



Stanbic Uganda  
Holdings Limited

# REPORT TO SOCIETY 2023

**Ugandan Coffee**  
Grown in the Pearl of Africa

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S U S T A I N A B I L I T Y   R E P O R T



We Believe in Uganda



**Crested Cranes**  
Uganda's National Bird



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**Traditional Dancers**  
One of Uganda's unique cultural dance





**Blue kingfisher**  
Fishing on Lake Victoria

# About Stanbic Uganda Holdings Limited (SUHL)

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## About this Report

The Stanbic Uganda Holdings Limited (SUHL) Report to Society presents a comprehensive analysis of our sustainability performance for the year ended 31 December 2023.

This report provides information on how we are delivering on our Sustainability Strategy and our approach to Environmental, Social and Governance (ESG) risk management. It includes an overview of our sustainability framework and how we are delivering on our commitments to create positive Social Economic and Environmental (SEE) impact in the economy and society.

To achieve our purpose, to drive Uganda's growth, we have defined our SEE impact areas linked to our core business activities. We are working to improve financial inclusion; support business growth and employment creation; enable the development of critical public infrastructure, including energy, water, transport and telecommunications

infrastructure; facilitate trade; support improved education and health outcomes; and address energy poverty while striving to reduce carbon emissions in line with global climate agreements.

The report has been developed to provide a holistic view of our sustainability performance to a broad base of stakeholders, specifically those with whom we have direct relationships and regularly communicate, including our shareholders, clients, employees, government and regulatory authorities, industry bodies and service providers. Furthermore, other stakeholders also include those who may be impacted by our business activities as such communities we operate in, business associations, civil society groups as well as our natural environment, community development and non-governmental organisations.

## Who we are



Stanbic Uganda Holdings Limited is part of the Standard Bank Group, Africa's largest Bank measured by footprint and assets. Standard Bank Group has on-the-ground representation in 20 African countries. In Uganda, Stanbic Bank Uganda is the largest subsidiary and has a wide network of branches that have been and continue offering a wide spectrum of financial services and products to the retail and corporate segments for the past 30 years.



### Our Purpose

Uganda is our home and we drive her growth



### Our Vision

To be the leading financial services organization in for and across Uganda, delivering exceptional client experiences and superior value.



### Our Brand Statement

IT CAN BE



### Our Focus Areas

Transform client experience | Execute with excellence | Drive sustainable growth and value

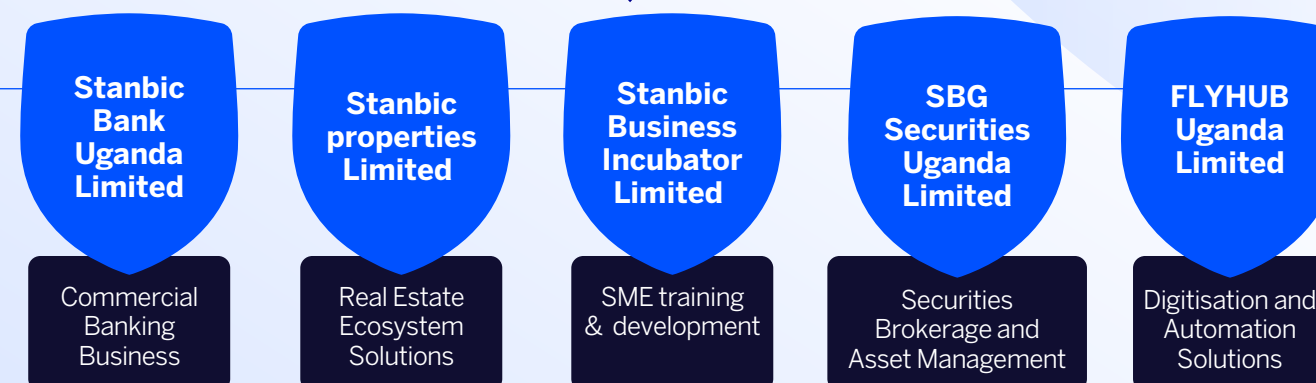
## Organisational overview

### OUR COMPANY STRUCTURE

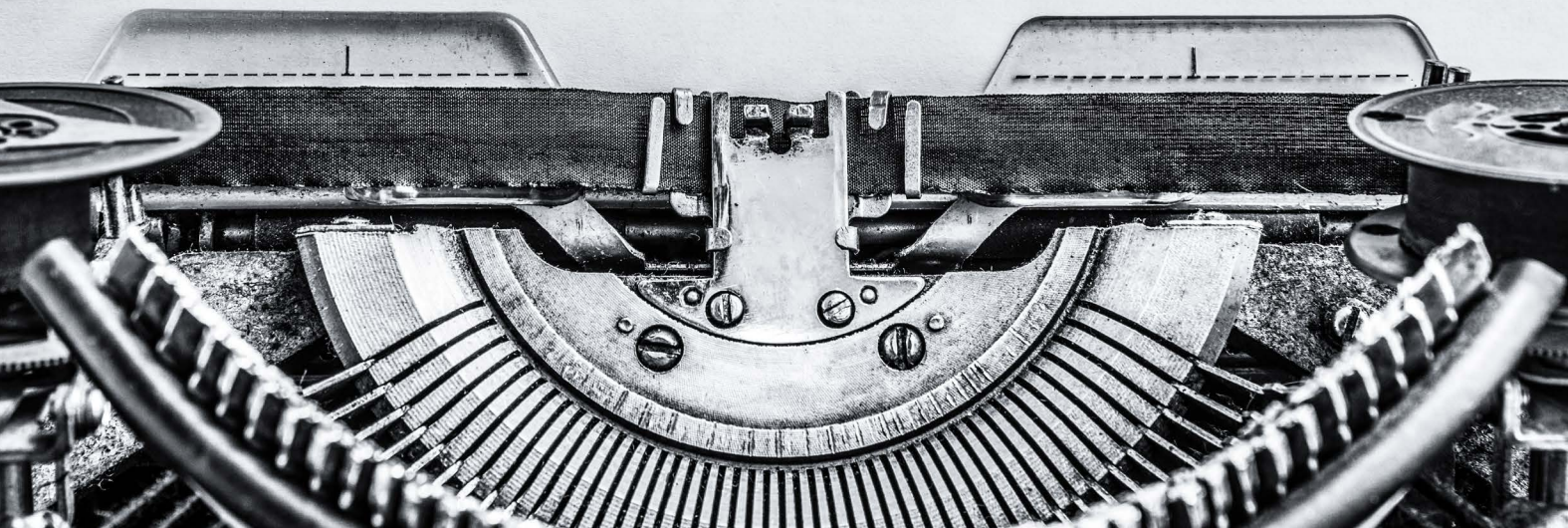


### Our Listings and shareholders

\*Listed on the Johannesburg Stock Exchange  
\*\*Listed on the Uganda Securities Exchange







## About Stanbic Uganda Holdings Limited

### Our History

Stanbic Uganda Holdings Limited traces its history in Uganda as a commercial bank called the

National Bank of India (NBI) in 1906. After several name changes, NBI rebranded to Grindlays Bank. In 1991, Standard Bank Group (SBG) acquired Grindlays Bank. The new owners renamed the Ugandan subsidiary, Stanbic Bank Uganda Limited (SBUL).

In February 2002, SBG acquired 90% of the shareholding in Uganda Commercial Bank Limited, a government-owned bank with sixty-five branches. SBG merged their new acquisition with the existing SBUL, to form Uganda's largest commercial bank by assets and branch network.

In November 2007, the Government of Uganda divested its ownership in Stanbic Bank Uganda Limited by listing its shares on the Uganda Securities Exchange. Standard Bank Group also floated 10% of its shareholding at the same time, retaining an ownership stake of 80%.

In 2018, SBUL started the process of reorganising its corporate structure to include a holding company. The rationale for the reorganisation was to enable the entity to undertake other non-banking financial and non-financial services that would be established through the holding company. The reorganisation was effected through the transformation of the bank into a holding company followed by a hive down of the banking business from the bank (at the time) to a newly incorporated banking subsidiary.

The reorganisation process was finally completed when the transfer of the banking business on 1 April 2019 with a holding company, Stanbic Uganda Holdings Limited (SUHL or the Company) and one wholly owned subsidiary Stanbic Bank Uganda Limited (SBUL or "the Bank").

As of 31st December 2021, SUHL created four additional subsidiaries and these are: Stanbic Properties Limited, Stanbic Business Incubator Limited, FLYHUB Uganda Limited and SBG Securities Uganda Limited.

In February 2002, SBG acquired 90% of the shareholding in Uganda Commercial Bank Limited...

Facts about Stanbic Uganda Holding Limited as of 31 December 2023.



**Total Assets**  
UGX  
**9.3tn**



**Number of Branches**  
**70**



**Number of CSPs and Branches**  
**83**



**Total numbers of Employees**  
**1,973**

**Market Capitalisation**  
UGX  
**1.638tn**



**Bank Agents**  
**6,483**

**Shareholders**  
**22,416**



**Number of Customers**  
**739,257**



**Cash Dispensers**  
**117**

**Intelligent ATMs**  
**40**

**Cash Deposit Machines**  
**21**



**Number of Subsidiaries**  
**05**



**Point of Sale Machines**  
**1,968**



# Standard Bank Group Footprint



We are Africa focused, client led and digitally enabled.



We provide comprehensive and integrated financial and related solutions to our clients



We drive inclusive growth and sustainable development

**161 years** of serving our clients in Africa

Market Capitalization  
**USD19 Billion** (ZAR 439Billion)

**20** sub-Saharan African countries

**4 global centres:** Beijing, Dubai, London, Newyork

**2 offshore hubs:** Isle of Man, Jersey

## West Africa

1. Côte d'Ivoire
2. Ghana
3. Nigeria
4. Democratic Republic of Congo (DRC)
5. Angola

## East Africa

6. South Sudan
7. Ethiopia (representative office)
8. Uganda
9. Kenya
10. Tanzania

## South & Central Africa

11. Namibia
12. Botswana
13. Zambia
14. Zimbabwe
15. Malawi
16. Mozambique
17. Mauritius
18. Lesotho
19. eSwatini
20. South Africa

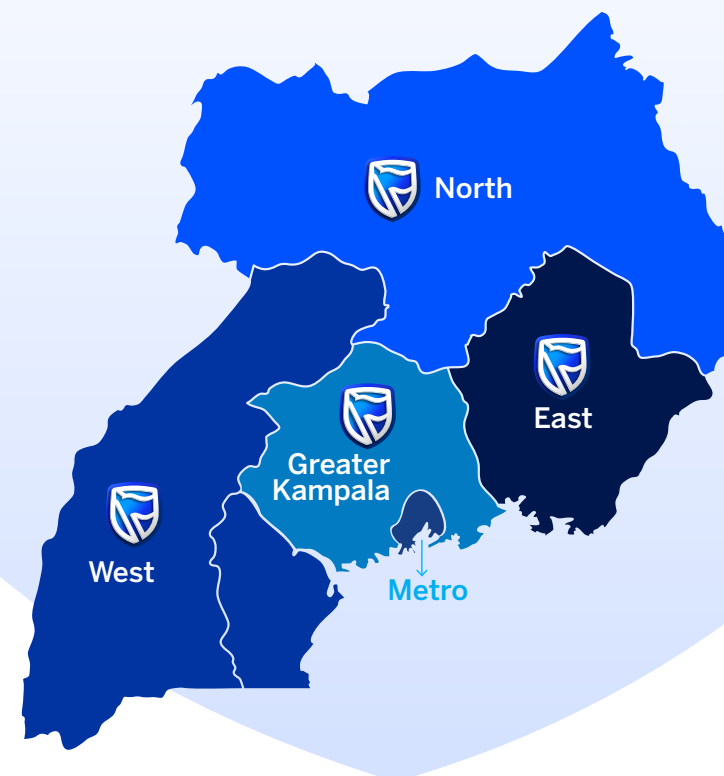
Standard Bank Group on the presence in 20 Countries in sub-Saharan Africa



#1 bank by assets | #1 banking brand<sup>1</sup> | #1 Global markets franchise<sup>2</sup> | #1 Sustainable Finance mandated lead arranger<sup>7</sup> | #3 asset manager<sup>3</sup> | Strategic co-operation with ICBC

<sup>1</sup> Most valuable banking brand in Africa and South Africa by Brand Finance for the second year in a row.  
<sup>2</sup> Global Markets foreign exchange in Angola, Kenya, South Africa and Uganda.  
<sup>3</sup> By assets under management/administration (AUM/AUA).

