



Programme Recode

Socialisation

Background & Context

The prevailing operational landscape and insights from our colleague surveys tell a story of disruptions and increased competition in the market as well as a need to change our internal environment in key areas.

External market insights

Changing consumer behaviour: Consumers are increasingly accessing banking services via their mobile devices.

Remote-work & C-19 effects: The shift towards remote-working accelerated digital transformation and accentuated its importance.

Change in the risk landscape: Cyber attacks, online fraud, data leaks have been on the rise, calling for a digitally-savvy workforce.

Competitive landscape: Competing banks and new entrants (fintechs) are all racing to convert consumers to their digital offerings.

Internal insights (ITO Cluster)

Colleague Experience Index

70.1 /100

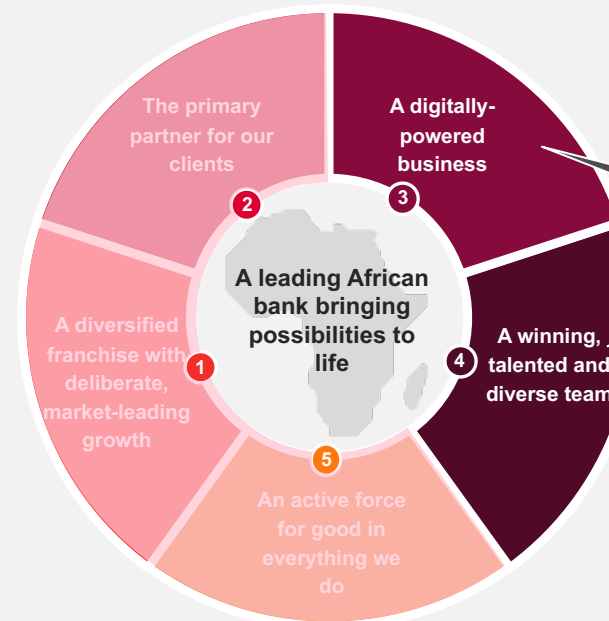
The score highlights progress in key workplace drivers: The Group target is 70/100

Net Promoter Score

51%

Of us would gladly/ readily promote Absa to the people around them.

The strategic response: The re-anchored strategy



Key focus areas of the Programme Recode

To ensure that we become a **nimble business**, we have to take a proactive, structured approach to establish an enabling culture.

Programme Recode Focus Areas



Leadership role-modelling



Diversity & Inclusion



Rewards & Recognition



Remuneration

Our ambition as the people function of ITO is to ...

We will be nimble in our **decisions, innovation and execution**

We **win together** by focusing on shared outcomes

We will embrace all aspects of the digital economy which will be seen in our **12 Digital behaviours**

... become a nimble, digitally powered business with a winning, talented and diverse team.

We create a space for colleagues to cocreate the journey

We are **stronger in our diversity** and will work to uncover the variety of backgrounds, strengths and talents in ITO



The creation of the Digital Code

The digital code represents what we should live by as an organisation to realise our ambition to become a nimble organisation. It sets the 'gold standard' of the behaviours we should aspire to everyday.

The Digital Code

The prevailing operational landscape tell a story of disruptions and increased competition in the market as well as a need to change our internal environment in key areas.

Aligning to our Group strategy:

One of the key strategic priority's of being a 'A *digitally powered business*' is enabled by being a '*nimble organisation*'.

Becoming a nimble organisation:

As an organisation we aim to be **nimble, adaptable** and **able to respond rapidly** to changes in the environment – both externally or internally – to deliver **innovative solutions** meeting our **customer and colleague needs** with **competitive speed to value**.

Guided by our ambition:

The digital code was developed as a set of **digital behaviours aligned to the Group's values**. These behaviours will guide the organisation towards our ultimate ambition: **to become a nimble organisation**.

Why the Digital Code?

By focusing effort on the adoption of the digital behaviours across the organisation, the Group can benefit from having a culture that is aligned to strategy and creating an environment that enables accelerated digital transformation.



Connecting colleague and leadership behaviours



Attracting top digital talent in key shortfall areas



Enabling speed of decision-making and delivery



Setting up a future-fit organisation, ready to evolve

BRAVE

PASSIONATE

READY

Defining our digital code

To become a nimble organisation, colleagues across the organisation must live by the digital code: a cohesive set of digital behaviours, aligned to the Group values

To realise our ambition to become a nimble organisation, we need to embody digital behaviours aligned to the proposed Group values

BRAVE

We are **curious** to find better ways

We focus on **achieving shared outcomes**

We **champion learnings** over successes or failures

We seek to **break new ground**



READY

We aren't afraid to **challenge our thinking**

We embrace **continuous learning**

We **promote accountable ownership**

We create **space for new ideas**

PASSIONATE

We **anticipate opportunities** and act on them **quickly**

We **design experiences** that delight our customers

We **collaborate** to bring possibilities to life

We play as **one team**

What's in it for the colleagues?

Creating a working environment that aligns to **your purpose**.

Be **part of the team** driving the strategy of Absa to become a nimble organisation.

Creating a **safe space** that includes **diverse opinions and thinking**.

Working in an innovative and tech-enabled environment, that **challenges the norm**, with our technology and actions.

Working in an environment that **supports and encourages continuous growth**, personally and academically.

Creating a **safe space** for teams to take **ownership and accountability** for their work and careers.

Greater **recognition** of hard work from peers and being **rewarded** with vouchers.

Driving a **unified message** about how we think and behave within ITO.



) Thank you (