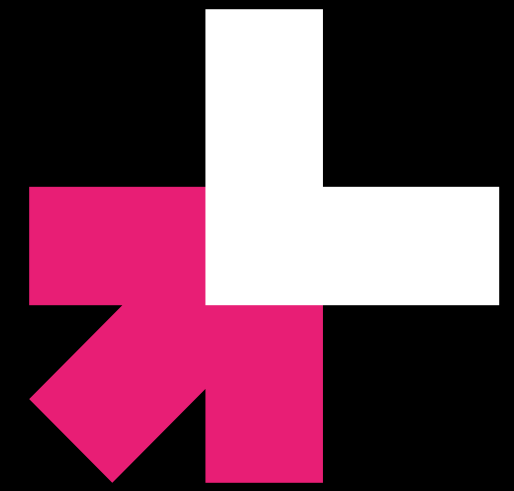


**Proven
Solution**

Equal Representation At Leadership



HeForShe

Standard Bank Group

Increasing the number of female chief executives

Global Context

Although numbers vary from one region to another, globally women occupy about 9% of Chief Executive positions and 23% of C-suite positions. The McKinsey 2016 Women Matter Africa report indicated that only 5% of Chief Executives in the African corporate sector were women. This is an area requiring increased focus and attention.

In 2018, only two out of 20 (10%) Chief Executives (Ces) in Standard Bank's Africa Regions (AR) business were women. This was clearly too low. The conversation about the need to address this had already started prior to the bank's engagement with HeForShe, but the work was accelerated when the bank publicly committed to a target of 20% representation of women in AR CE positions by 2021 as one of our HeForShe commitments.

It was in this context that we developed the AR Last Mile programme, aimed at accelerating the progression of identified CE successors to a state of readiness for appointment into a CE position, with a particular focus on women successors.

While the identification of potential successors for CE roles has always formed an integral part of the annual talent review process, we identified a need for a bespoke development programme with development solutions to better enable successor readiness with a particular focus on identifying and developing women successors.

"There's nothing fancy about our Last Mile programme – and that's a very good thing. It's simply an objective, deliberate and transparent process to identify, develop and encourage talented leaders in our Africa Regions business, with a particular emphasis on women. Objectivity is very

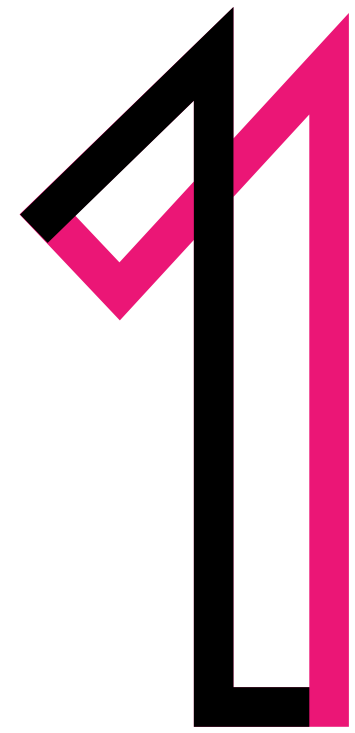
important to the programme's success. We know precisely what skills and characteristics we need in our leaders – and these don't include concepts that could disguise or enable gender prejudice. Discipline and transparency are equally essential – we have a published target and we expect to be held to it. The programme has only been in place for a year and we've already announced the appointment of two new female Chief Executives, identified from our own talent pool. The simplicity of the Last Mile programme is its strength: if we can do it, any organisation can."

Sim Tshabalala, Chief Executive, Standard Bank Group



Although numbers vary from one region to another, globally women occupy about 9% of Chief Executive positions

Key Stages of Implementation



Step 1 Project Planning and Scoping

The objective of this stage is to determine the scope, context and final desired outcomes of the initiative and ensure stakeholder support. This phase involves identifying the core project team and preparing a project plan, identifying and engaging internal stakeholders, and clearly articulating short-, medium- and long-term success measures.

Key Takeaway: Consultation with all stakeholders is critical to successful implementation. It can be time-consuming, but is time well spent.

Step 2 Identify Chief Executive Core Competencies

The purpose of this stage is to conduct internal and external research in order to identify non-negotiable core capabilities required to successfully carry out the role of a Chief Executive. During this phase of the project, all existing internal frameworks and codes relevant to the role of a CE are identified and collated. In addition, external research and benchmarking on CE capabilities is conducted. Finally, in the context of Standard Bank, current CEs in the Africa Regions were interviewed to understand the key experiences which contributed to their readiness to become a CE. As a result, seven core capabilities emerged to become the Chief Executive Capability Blueprint.

Key Takeaway: Conducting research which accessed various sources supported the generation of a blueprint that was based on qualitative as well as quantitative evidence.



Step 3: Develop Learning Pathways

The output of this phase is a framework for critical experience interventions to ensure development of each capability against the Capability Blueprint. Extensive desktop research is undertaken and subject matter experts engaged to understand what is already being done successfully in other organizations and contexts to develop CE successors. Existing leadership development programmes in the organization are also audited. This contributes to the design of a menu of interventions that can be tailored to the individual development needs of each identified successor. Each intervention is linked to one or more of the seven core identified capabilities.

Key Takeaway: 70% of the development must take place through experience and exposure (rather than a programme or course), 20% is learning through others and only 10% through formal educational input.

Step 4 Identify and Assess Programme Participants

The objective of this stage is to identify a suitably representative pool of successors for CE positions, understand their development needs against the Capability Blueprint and develop a bespoke development programme for each individual. Talent pools are reviewed to identify “ready now” and “ready in one-to-two years” successors. To ensure adequate representation of women, additional women were also chosen from the “ready in three-to-five years” pool. All identified candidates complete a suite of assessments so that development needs can be identified and bespoke, individualized development programmes can be developed.

Key Takeaways: Talent identification processes can sometimes fail to identify women as potential successors because they don’t always fit current accepted paradigms of what a “leader” is. By



developing a Capability Blueprint, it is possible to objectively map people against an agreed set of characteristics, rather than rely on subjective interpretations of leadership.

Talent identification processes can sometimes fail to identify women as potential successors because they don’t always fit current accepted paradigms of what a “leader” is.



Step 5 Implementation and the results

Actual deployment of the bespoke programmes was initiated in Q1 2020. However, in the process of identifying and assessing participants in 2019, it emerged that one of the women who was supposedly in the “ready in three-to-five years” pool was actually “ready now”. She was encouraged to apply for a vacant CE role and was properly coached and prepared for the process. Anne Juuko’s appointment as Chief Executive of our Uganda business took effect on 1 April 2020.

Anne has herself acknowledged that she would never have imagined applying for the vacancy if she had not been identified as a rising star through the process, encouraged to apply, and supported in preparing for the selection process.

Towards the end of 2020, a second programme participant, Mercia Geises, was appointed as Chief Executive for Standard Bank Namibia. She will assume this position on 1 May 2021.

To have two women Chief Executives appointed in the space of one year is an achievement of which we are very proud.

To have two women Chief Executives appointed in the space of one year is an achievement of which we are very proud.

Resources

 [Capability Blueprint](#) Awaiting link to be placed here

Contact

Tosin Akinyemi

Head: People and Culture Standard Bank Africa Regions

tosin.akinyemi@standardbank.co.za

Wendy Orr

Head: Inclusion Standard Bank Group

wendy.orr@standardbank.co.za