# Stanbic Bank Presence in Uganda



## EAST

- Busia Branch
- Iganga Branch
- Jinja Branch
- Kamuli Branch
- Kapchorwa Branch
- Kotido Branch
- Lugazi Branch
- Mbale Branch
- Moroto Branch
- Soroti Branch
- Tororo Branch

## GREATER KAMPALA

- Aponye Mall
- Kawempe Branch
- Kiboga Branch
- Kireka Branch
- Kyambogo Branch
- Luwero Branch
- Mityana Branch
- Mpigi Branch
- Mukono Branch
- Mulago Branch
- Nakivubo Branch
- Nateete Branch
- Wandegaya Branch
- William Street Branch

## METRO

- Acacia Mall Branch
- Bugolobi Branch
- Entebbe Main Branch
- Freedom City Branch
- Forest Mall Branch
- Garden City Branch
- Kabalagala Branch
- Kampala Branch
- Lugogo Branch
- Makerere Branch
- Metro Branch
- Nakasero Branch
- Nakawa Branch
- Ntinda Branch

## NORTH

- Adjumani Branch
- Apac Branch
- Arua Branch
- Gulu Branch
- Kigumba Branch
- Kitgum Branch
- Lira Branch
- Moyo Branch
- Nebbi Branch

## WEST

- Buliisa Branch
- Bundibugyo Branch
- Bwamiramira Branch
- Hoima Branch
- Ishaka Branch
- Kabwohe Branch
- Kasese Branch
- Kihhi Branch
- Ntungamo Branch
- Fortportal Branch
- Ibanda Branch
- Kabale Branch
- Kalangala Branch
- Kisoro Branch
- Kyotera Branch
- Lyantonde Branch
- Masaka Branch
- Masindi Branch
- Mbarara Branch
- Mubende Branch
- Rukungiri Branch

## CUSTOMER SERVICE POINTS

- Bwera
- Jinja town CSP
- Kaabong
- Kayunga
- Kagadi
- Kumi
- Pakwach
- Kakira
- Kinyara
- Mayuge
- Wobulenzi
- Nansana
- Kasangati
- Yumbe





# Corporate Governance

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<b>16</b>	Stanbic Uganda Holding Limited Executive Committee



# Board of Directors

## BOARD CHAIRMAN SUHL Baker Magunda<sup>58</sup>

### Academic Qualifications

- BS - Economics - Makerere University
- Diploma in Advanced Management - IESE Business School

### Primary Strengths and Skills

- Commercial & Executive Management
- Corporate Governance

### Year of Appointment

- 2023

### Committee

- Nomination and Remuneration (Chairman)



## NED SUHL Yinka Sanni<sup>57</sup>

### Academic Qualifications

- Executives Program - MIT
- Global CEO Program - CEIBS - Wharton, IESE Business School
- Advanced Management Program - Harvard Business School - Boston
- MBA - Obafemi Awolowo University, ILE - IFE

### Primary Strengths and Skills

- Financing
- Capital Raising
- Privatization Advisory
- Asset Management & Consumer Banking

### Year of Appointment

- 2023

### Committee

- None



## CHIEF EXECUTIVE - SUHL Andrew Mashanda<sup>53</sup>

### Academic Qualifications

- BSC - Accounting - University of South Africa
- PGD - Global Management - University of Salford, UK

### Primary Strengths and Skills

- Banking and Investment
- Strategy Planning and Execution
- Risk, Capital Management and Controls

### Year of Appointment

- 2020

### Reassigned

- 2023

### Committee

- None



## CHIEF EXECUTIVE - SUHL Francis Karuhanga<sup>49</sup>

### Academic Qualifications

- Fellow of the Association of Chartered Accountant - FCCA - UK
- Certified Financial Services Auditor (CFSA)
- MS - Accounting and Finance - Makerere University
- Bachelor of Commerce Degree - Accounting - Makerere University

### Primary Strengths and Skills

- Banking and Investment
- Strategy Planning and Execution
- Risk and Capital Management and Controls

### Year of Appointment

- 2024

### Committee

- None



## INED SUHL Robert Busuulwa<sup>53</sup>

### Academic Qualifications

- Member of the Institute of Chartered Accountants in England and Wales
- Member of ICPAU - CPA Uganda

### Primary Strengths and Skills

- Audit, Tax, Accounting and Finance
- Risk Management and Controls
- Doing Business in Sub - Saharan Africa and Emerging Economies

### Year of Appointment

- 2021

### Committee

- Audit and Risk (Chair)



## BOARD CHAIRMAN - SBUL Damoni Kitabire<sup>65</sup>

### Academic Qualifications

- MSC - Finance - Strathclyde University, Glasgow
- Diploma - National Economic Planning - Central School of Planning Warsaw, Poland
- BA - Economics - Makerere University

### Primary Strengths and Skills

- Macro Economics, Finance and Accounting
- Development Banking
- Public Policy and Leadership of Large Complex Organizations

### Year of Appointment

- 2021

### Committee

- None



## NED SBUL Patrick Mweheire<sup>53</sup>

### Academic Qualifications

- MBA - Harvard University
- BSC - Daemen College - NY

### Primary Strengths and Skills

- Banking and Investment
- Strategic Planning and Execution
- Leadership of Large Complex Organizations
- Doing Business in Sub - Sahara

### Year of Appointment

- 2012

### Committee

- Credit (Chair)
- Risk Management (Chair)
- Asset and Liability (Chair)
- People and Culture



## NED SBUL Guido Haller<sup>53</sup>

### Academic Qualifications

- MSC - Technological Economics - University of Stirling
- BA - Biology - University of Stirling

### Primary Strengths and Skills

- Global Market Risk Management
- Revenue Generation
- Stakeholder Management
- Corporate Liability Solutions

### Year of Appointment

- 2024

### Committee

- None



## CHIEF EXECUTIVE - SBUL Anne Juuko<sup>42</sup>

### Academic Qualifications

- MBA - Strategic Planning - Edinburg Business School
- BCOM - Makerere University

### Primary Strengths and Skills

- Banking and Investment
- Strategic and Financial Skills
- Doing Business in Sub-Saharan Africa and Emerging Economies

### Year of Appointment

- 2020

### End of Tenure

- 2024

### Committee

- Credit
- Risk Management
- Asset and Liability



## INED SBU Emma Mugisha<sup>50</sup>

### Academic Qualifications

- MBA - Rotterdam School of Management, Erasmus University
- BA(SWASA) - Makerere University

### Primary Strengths and Skills

- Banking and Investment
- Strategic and Financial Skills
- Doing Business in Sub - Sahara Africa and Emerging Economies

### Year of Appointment

- 2020

### Reassigned

- 2024

### Committee

- Asset and Liability
- Risk Management Audit



## INED SBU Eva Grace Kavuma<sup>61</sup>

### Academic Qualifications

- MBA - International Management - Thunderbird - Arizona
- BSC Business Administration - Ithaca - New York

### Primary Strengths and Skills

- People Development
- Remuneration and Reward
- Stakeholder Relations and Corporate Reputation Management
- Environmental Social Governance

### Year of Appointment

- 2016

### Committee

- People & Culture (Chair)
- Audit



## INED - SBUL Joseph T. Ndamira<sup>43</sup>

### Academic Qualifications

- MBA - Edinburg Business School - Heriot - Watt University
- Fellow of the Acca - UK
- BCOM - Accounting - Makerere University

### Primary Strengths and Skills

- Audit, Tax, Accounting and Finance
- Risk Management and Controls
- Corporate Governance and Regulation

### Year of Appointment

- 2019

### Committee

- Audit (Chair)
- Risk Management





# Board of Directors

INED - SBUL

**Elizabeth K. Ntege<sup>54</sup>**
**Academic Qualifications**

- Business Incubation Management - African Business Incubation Institute - SA
- Bullet Proof Management and Leadership - Creston International - USA
- Certified Network Associate and Professional - Cisco Systems Inc.
- BEng - Electronics Engineering - De-Montfort University - UK

**Primary Strengths and Skills**

- Digitization, Data, and IT
- People Development, Remuneration and Reward
- Doing Business in Sub - Saharan Africa and Emerging Economies

**Year of Appointment**

- 2019

**Committee**

- Technology & Credit People and Culture
- Risk



INED - SBUL

**Kim Kamarebe<sup>39</sup>**
**Academic Qualifications**

- MBA - Harvard Business School
- BS - Financial Engineering - Princeton University

**Primary Strengths and Skills**

- Investment and Capital Markets
- Business Transformation and Innovation
- Risk and Capital Management

**Year of Appointment**

- 2022

**Committee**

- Technology and Innovation (Chair)
- Credit
- Asset and Liability



INED SBU

**Kenneth Patrick Ogwang<sup>43</sup>**
**Academic Qualifications**

- MBA - Strategic Management - United States of International University - Africa
- BSC - Statistics Computing - Makerere University

**Primary Strengths and Skills**

- Relationship and Stakeholder Engagement
- Budget and Financial Management
- IT Service Delivery
- Digital Transformation
- IT Business Strategy Development
- Governance and Leadership

**Year of Appointment**

- 2023

**Committee**

- None



NED - FLYHUB

**Hasan Khan<sup>51</sup>**
**Academic Qualifications**

- Arab Unity High School

**Primary Strengths and Skills**

- Banking
- Global Markets
- Treasury Management
- Digital Strategy

**Year of Appointment**

- 2022

**Committee**

- None



NED - SBIL

**Pauline Mbayah<sup>58</sup>**
**Academic Qualifications**

- MBA - Double Major in Strategy and International Business - University of Nairobi
- Bachelor of Business Education Arts Degree - Kenyatta University - Nairobi
- Diploma in Marketing - London Chamber of Commerce and Industry

**Primary Strengths and Skills**

- Managing Philanthropic Institutions and Large - Scale Development Programmes Sustainably
- Solid Understanding of International Development
- Fund Design, Management, and Grant Administration

**Year of Appointment**

- 2023

**Committee**

- None



NED - FlyHub

**Haruna Mawanda Juuko<sup>48</sup>**
**Academic Qualifications**

- PHD - IT and Computer Science - Capella University - Minneapolis - MN - USA
- MS - Information Science - Capella University - Minneapolis - USA
- Member of the Certified Information Systems Auditor

**Primary Strengths and Skills**

- Cloud Strategy
- Software Development and Programming
- Digital Strategy, Innovation and Information Technology
- Digital Transformation and Solutions

