1.5	1.6
Vanguard Total International Stock Index Fund (%)	<b>1.2</b>	1.3	1.2
Old Mutual Life Assurance Company (%)	<b>1.2</b>	1.3	1.5
Vanguard Emerging Markets Stock Index Fund (%)	<b>1.1</b>	1.2	1.4
Government of Norway (%)	<b>1</b>	0.9	0.9
Abu Dhabi Investment Authority (%)	<b>1</b>	0.8	0.5

## Geographic spread of shareholders

	FY20		1H20		FY19		1H19	
	Number of shares (million)	% holding	Number of shares (million)	% holding	Number of shares (million)	% holding	Number of shares (million)	% holding
South Africa	833.7	51.5	806.6	49.8	769.9	47.5	781.0	48.2
Foreign shareholders	786.2	48.5	813.3	50.2	849.8	52.5	838.2	51.8
China	329.8	20.4	327.2	20.2	327.0	20.2	325.0	20.1
United States of America	207.7	12.8	211.7	13.1	232.8	14.4	245.9	15.2
Namibia	24.2	1.5	20.3	1.3	19.4	1.2	17.9	1.1
United Kingdom	23.5	1.5	24.0	1.5	24.7	1.5	35.2	2.2
Singapore	21.5	1.3	27.5	1.7	34.9	2.2	36.0	2.2
United Arab Emirates	19.9	1.2	21.3	1.3	19.9	1.2	12.1	0.7
Norway	17.2	1.1	17.9	1.1	15.7	1.0	15.2	0.9
Ireland	14.1	0.9	13.4	0.8	13.8	0.9	10.7	0.7
Netherlands	14.0	0.9	13.2	0.8	15.3	0.9	14.2	0.9
Luxembourg	13.4	0.8	13.0	0.8	15.3	0.9	13.4	0.8
Japan	12.7	0.8	15.8	1.0	14.9	0.9	14.9	0.9
Hong Kong	9.9	0.6	12.7	0.8	12.5	0.8	13.4	0.8
Switzerland	9.1	0.6	8.6	0.5	8.1	0.5	8.1	0.5
Saudi Arabia	5.7	0.4	7.9	0.5	7.7	0.5	9.8	0.6
Other	63.5	3.7	78.8	4.8	87.8	5.4	66.4	4.2
	<b>1619.9</b>	<b>100.0</b>	1619.9	100.0	1619.7	100.0	1619.2	100.0



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