**Year of Appointment**

- 2020

**Committee**

- None



INED - SUHL, SBGs

**Agnes A. Konde<sup>51</sup>**
**Academic Qualifications**

- Fellow of the Chartered Institute of Marketing
- Global CEO Program - IESE Business School
- MBA - University of Liverpool
- BA(SS) - Makerere University

**Primary Strengths and Skills**

- Strategy Planning and Execution
- Brand Marketing
- Stakeholder Management

**Year of Appointment**

- 2020

**Committee**

- Audit and Risk - SUHL
- Nomination and Remuneration - SUHL



INED - SUHL, SBGs, SPL

**Mona M. Ssebuliba<sup>42</sup>**
**Academic Qualifications**

- MBA - Edinburgh Business School - Heriot - Watt University
- BA - Finance - Makerere University

**Primary Strengths and Skills**

- Capital Markets
- Investment Management
- Agribusiness Financing
- Asset Management

**Year of Appointment**

- 2023

**Committee**

- Audit & Risk - SUHL



NED - SBIL

**Catherine Poran<sup>53</sup>**
**Academic Qualifications**

- MBA - Heriot - Watt University - Edinburgh
- PGD - Business Management - Makerere University Business School
- LLM - Buckingham University

**Primary Strengths and Skills**

- Banking
- Marketing
- Credit Management
- Business Strategy
- Relationship Management

**Year of Appointment**

- 2020

**Committee**

- None


**CHIEF EXECUTIVE - SPL  
Spencer Sabiiti<sup>39</sup>**
**Academic Qualifications**

- MBA - Edinburg Business School
- PGD - Construction Project Management - Makerere University
- Professional Member of the International Organization of Health and Safety - UK
- BSC - Quantity Survey - Makerere University

**Primary Strengths and Skills**

- Valuation and Surveying
- Real Estate Management
- Project Management and Development
- Stakeholder Management

**Year of Appointment**

- 2020

**Committee**

- None


**CHIEF EXECUTIVE - SBIL  
Tony Okao Otoa<sup>42</sup>**
**Academic Qualifications**

- LLM - Oxford Brookes
- BSc International Relations and Communication and Media - Oxford Brookes

**Primary Strengths and Skills**

- Stakeholder Management
- Enterprise Management
- Advisory
- Capacity Building
- Entrepreneurship

**Year of Appointment**

- 2024

**Committee**

- None


**CHIEF EXECUTIVE - FLYHUB  
Joel Muhumuza<sup>38</sup>**
**Academic Qualifications**

- MBA - Southern University and Agricultural and Mechanical College - Baton Rouge
- BCOM - Finance General - Makerere University

**Primary Strengths and Skills**

- Innovation
- Digital Strategy
- Digital Transformation and Solutions
- Mobile Financial Services

**Year of Appointment**

- 2021

**Committee**

- None





# SBUL Executive Committee

**Anne Juuko**  
Chief Executive

Joined the Bank: 2012  
Joined EXCO: 2020  
End of tenure: 2024



**Emma Mugisha**  
Head Business and Commercial (BCC)

Joined the Bank: 2013  
Joined Exco: 2018  
Resigned: 2024



**Samuel Fredrick Mwogeza**  
Head Personal & Private Banking (PPB)

Joined the Bank: 2010  
Joined Exco: 2015



**Paul Muganwa**  
Head Corporate and Investment Banking (CIB )

Joined Bank: 2014  
Joined EXCO: 2021



**David Mutaka**  
Head, People and Culture (P&C)

Joined the Bank: 2010  
Joined EXCO: 2020



**Candy Wekesa Okoboi**  
Head, Legal

Joined the Bank: 2016  
Joined Exco: 2016



**Gladys Muchae**  
Country Head, Credit & CIB Uganda

Joined the Bank: 2012  
Joined EXCO: 2020



**Martin Sekaziga**  
Chief Risk Officer

Joined the Bank: 2019  
Joined Exco: 2019



**Barbara Dokoria**  
Head, Compliance

Joined the Bank: 2003  
Joined Exco: 2018



**Miriam Naigembe**  
Head of Operations

Joined the Bank: 2013  
Joined EXCO: 2021



**Ronald Makata**  
Chief Financial Value Management Officer

Joined the Bank: 2012  
Joined EXCO: 2021



**Rita Kabatunzi**  
Company Secretary

Joined the Bank: 2018  
Joined EXCO: 2018



**Kenneth Kamurasi**  
Head Internal Audit

Joined the Bank: 2021  
Joined Exco: 2021



**Samuel Isiko Bulenzi**  
Ag. Chief Information Officer

Joined Bank: 2020  
Joined EXCO: 2023



**Tich Makonese**  
Head, Insurance & Asset Management

Joined the Bank: 2020



**Daniel Ogong**  
Head Marketing & Communications

Joined the Bank: 2017



**Yvonne Wamukota Namutosi**  
Head Salesforce

Joined the Bank: 2014



**Sam Kikoni**  
Head Internal Control

Joined the Bank: 2017





# SUHL Executive Committee

**Andrew Mashanda**  
Chief Executive SUHL

Joined SUHL: 2020  
Resigned: 2024



**Francis Karuhanga**  
Chief Executive SUHL

Joined SUHL: 2024



**Wilson Odadi**  
Head Business Enablement

Joined SUHL: 2022  
Reassigned to SBG: 2024



**Rita Kabatunzi**  
Company Secretary

Joined SUHL: 2020



**Sophie Achak**  
Investor Relations and Strategy

Joined SUHL: 2020



**Atwine Lilian**  
Head Finance & Value Management

Joined SUHL: 2023



**Spencer Sabiiti**  
Chief Executive Stanbic  
Properties Limited

Joined SPL: 2020



**Joel Muhumuza**  
Chief Executive Flyhub Uganda

Joined Flyhub: 2021



**Tony Okao Otoa**  
Chief Executive Stanbic  
Business Incubator

Joined SBIL: 2020  
Resigned: 2024





## 2023 at a Glance



▲ 15.2%

**PROFIT  
AFTER TAX**

**UGX 412bn**

2022: UShs 357bn



▲ 4.2%

**RETURN ON  
EQUITY**

**22.5%**

2022: 21.6%



▲ 15.2%

**EARNINGS  
PER SHARE**

**8.0**

2022: 7.0



▲ 15.2%

**TOTAL CAPITAL  
ADEQUACY**

**24.7%**

2022: 23.4%



▼ -0.3%

**NON-PERFORMANCE  
LOAN RATIO**

**2.6%**

2022: 2.9%



▲ 15.2%

**COST TO  
INCOME RATIO**

**48.9%**

2022: 47.7%



▲ 3.2%

**CUSTOMER  
DEPOSITS**

**UGX 6.3tn**

2022: UShs 6.1tn



▲ 2.4%

**CUSTOMER  
LOANS**

**UGX 4.2bn**

2022: UShs 4.1bn



▲ 15.2%

**OFF BALANCE  
SHEET**

**UGX 2.1tn**

2022: UShs 2.0tn



▲ 52.4%

**SBU SHARE  
PRICE**

**UGX 32**

2022: UShs 21



▲ 2.7%

**TOTAL  
ASSETS**

**UGX 9.3tn**

2022: UShs 9.1tn



▲ 2.7%

**TOTAL SHAREHOLDERS  
EQUITY**

**UGX 1.9tn**

2022: UShs 1.8tn

## 5-Year Performance

	2023	2022	2021	2020	2019
<b>INCOME STATEMENT (USHS'M)</b>					
Profit before income tax	<b>540,946</b>	483,036	351,210	318,613	349,634
Profit after tax	<b>411,531</b>	357,381	269,312	241,686	259,094
<b>FINANCIAL POSITION (USHS'M)</b>					
Shareholder's equity	<b>1,881,403</b>	1,782,775	1,533,303	1,243,439	1,116,866
Total assets	<b>9,303,398</b>	9,058,947	8,720,096	8,578,898	6,650,825
Loans and advances to customers	<b>4,225,122</b>	4,085,001	3,722,073	3,618,353	2,852,647
Property and equipment	<b>83,682</b>	75,544	75,545	81,418	86,438
Customer deposits	<b>6,332,851</b>	6,131,256	5,741,043	5,493,480	4,722,204
<b>RETURNS AND RATIOS</b>					
Return on average equity	<b>22.5%</b>	21.5%	19.4%	20.5%	25.0%
Return on average assets	<b>4.5%</b>	4.0%	3.1%	3.2%	4.3%
Loan to deposit ratio	<b>69.0%</b>	66.6%	64.8%	65.9%	60.4%
Cost to income	<b>48.9%</b>	45.5%	51.3%	48.3%	49.0%
<b>CAPITAL ADEQUACY</b>					
Tier 1 capital ratio	<b>22.6%</b>	21.3%	19.9%	15.8%	15.8%
Tier 1 + Tier 2 capital ratio	<b>24.7%</b>	23.4%	21.9%	18.0%	18.3%
Risk weighted assets (Ushs'm)	<b>6,713,186</b>	6,425,004	6,415,439	5,825,212	4,917,214
<b>SHARE STATISTICS</b>					
Closing number of shares in issues (in millions)	<b>51,189</b>	51,189	51,189	51,189	51,189
Earnings per share - basic and diluted	<b>8.04</b>	6.98	5.26	4.27	5.06
Dividends per share - proposed and/or paid	<b>3.03</b>	3.61	0.98	1.86	2.15
<b>OTHER INFORMATION</b>					
Number of employees	<b>1,973</b>	1,907	1,756	1,612	1,667







# Executive Statements

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Stanbic Uganda continues to demonstrate its commitment to creating sustainable impact...

**BAKER  
MAGUNDA**

BOARD CHAIRMAN  
STANBIC UGANDA  
HOLDINGS LTD.

## Chairman's Statement

Stanbic Uganda Holdings Ltd.

At Stanbic Uganda, our purpose is to drive Uganda's growth, in a manner that is inclusive and sustainable. Our business activities are directed toward addressing Uganda's development challenges and establishing interventions that create meaningful transformation for the economy and society.

The Board of Directors and Executive Management understand that Sustainability must be a central pillar of the organisational strategy. We recognise that the way we do business must be anchored by sustainability principles to achieve the desired shared value for all stakeholders.

I am therefore pleased to be sharing Stanbic Uganda's 2023 Report to Society that aims to provide accountability of our achievements against the organisation's commitment to the Sustainability strategy, also known as our Social, Economic and Environment (SEE) Impact framework.

### Our Sustainability priorities

Stanbic Uganda continues to demonstrate its commitment to creating sustainable impact through our activities that support individuals, businesses, government and other entities to invest which facilitates productive economic growth, creates jobs, enables infrastructure development and supports the delivery of essential key services.

Our Sustainability strategy seeks to drive positive economic impact by driving job creation through enterprise growth, financial inclusion, and infrastructure development. I am pleased to note that in this regard, over 2,348 SME businesses benefited from the Stanbic Business Incubator programmes that provide capacity development for small businesses.

I am also pleased to share that in 2023, our women's economic empowerment proposition called Stanbic for Her provided loans worth UGX 55.5 bn in 2023 up from UGX 19.7 bn in 2022, were extended to over 7,429 women in 2023 up from 1,127 women in 2022.

To enhance our social impact, we have committed to interventions that support education, youth

### STANBIC FOR HER

Loans - 2023



**55.5 bn**

No. of women



**7,429**

empowerment, healthcare, and driving ethical business practices.

And last and most importantly, the environment is a critical pillar to our Sustainability strategy. In 2023, we prioritized effective ESG risk management and incorporated robust ESG risk management into our policies, processes, and governance structures within the organisation.

### Looking ahead

Among the key sustainability initiatives, we shall be prioritising as an organisation is our efforts to address the climate change crisis by reducing the carbon-intensity of economic growth and financing adaptation initiatives to improve the resilience of communities, infrastructure, and businesses.

While Environmental and climate considerations will be a key focus, social development and economic growth will also remain prioritised as they are interlinked and indivisible. Therefore, having a positive social, economic, and environmental impact will be implemented holistically and as we journey to create meaningful transformation for all stakeholders in the communities we serve.





**FRANCIS  
KARUHANGA**

CHIEF EXECUTIVE  
STANBIC UGANDA  
HOLDINGS LTD.

## Chief Executive's Message

Stanbic Uganda Holdings Ltd.

It gives me great pleasure to be sharing Stanbic Uganda's 2023 Report to Society where we provide an update on sustainability achievements in line on our Social, Economic and Environment (SEE) Impact framework.

We have set out on a deliberate journey to embed sustainability across the organisation. Our Social, Economic and Environment (SEE) Impact framework provides the blueprint for the key performance indicators across the organisation.

We recognise that the way we do business must be anchored in a sustainability mindset in order to achieve the desired positive social, economic, and environmental impact. As such, Stanbic Uganda prioritised sustainability and ESG matters to ensure that these inform the corporate strategy.

Effective ESG risk management has also been crucial in enabling us to achieve our purpose and objectives. As such, we have incorporated clear ESG risk management approach, to ensure that we are able to drive sustainable growth and deliver SEE value across the business.

### SEE Impact in Uganda

We measure our Sustainability impact across the focus areas that align to the Standard Bank Group SEE impact areas, the United Nations Sustainable Development Goals (SDGs) and the national priorities.

Under our social impact focus areas, we have prioritised initiatives that support education, youth empowerment, health care and responsible business. Our economic impact priorities focus on job creation, SME Enterprise growth, infrastructure development, financial inclusion.

Lastly, our environment pillar focuses on business activities that will promote environmental preservation, sustainable finance, and climate action partnerships.

To guide our decisions and activities in each of these areas, we engage closely with our clients, regulators, and other stakeholders to ensure we understand their priorities, expectations, and challenges, and to create and deliver appropriate solutions to address these.

Among the key areas we are keen to take action is environmental responsibility to support adaptation and mitigation of climate change. We are partnering with Government and private sector to understand the implication of climate change on businesses in Uganda and overall impact on key sectors of the economy.

### Looking ahead

A key priority for Stanbic Uganda Holdings is to enhance and broaden the sustainability framework to support the growth of the newer subsidiaries under the holding company structure which includes: Stanbic Properties Ltd, SBG securities, FlyHub and Stanbic Business Incubator. We shall continue to explore and create solutions and interventions that will meet our client's needs, drive economic growth, create jobs, address climate action, and create meaning change in society.

Among the key areas we are keen to take action is environmental responsibility to support adaptation and mitigation of climate change.





**ANNE  
JUUKO**

CHIEF EXECUTIVE  
STANBIC BANK  
UGANDA LTD.

## Chief Executive's Statement

Stanbic Bank Uganda Ltd.

It's been a remarkable journey for Stanbic Uganda as we set out to create the sustainability strategy two years ago. I am particularly proud of a number of significant achievements made in 2023 that saw us elevate our level of positive impact in areas such as SME growth, women economic empowerment, health care and environmental conservation.

We remain true to our purpose; Uganda is our home, and we drive her growth. We recognise that the way we do business must be anchored by sustainability principles to achieve the desired shared value for all stakeholders.

Therefore, we ensure that our business activities are directed toward addressing Uganda's development needs and establishing initiatives that aim to create the desired positive impact in society.

2023 was a stellar year for the organisation in relation to the various sustainability goals that were achieved.

### The highlights

Our Sustainability strategy seeks to drive positive economic impact by driving job creation through enterprise growth, financial inclusion, and infrastructure development. I am pleased to share that over 2,348 SME businesses benefited from the Stanbic Business Incubator programmes that provide capacity development for small businesses.

In 2023, over UGX 34 billion up from UGX 20 billion was disturbed under the Stanbic Economic Enterprise Restart Fund (EERF) to improve women-owned SME and SACCO loan access in Uganda.

I am also pleased to share that in 2023, our women's economic empowerment proposition called Stanbic for Her provided loans worth UGX 55.5 bn in 2023 up from UGX 19.7 bn in 2022, were extended to over 7,429 women in 2023 up from 1,127 women in 2022.

And last and most importantly, the environment is a critical pillar to our Sustainability strategy. In 2023, we prioritized effective ESG risk management and incorporated robust ESG risk management into our policies, processes, and governance structures within the organisation.

### Appreciation message

I would like to take this opportunity to thank the Board of Directors and Executive Management Committee for their unwavering support and commitment to the achievement of the organisation's sustainability goals.

I am very proud to have contributed to leading and facilitating meaningful change in society, the economy and for our environment through the various interventions. I'd also like to thank all our partners from Government, private sector and development partners who have supported us in this journey.

As Stanbic continues grow from strength to strength, the business will continue to prioritise the delivery the Sustainability and ESG priorities to create real transformation in our economy, society and the environment.

SME businesses  
**2,348**

Distributed to EERF  
**UGX 34bn**

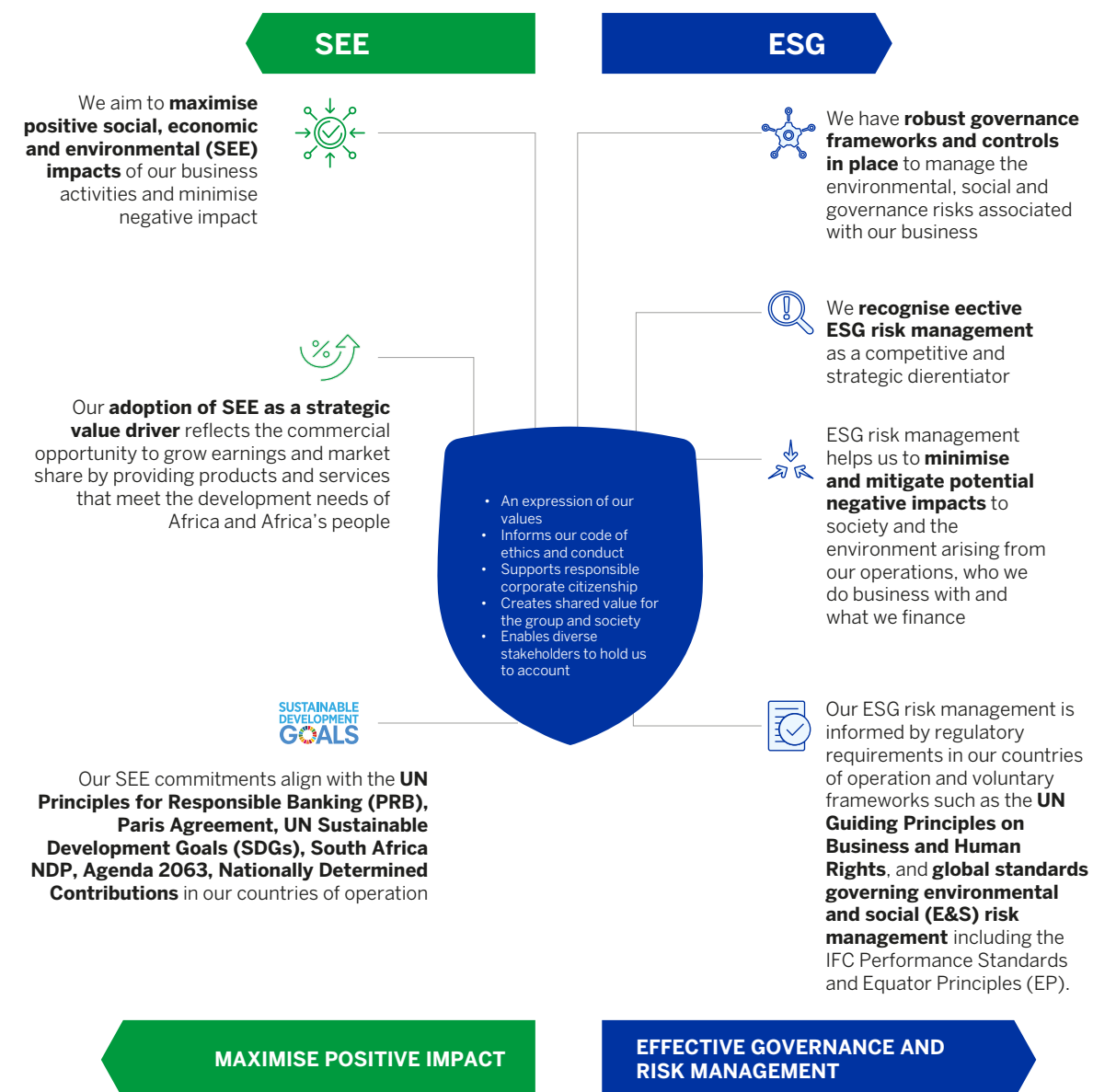
Our Sustainability  
strategy seeks to drive  
positive economic impact



# Sustainability Overview

## Our Sustainability Approach

Our strategy focuses on interventions that support achieving positive Social, Economic and Environmental impact priorities and our approach to ESG risk management. ESG performance is one of our metrics for measuring our Sustainability impact.



### Frameworks applied

Various benchmarks and international frameworks inform our reporting. The issues raised by our internal and external stakeholders in our day-to-day interactions are also considered. We report in reference to the Global Reporting Initiatives (GRI) guidelines.

Our ability to create value depends on our use and impact on certain resources and relationships (capitals). We apply the capitals model, adopted by the International Integrated Reporting Council in the International (IR) Framework, in managing and accessing our ability to create value over time and our sustainability performance. The following six capitals are fundamental to the long-term viability of our business: natural, social, human, intellectual, manufactured (or manmade) and financial. The capitals are considered in the commentary in this report.

### Sustainability Performance

The sustainability performance Indicators focus attention on the Social, Economic and Environmental impacts that our activities have on the communities in which we operate and disclose how the risks that may arise from interactions with our stakeholders and other institutions are managed and mitigated.

We recognise that we have a diverse set of stakeholders with different information needs. We seek to balance these needs with our regulatory requirements by preparing several reports. Our report to society provides a holistic assessment of how our strategy, governance, performance, and prospects create value over time.

This report is for a broader set of stakeholders. It aims to communicate in a concise and accessible way, how we create shared value. Our focus is on the key issues that affect all our stakeholders and our ability to deliver on our purpose – Uganda is our home, we drive her growth.

### Scope and boundary

This report covers SUHL's operations in Uganda and focuses on the most material aspects of our business in relation to our strategy. We consider an issue to be material if it is likely to impact our ability to achieve our strategy and to remain commercially sustainable and socially relevant. Material issues are those that have a strong bearing on our stakeholders' assessments of the extent to which we fulfil their needs over the long term. We also consider the factors that affect the economic growth and social stability of the communities in which we do business. The material issues identified in 2023 have been reaffirmed as being the most relevant to SUHL for the period ending 2023. These issues are detailed in the reporting practices section.



# Our Sustainability Strategy

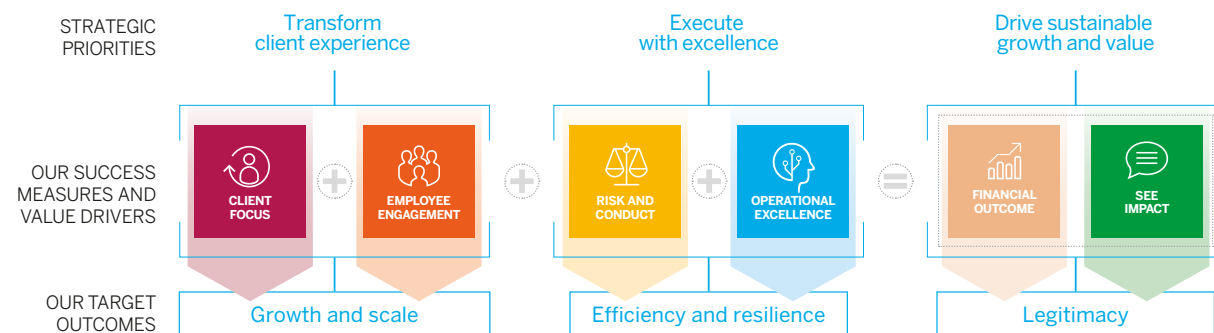
At Stanbic Uganda, sustainability is an integral part of our business strategy. Sustainability and sustainable business practices are embedded at every level of our business. We believe that our most important contribution to sustainable development is to operate an effective and profitable SUHL.

By providing access to credit, savings and investment products, we enable individuals to improve their quality of life and enhance their financial security. By providing finance to large and small businesses we facilitate economic growth and job creation, and by financing infrastructure and the development of key sectors, we assist in resolving national challenges such as energy and food security, access to primary health care, tourism, mining and information communications technology.

We believe in Doing the right business the right way. This is our shared value that means being aware of the indirect impacts of our actions, including impacts on the societies in which we operate and impacts on future generations. We continue to embed an approach we refer to as SEE – being very clear about the Social, Economic and Environmental impacts (SEE) of every project or transaction in which we get involved.

## Our Group Value Drivers

We create value by living our purpose and achieving our vision through the diligent execution of our strategy. Our strategic value drivers measure our strategic progress, allowing us to focus on the value we aspire to create for all our stakeholders.



## Focus areas:

**Social:** Under the framework, the business has committed to support education, youth Empowerment, health and responsible business. In the area of education and youth empowerment, Uganda is among the youngest nations in the world with over 78% of its population below the age of 30 with literacy levels of just over 50%.

Therefore, Stanbic has been deliberate in creating interventions to support youth through education programmes and youth customer value propositions. Health also remains an underserved sector and we continue to create appropriate solutions to improve quality health care in Uganda.

**Economic:** Our objectives under the economic impact pillar are to support Job creation and enterprise/SME growth, Financial Inclusion and infrastructure development.

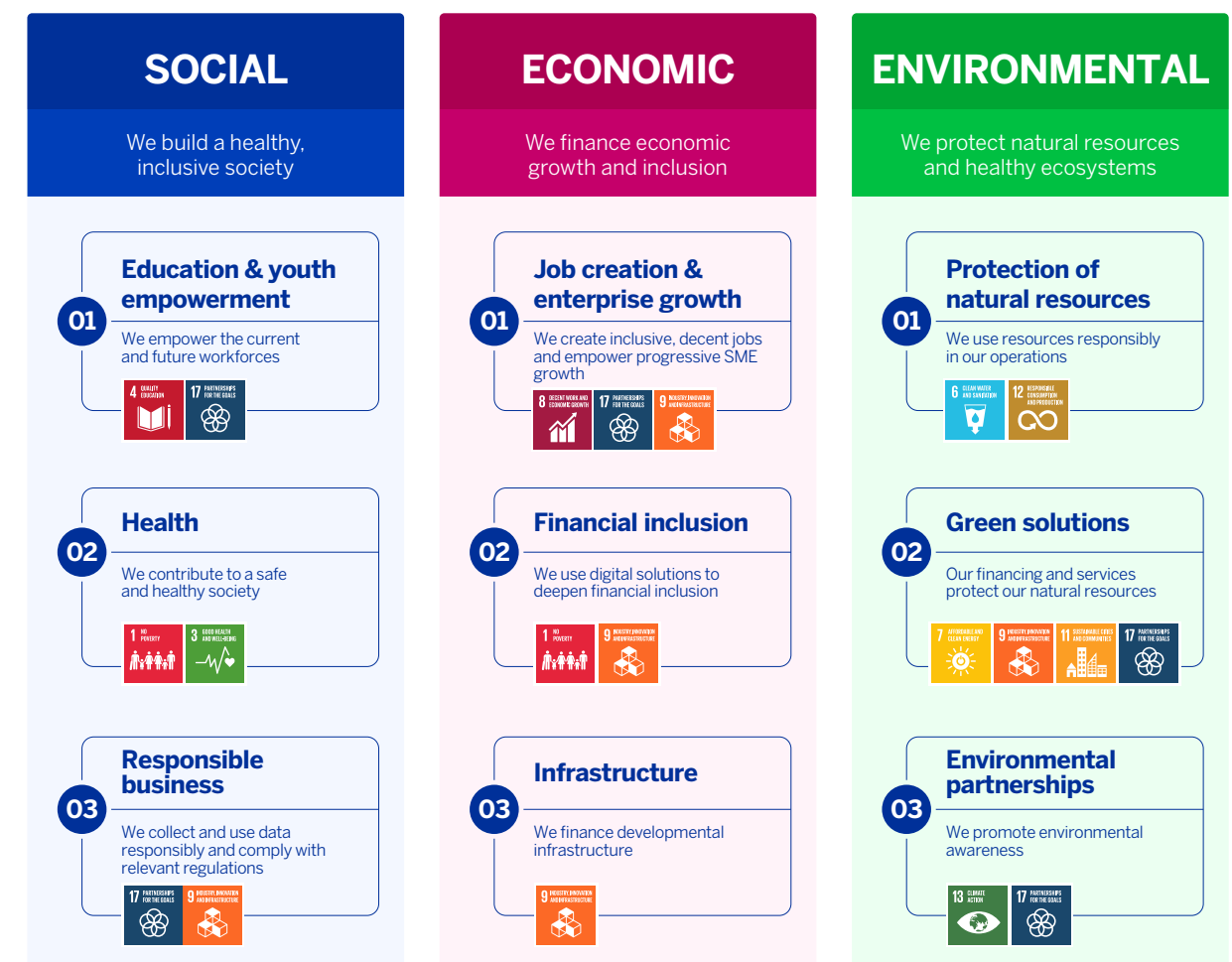
Through our lending, our objective is to ensure we are supporting Ugandan SME's who create over 75% of employment in the country, provide affordable and easier access to finance for every Uganda especially at the last mile and support Government in the development of critical infrastructure that will develop the economy.

**Environmental:** We work with our clients to develop appropriate solutions for mitigating and adapting to the effects of climate change and develop innovative financial products and services that support the green economy, reduce carbon emissions, increase climate resilience and enhance and socioeconomic development.

We are establishing strategic partnerships that will support climate action and further investment in green business in Uganda.

# Stanbic Uganda Sustainability Framework

Over the past two years, Stanbic Uganda has implemented its comprehensive Social, Economic and Environment (SEE) impact framework and strategy that guides the entire business operations to ensure we achieve the positive social, economic and environmental impacts to create shared value.



These focus areas also align with Standard Bank Group's seven impact areas:



**Sources:** Standard Bank Group (2020), Integrating SEE impact & ESG risk management. National Planning Authority (2020), Third National Development Plan. World Bank (2021), Uganda, Overview



# ESG Risk Management



Effective ESG risk management plays a critical role in achieving our Social, Economic and Environmental (SEE) priorities. Environmental and Social (E&S) risk refers to the threat of adverse impacts on society and the natural environment arising indirectly or directly from our business activities.

Such impacts may include, for example, the production of GHG emissions and associated impacts on climate change, waste production, resource depletion, or risks to community members' health, livelihoods and cultural heritage. E&S risk creates potential credit risk, operational risk.

## ESG Principles and frameworks

The Bank's overarching Environmental and Social Management System (ESMS) comprises various risk management policies, standards, processes and tools. The ESMS seeks to guide all relevant stakeholders within the bank through the implementation of E&S risk management.

Our E&S risk governance standard sets out the E&S risk management framework, which provides for the governance, identification, measurement, management and reporting of E&S risks associated with the group's financing and investment activities.

It has been a significant year and remarkable journey for the organisation as we worked to embedded E&S risk across our credit process to ensure we are proactively managing and accessing rights through our lending.

### ESG risk screening for new lending

We introduced the digital E&S risk assessment tool that is utilised by the business teams to conduct environmental and social due diligence as part of the within our credit approval processes.

The assessments enable the business to understand the level of risk arising from potential clients we finance. This therefore provides guidance on our approach to financing with the aim to ensure E&S risks are minimized to reduce on any indirect impact.

By embedding E&S risk assessment processes into lending practices at an early stage, we ensure E&S consideration and accountability in decision-making and monitoring.

Pre-credit committees ensure E&S risks are appropriately screened at application phase.

Screening determines whether to proceed with a transaction, whether further assessment is required and level of the assessment.

We use three levels of assessment according to the type of financial product, the quantum and tenor of the transaction. Each level includes likely E&S risk, sector and client considerations, client's ability to manage E&S risk and historical.

Track record. Risks are rated low, medium or high.

The E&S risk team evaluates all project-related transactions and medium and high-risk non-project related transactions and works with business and credit teams to assess and mitigate risks.

We use our influence with our clients to encourage them to apply the Precautionary Principle to their operations and activities where applicable.





# Our Positive Impact

We believe in creating a sustainable economy and to empower people to build better futures.

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- 38** Our Sustainability Highlights
- 40** Our Contribution and Payments into the Economy and Stakeholders



# Our Positive Impact



## Social Impact

Education and Youth Empowerment



UGX **43.5bn**  
**Loans extended to schools and Tertiary education institutions** to support the growth of Uganda's education sector and access to quality education.\*

**3,532,376**  
**Total number of Ugandans benefited** from CSI programme.  
 2022: **331,684**

The growth in impact is due to improved approach in monitoring reach to beneficiaries.

**420,000**  
**Students reached** through National Schools  
 2022: **360,000**

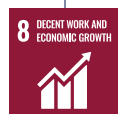
**200,000**  
**Mothers supported** through Stanbic Maternal Health programmes.  
 2022: **78,000**

\*New metric being measured and published.



## Economic Impact

SME Growth, Economic Growth and Financial Inclusion



**2,348**  
**SME businesses trained** through Stanbic Business incubator.  
 2022: **1,074**

**19,000**  
**Women Businesses and individuals** financed through Stanbic for Her.  
 2022: **17,000**

UGX **34bn**  
**Disbursed over to 211 SACCOs/VSLAs.**  
 2022: **20.2bn**

UGX **354bn**  
**Taxes paid** by Stanbic Uganda.  
 2022: **272bn**



## Environmental Impact



**74,000** trees planted  
**ROOTS campaign** in partnership with NEMA & various private sector players.  
 2022: **74,000**

**1,244** KGS  
**Of plastic waste** were collected for recycling from Stanbic premises.\*

**15,184** KGS  
**Paper collected and recycled** for cycle one.\*

**2,086** UGX  
**Number of clients screened** for Environmental and Social risk assessments.\*

\*New metric being measured and published.

We believe in creating a sustainable economy and to empower people to build better futures.





# Our Sustainability Highlights



**Cathy Adengo**  
Head of Sustainability, Stanbic Bank Uganda

Stanbic Uganda has continued to implement a comprehensive Sustainability strategy that shapes the business priorities across the organisation.

**We recognise that as one of the leading organisations in Uganda's economy, our mission is to help develop a sustainable economy and to empower people to build better futures.**

By delivering on our sustainability priorities, we create a meaningful impact in our communities and for stakeholders we serve.

We continue to be instrumental and core to facilitating Uganda's economic growth and prioritizing lending to a wide range of growth sectors ranging from primary growth sectors including Agriculture, Infrastructure, Trade, Health Care, Education and SME growth and much more.

Our 2023 report to society highlights our major interventions in line with our commitment to our Social, Economic and environment (SEE) impact priorities.

## Social Impact

Stanbic Uganda is committed to creating great social impact through youth empowerment, education, healthcare, and driving ethical business practices.

We are proud of our youth empowerment and education programme known as the Stanbic National Schools Championship that has been

running for 7 years. The programme reaches 100 schools, 2,500 teachers, and 60,000 students annually. More than 180,000 students have participated in the programme since its inception. Through the competition, over 200 business ideas have been created in the schools.

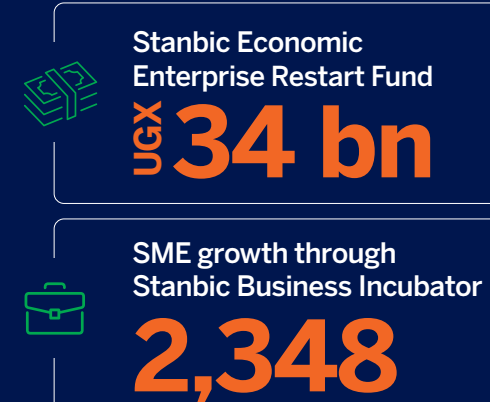
In the area of health, Stanbic Uganda partnered with Ministry of Health and the Private sector players to create the Corporate Society for Safe Motherhood to launch through these efforts Stanbic bank Uganda equipped 52 health centres across the country in 2023 with a total investment of UGX 800 million.

## Economic Impact

Our objectives under the economic impact pillar are to support Job creation, Enterprise/SME growth, Financial Inclusion, and Infrastructure development

A critical intervention that was put in place to support economic recovery for vulnerable groups including SME's is the Stanbic Economic Enterprise Restart Fund (EERF). In 2023, over UGX 34 billion up from UGX 20 billion was disbursed under the EERF to improve women-owned SME and SACCOs/VSLAs loans access in Uganda.

## ECONOMIC RECOVERY



To support SME growth, over 2,348 SME businesses were trained in 2023 through our Stanbic Business Incubator. The incubator continues to provide critical capacity development programmes for small businesses to improve their operations and long-term growth.

In addition, through our women's proposition Stanbic for Her, loans worth UGX 55.5 billion were disbursed to 7,429 women businesses and individuals, a significant growth from 2022 where we lent UGX 19.7 billion to 1,127. This was as a result of our drive and intention to uplift women and ensure great financial inclusion for women in Uganda.

## Environmental Impact

Stanbic adheres to the United Nations (UN) Principles for Responsible Banking. As a market leader, we apply best practice principles to ensure responsible ESG procedures are applied through our lending.

We have implemented the Environmental and Social (E&S) risk screening and assessment process for all our client's financial transactions. E&S screening is done to help our clients strengthen their resilience and adaptive capacity to environmental and social risks through assessment of the impacts of their businesses.

In 2023, Stanbic undertook environmental and social risk screening for over 2,086 client transactions within our credit process.

## Looking ahead

The Board of Directors and Executive Management remain committed to ensuring that Sustainability and ESG is central to the business strategy. Sustainable business practices result in improved financial performance for corporations and it is our objective that we continue to prioritise it to create value for our shareholders and more importantly society.

We shall be prioritising as an organisation is our efforts to address the climate change crisis by reducing the carbon-intensity of economic growth and financing adaptation initiatives to improve the resilience of communities, infrastructure, and businesses.

In this journey, we are developing a sustainable finance framework and focusing on building more knowledge and capacity development for our team on ESG risk and opportunities in order to develop the appropriate solutions for our clients and tackle the nations climate challenges.

As Environmental considerations will be a key focus for us going forward, social development and economic growth will also remain prioritised as they are interlinked. They must address them together and not in isolation. We shall therefore continue to ensure that we maintain a robust approach to implementing our sustainability and ESG priorities across the business.

We continue to be instrumental and core to facilitating Uganda's economic growth...



# Our Contribution and Payments into the Economy and Stakeholders

As the largest bank in the market, we continue to honour our commitment to drive Uganda's growth. Through our financing activities, we support financial inclusion and promote the growth of critical sectors of the economy in line with Government's national development plan.

Below, the numbers highlighted demonstrated our social, economic and environment impact in all areas that touch an influence our clients, government, shareholders, employees, and communities:

## 1. Value Added Statement

Value added statement for year ended 31st December 2023	2023	% of wealth created	2022	% of wealth created	2021	% of wealth created
Value added	UGX '000		UGX '000		UGX '000	
Interest Income	781,926,437	94%	635,024,818	88%	543,994,626	99%
Commission fee income	204,050,335	25%	176,874,385	24%	164,759,392	30%
Other revenues	281,200,458	34%	271,611,706	38%	240,696,978	44%
Interest paid to depositors	(73,033,033)	-9%	(45,612,036)	-6%	(45,968,548)	-8%
Other operating expenses & impairments	(364,140,162)	-44%	(315,190,279)	-44%	(354,086,987)	-64%
Wealth Created	830,004,035	100%	722,708,594	100%	549,395,461	100%
<b>Distribution of wealth</b>						
Employees	252,911,564	30%	212,397,514	29%	178,547,838	32%
Government	161,410,569	19%	148,777,820	21%	100,195,692	18%
Ordinary shareholders - (Dividends)	124,000,000	15%	148,000,000	20%	40,000,000	7%
Non-Controlling Interests	31,000,000	4%	37,000,000	5%	10,000,000	2%
Corporate Social Investment (CSI) spend	4,150,798	1%	4,152,352	1%	1,339,839	0%
Retentions to support future business growth	256,531,104	31%	172,380,908	24%	219,312,092	40%
Wealth Distributed	830,004,035	100%	722,708,594	100%	549,395,461	100%

## 2. Loan Disbursement per category

	2023	2022	2021	2020
	UGX	UGX	UGX	UGX
Corporate and Investment Banking	2,267,185,913,792	1,767,551,089,806	1,613,128,094,465	2,041,784,969,158
Business banking	1,961,663,196,561	1,657,342,856,905	539,579,403,046	1,014,893,707,726
Personal banking	483,600,288,430	550,641,994,373	248,597,129,396	154,007,448,965
Total	4,712,449,398,783	3,975,535,941,084	2,401,304,626,907	3,210,686,125,849

## 3. Financial intermediation by sector and focus factions

Loan Balances per Sector	2023	2022	2021	2020
Economic Sector	UGX '000	UGX '000	UGX '000	UGX '000
Agriculture, Fishing & Forestry	446,296,650	437,507,114	467,077,303	484,530,596
Mining and Quarrying	10,377	11,652	3,528	201,152
Manufacturing	354,603,490	365,202,060	434,937,299	345,510,386
Trade	638,711,712	663,004,206	482,955,167	504,355,116
Transport and Communication	553,574,756	417,180,956	301,297,043	285,968,005
Electricity and Water	106,146,874	136,146,627	125,581,718	127,378,090
Building, Mortgage, Construction and Real Estate	622,047,364	572,895,483	506,712,319	445,350,107
Business Services	74,780,174	112,402,857	81,192,158	62,197,173
Community, Social & Other Services	53,037,281	85,812,572	561,986,036	733,599,019
Personal Loans and Household Loans	1,153,707,552	1,043,829,230	962,523,742	809,109,664
TOTAL*	4,002,916,230	3,833,992,758	3,924,266,315	3,798,199,308

## 4. Financial enablement for our employees

	2023		2022		2021		2020	
	No of Loans	UGX	No of Loans	UGX	No of Loans	UGX	No of Loans	UGX
Staff Home Loans	53	8,678,544,097	83	9,108,324,837	35	8,872,554,218	9	952,005,645
Staff Personal Loans	2,504	34,707,848,907	3,479	29,664,036,189	1,025	18,806,910,954	768	10,527,719,517
Total	2,557	43,386,393,004	3,562	38,772,361,026	1,060	27,679,465,172	777	11,479,725,162





## AWARDS



### Best Bank in Uganda 2023

CONSUMER CHOICE  
MAGAZINE



### Best Sustainability Report 2023

PRAU EXCELLENCE  
AWARDS



### Best Integrated Report SUHL 2023

FIRE AWARDS



### Best National Content Partner 2023 (Stanbic Incubator)

PETROLEUM AUTHORITY  
OF UGANDA



### Best Banking CEO Uganda 2023

THE EUROPEAN



### Best Corporate Banking Brand 2023

THE EUROPEAN

## Stanbic Bank Credit Ratings 2023

### Fitch Ratings

Local Rating	AAA(Uga) Stable
International Rating	B+(Negative Outlook)

### Moody's

Local Currency Deposit Rating
Counter-party Credit Risk Rating/
Foreign Currency deposit rating





# Social Impact

We believe in youth empowerment, access to quality education, health care and responsible business

46 Youth and Education

48 Health

50 People and Culture

58 Responsible Business

60 Stakeholder Engagement

64 Compliance Practices

68 Sustainable Procurement

**1** NO POVERTY



**3** GOOD HEALTH AND WELL-BEING



**4** QUALITY EDUCATION



**17** PARTNERSHIPS FOR THE GOALS





## Youth and Education

Through our Corporate Social Investments (CSI), we remain committed to transforming the lives of people in our communities through our focus on promoting access to quality education, and improved health care with specific interventions on Maternal Health.

### National Schools Championship



The Stanbic National Schools Championship is an education programme in its 8th year under Stanbic Bank's Corporate Social Investments that aims to provide a holistic approach to learning and capacity development for Students and Teachers in secondary schools in various areas including: Career growth and development, Financial education, Business and Entrepreneurship, Teacher training and capacity development and Psychosocial Wellness.

Its focus areas are life skills and financial education, aimed at encouraging the students towards critical thinking and promoting financial literacy while providing exposure to vast knowledge beyond the classroom.

Annually, over 60, 000 students from more than 100 Ugandan secondary schools participate in the various education challenges with outstanding business ideas standing a chance at being linked to investors in addition to winning prizes from the bank.

In 2023, Stanbic invested over UGX 1 Billion into the National Schools Championship.

From 2016 to 2023, the number of students skilled has jumped from 96 to 2500, the number of teachers skilled increased from 32 to 150 and the number of student business ideas generated moved from zero at the start of the championship to 800 in 2023. With 40 new schools participating in 2023 and dominating in the regional semi-finals, innovative projects were highlighted at the finale. The winners, students of Comboni college, developed a solar concentrator; a clean energy cooking stove that went ahead to win the Commonwealth Sustainable Energy Transition Award in 2023.

**UGX 1 bn**

Invested into the National Schools Championship

**↑ 2,500**

Students skilled through NSC

**↑ 800**

Business ideas generated

### Stanbic Busitema University Scholarships

Uganda's population is 80% youth, and many of these are unable to continue to secondary schools or universities due to various factors. Through vocational skilling, these students have the potential to solution for the challenges in our society.

The Sustainability team in Stanbic Bank Uganda identified a scholarships initiative and implemented it to bridge this education gap. This Initiative was created with the intention of addressing SDGs 4 (quality education), 8 (decent work and economic growth), 9 (industry, innovation, and infrastructure) and 17 (partnerships for the goals). Through this initiative, 70 scholarships were offered to low-income household students to undertake vocational training courses at Busitema University.

The courses included welding, fabrication, post-harvest handling, processing technologies, irrigation technologies and innovations, automotive repair, maintenance and operation and brick laying. These skills have become income generating projects for sustainability of their livelihoods and productivity in the communities. With an economy driven by agriculture and manufacturing, it is necessary to equip the future human resource with skills to work in these sectors.

The first cohort underwent a 6-month training and graduated in May 2023 with a completion rate of 98%. Success stories were registered where 5 students testified to have started offering paid services and others had acquired full time employment from reputable companies.



**70** Scholarships offered to low-income students



Busitema University vocational skills students during the graduation in 2023.





## Maternal Health Initiative

As part of a drive to improve maternal health services across Uganda and mobilize resources while bringing corporate organizations together to support the reduction of maternal and infant mortality in Uganda, the Corporate Society for Safe Motherhood (CSSM) was launched in May 2023. Four health facilities in need of refurbishment and equipment were identified and assigned to the CSSM as projects with a total amount of UGX 6bn to raise.

In partnership with the Ministry of Health and private sector partners such as MTN, Uganda Communications Commission, Rotary, Uganda Breweries Ltd, Bank of Uganda, UMEME and

Movit, the "Every Mother Counts" Campaign was launched. Stanbic bank Uganda equipped 52 health centres across the country in 2023 with an investment of UGX 800m. Some of the items donated included mama kits, delivery beds, incubators, baby warm radiators, blood pressure machines, patient beds, patient trolleys, sterilizers, stethoscopes.

As a result of the activities under this project, the number of referrals to the national referral hospital from neighbouring districts of wakiso and mukono reduced. Consequently, there has been a 44% reduction in cases of maternal deaths from 336 to 189 for every 100,000 live births.

**UGX 800mn**  
Invested in  
Maternal Health

**200k**  
Mothers supported  
through the programme

**44%**  
Reduction in  
maternal deaths





# People and Culture



**David Mutaka**  
Head People & culture

## Statement from Head, People and Culture

We believe in growth that is meaningful, inclusive and sustainable. This however does not come without its challenges.

To meet the challenges in 2023, it required that the organisation became more connected than ever to respond to a complex environment with shifting customer demands, competitive landscape and elevated risk.

For this we went back to doing the basics, not only doing the basics but doing them brilliantly. Starting with getting everyone involved across the leadership levels and teams. The Country Leadership team created a platform for the next level to bring their enthusiasm creativity and hunger in the Extended Leadership Team (XLT), young leaders who form part of the succession bench for the future. The XLT then shaped the journey involving influencers, coming up with innovations to give people voice such as the staff parliament. A total of 24 parliamentarians representing the people's voice. To get the ideas going, informal leadership was unlocked through the 94 influencers across the organisation.

This allowed the organisation to deepen its roots and shift people's behaviour towards the customer and improved risk management through the behaviours of curiosity, accountability, openness to speaking up and Leaders that listen and respond. As a result of the great collaborative work. Staff that stood out were recognised for

their contribution in embracing and embodying Brilliant Basics as a way of life. The categories included.

- 1. The Rising Star award** to celebrate individuals with potential leadership skills, constantly lives the pillars of Brilliant Basics and proactively steps in to drive the spheres on influence.
- 2. The Courageous Leader Award** targeted leaders who constantly live the pillars of brilliant basics, is decisive, confident, and enthusiastic, shares views readily, appropriately and expresses disagreements constructively, is innovative and identifies practical solutions and process improvements.
- 3. The Japheth Katto (JK) Award** is in honour of a long-standing member of the board, board chair emeritus who stepped down after 9 years of exceptional service. The qualities of the award winner are one who impactfully demonstrates leadership skills in driving the right behaviour- exhibiting empathy, humility, and fairness, consistently met their performance targets, exemplified Stanbic values and leadership identity and positively influences others to lead the pillars of the brilliant basics.



The empowerment of leaders to lead in this environment was enhanced through skills building, creating reflection spaces for leaders in the work, and wellness and mental health awareness and support. Employee wellness boosts employee health and well-being which promotes several measurable benefits from higher productivity and profitability to lower turnover and fewer safety incidents. Employee wellbeing is thus no longer a “nice to have”, or simply an employee benefit, it is a key contributor to the success of the bank’s strategy and achievement of our purpose.

### Employee wellness program

From a financial wellness perspective, we continued with our Money guru series in which our Wezimbe (Stanbic Unit Trust) product attracted a total value of UGX 1 bn investment from staff, increased staff salaries by 9% to match the economic inflation, enhanced our staff socialization with internal investment options (Global Markets & Bancassurance).

We partnered with Minet to deliver mental health sessions, and onsite counselling. We also continued with the dance classes, organized a wellness expo with health clinics & health clubs. Info-educative sessions were held monthly on various topics like bone & kidney health, parenting and management of addictions. The People Caravan, a people engagement initiative was rolled out to physically connect & refresh our people on the Employee Value Proposition & workplace enablement messages. All these employee initiatives contributed to our employee engagement score of +66. Which was a slight decline on the 2022 score of +69. We discovered that employees had concerns about psychological safety, would like more recognition and could use more support in managing their wellbeing. The journey continues.

To elevate our employee wellness journey in 2024, our wellness strategic priorities will focus on enhancing our approach to addressing mental

wellbeing in the workplace & build line manager capability to understand wellbeing within the context of the business environment and to lead the wellbeing agenda within their teams. We will also focus on health screening and management of lifestyle diseases. With this, we hope to register better employee engagement scores less sickness absence, improved employee resilience and human performance.

### Promoting women in tech



To continue our diversity journey, the Women in tech boot camp was introduced. This is an initiative that aims to equip talented female IT / Engineering university finalists with leadership and life skills for employability. By nurturing a female tech talent pipeline that can be used even beyond the Bank, Stanbic Bank Uganda aligns with its commitment to drive growth in Africa.

The inaugural cohort, which commenced on September 11 2023 comprised of 10 ladies in STEM- in their final year at the University, graduated on the 26th of April 2024 after receiving certifications in Microsoft’s Azure cloud technology and AI/Robotics. Led by industry experts, the program also encompassed soft skills training, a Book Club, Fundamentals of Banking in partnership with the Uganda Institute of Bankers (UIB), networking opportunities and mentorship sessions.

### Graduate trainee program



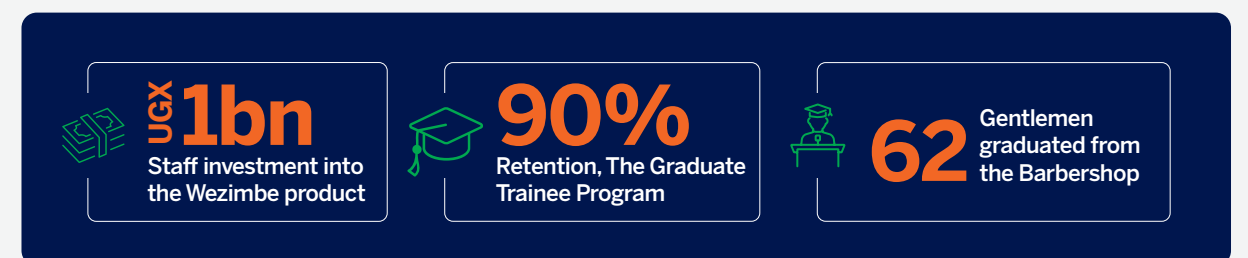
The graduate trainee program that started in 2023 embarked on a transformative journey to equip young professionals with the skills necessary for critical and emerging roles within our organization. This initiative, set to conclude in June 2024, has successfully integrated over 90% of the 2023 cohort, who were entering the workforce for the first time when they joined the program. Our comprehensive approach involved immersing these youths in various departments, providing them with real-world work experiences that not only met their career aspirations but also instilled a strong sense of responsibility and accountability.

To enhance their integration and elevate their understanding of Africa, we also included a global dimension by facilitating their participation in the Future Movers Summit at the Standard Bank Global leadership Center in South Africa. Here,

they engaged with over 300 peers from different countries within our Standard Bank group, expanding their perspectives and fostering a critical global mindset.

The outcomes of this programme have been overwhelmingly positive, marked by enhanced morale and retention rates among graduates, a more cost-effective hiring process, and a deeper alignment with our group’s ethos. Furthermore, the initiative has strengthened our internal talent pipeline, ensuring readiness for future needs, and has underscored our commitment to social and economic impact through our first-time employment strategy. The Graduate Trainee Program not only prepares youths for immediate roles but also positions them as pioneers in the evolving landscape of our interconnected business world.

The empowerment of leaders to lead in this environment was enhanced through skills building, creating reflection spaces for leaders in the work, and wellness and mental health awareness and support.







### Ignite women's leadership program

The 7th Ignite Graduation was held on the 3rd of November 2023 with 50 women completing their Ignite Journey. 60 others have been enrolled in the 8th Cohort of our in-house Ignite Women's leadership program. This program is open to all women in the bank to build capability and intentionally frame their personal growth journeys. 22% of the women in the recently concluded cohort were new to their leadership roles and chose Ignite as an avenue to establish themselves in their roles. 14% of the graduates in the 7th Cohort were either promoted, moved roles or grades. The Ignite philosophy is that success means different things for different people and provides a space for the women to frame and partner meaningfully towards what success means for them. Ignite over the years has contributed to the talent pool of female executives within the Standard Bank Group and the Industry at large. The Ignite Alumni continue to be part of the faculty.



Women in leadership 41%, internal mobility at managerial levels 62%, and 40 number of new jobs created.



### Barbershop program for men

The Barbershop is designed to provide a safe setting for men to talk to other men about their own behaviours, attitudes, beliefs, challenges, and roles. Barbershops have always been spaces where men frankly talk to each other and where behaviours and attitudes about gender relations including what it means to be a man are learned, discussed, and reinforced.

We set out in 2019 to demystify Gender equality for men and what a man's contribution is in removing all and any artificial barriers that have been put in place, either consciously or unconsciously, while keeping their eye on their growth and progress in not just work, but life's full circle.

This amazing journey was confronted by the Covid19 pandemic that the second cohort had to work their way through in 2020, and this impacted the morale sending us into a forced sabbatical since in Uganda it was total lockdown for close to 2 years.

In 2023, the Barbershop re-awakened. We kicked-off by celebrating the 62 gentlemen that had graduated from the 2 cohorts that ran from 2019 and weathered the Covid19 pandemic.

With a revitalised number of mentors ready to hold other men accountable, the future for the Barbershop looks brighter than ever before. More than 88 men have expressed their desire to be mentored through the Barbershop this year.

Our call is clear, we are grooming men to have impact in family, the workplace and society.

Our metrics show improvement in many facets of our employee lifecycle starting with our eNPS which even though it declined was respectable +66 with 98% organisational alignment. Women in Leadership 41%, attrition 9.6%. Internal mobility at Managerial levels 62%, and 40 number of new jobs created.



## Investing in our people

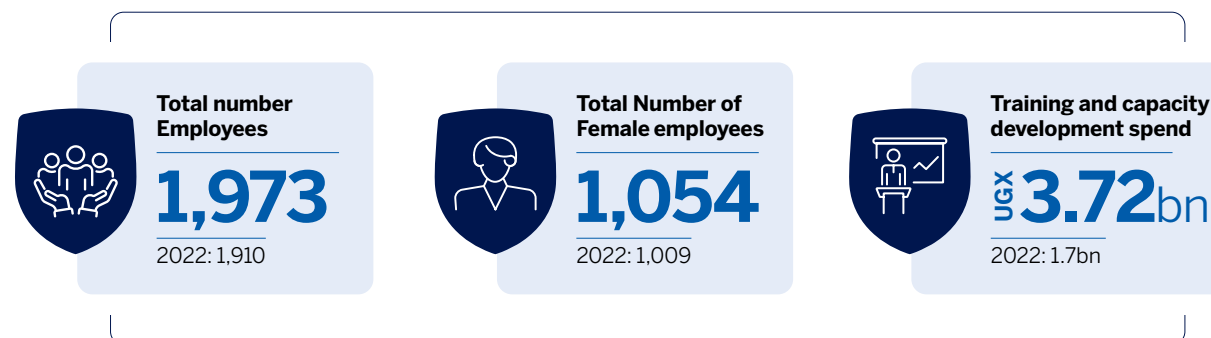
At Stanbic, people are at the heart of our business, and we actualize this through our brand promise of finding new ways to make our People's dreams possible. We are aligned with the Uganda NDP III agenda of providing decent work to improve household incomes.

In 2023 employee total numbers grew to 1973 from 1910 in 2022, therefore creating more employment opportunities for Ugandans. We also saw a growth in more women employed in the organisation representing 1049 in 2023 up from 1009 in 2022. Women represent 56% of the total employee base which demonstrated our commitment to diversity and equality.

We also invested over UGX 3,5 Billion in training and capacity development programmes in 2023, up from UGX 1.7 Billion for all our employees to ensure their growth and development is prioritised which leads to greater productivity and fulfilment at work.

## People highlights

	2023	2022	2021	2020	2019
Total Employees	1,973	1,910	1,762	1,629	1,664
Staff Costs (UGX millions)	253,070	212,398	149,000	166,208	164,999
Female Employees	1,054	1,009	928	850	865
Interns	28	29	20	16	72
Employee Turn Over	9.80%	8%	6.40%	4.50%	8.80%
No of Temporary Staff	302	262	215	94	125
Revenue Per Staff(UGX millions)	605	543	513	510	484.1
Cost Per Staff(UGX millions)	129	111	274.4	249.3	237.1
Males trained	984	955	571	761	561
Females trained	1,094	1,042	927	777	589
Total no of staff trained	2,078	1,997	1,759	1,480	1,150
Training Spend (UGX millions)	3,728	1,959	1,703	1,667	4,476

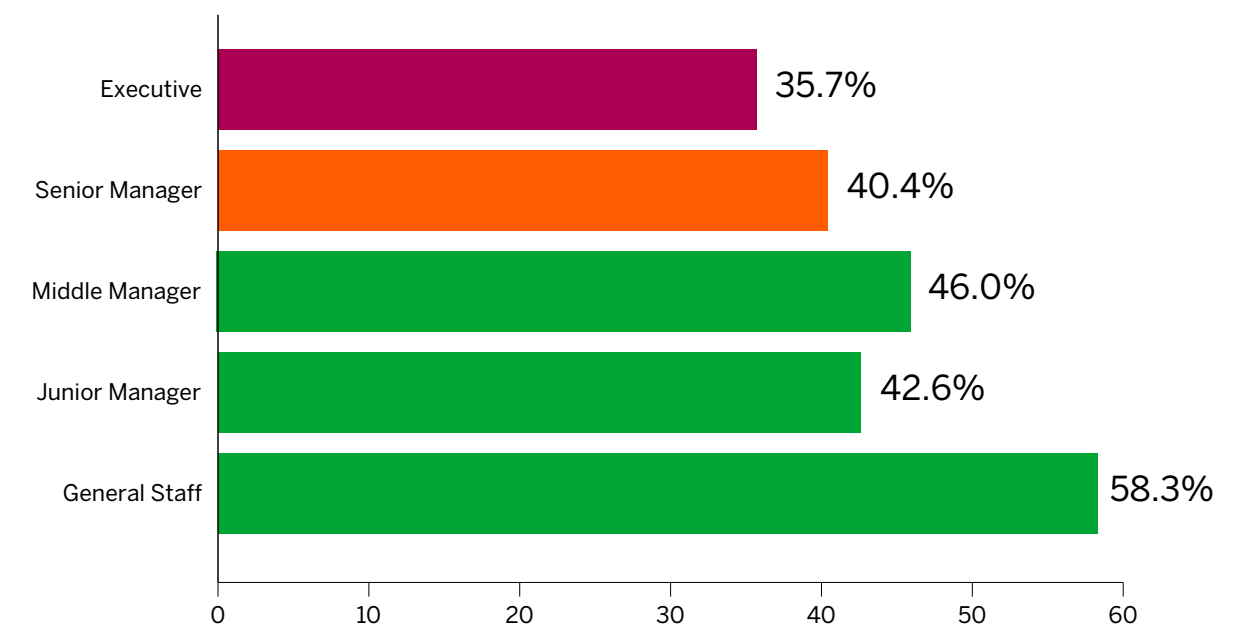


## Training and capacity building

Details	Training
Males Trained (Perm & non - Perm)	984
Females Trained (Perm & non - Perm)	1094
Total Staff Trained (Perm & non - Perm)	2078
Males Trained (Perm)	803
Females Trained (Perm)	889
Total Staff Trained (Perm)	1692
Training Spend (UGX)	3.5Bn

## Employee female ratio by workforce level

Dec 2023



Employee Ratio for Women

● 52.7%



## Responsible Business



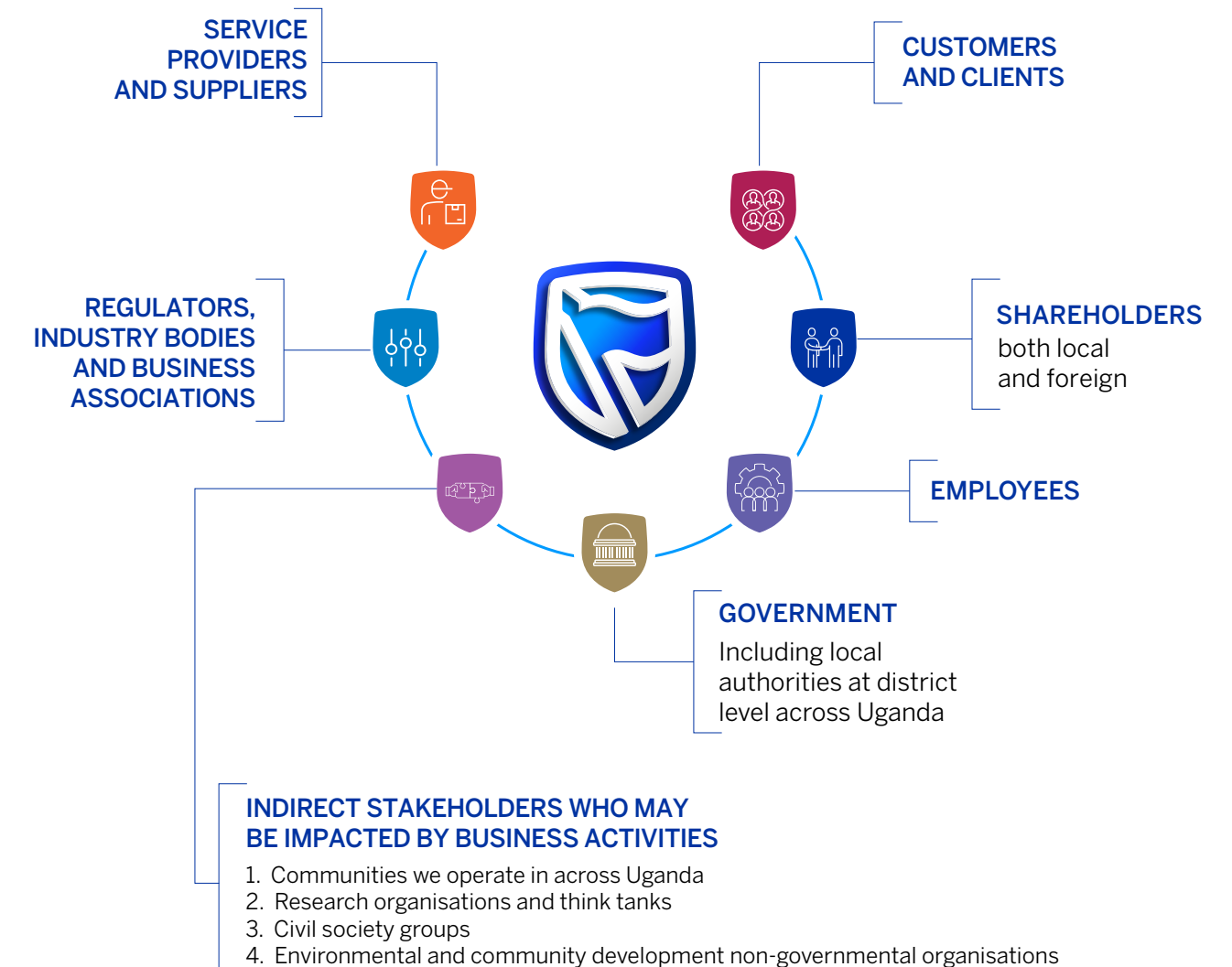
## Engaging our Stakeholders

Our stakeholders are individuals, groups and organisations that materially affect or could be materially affected by our business activities, products, services and performance.

They provide us with the resources and capital we need to achieve our strategy and purpose, influence the environment in which we operate our business and confer legitimacy on our activities. They include our clients and partners, employees, regulators, shareholders, service providers and the communities in which we operate. Proactive engagement with our stakeholders provides us with insights that help shape our strategy, informs identification of our material issues and enables us to manage and respond to stakeholder concerns and minimise reputational risk.

As we work towards enhancing our materiality assessment process, this report highlights our engagements with various stakeholders and our responses to address any key concerns.

### OUR STAKEHOLDERS





# Stakeholder Engagement

Key Shareholder Group	How we engage	Concerns/ issues raised	Our response
Shareholders	<ul style="list-style-type: none"> <li>Annual General Meeting</li> <li>Annual Report</li> <li>Credit rating meetings</li> <li>Investor road Shows</li> <li>Analyst briefing, results presentation.</li> </ul>	<p>Sustained competitive performance.</p> <p>Good governance and transparency.</p> <p>A good present and future value for their investment.</p>	<p>Stanbic continued to generate record earnings and maintained a strong balance sheet to grow and protect our shareholders investments/ value.</p> <p>Continued investment in our staff and Information technology to better serve our customers and improve business efficiency.</p>

Key Shareholder Group	How we engage	Concerns/ issues raised	Our response
Government and regulators	<ul style="list-style-type: none"> <li>Bank of Uganda</li> <li>Formal Meetings and Seminars both Bi-lateral and through the Uganda Banker's Association.</li> <li>Through Scheduled and Ad-hoc On-site Inspections.</li> <li>URA</li> <li>CMA &amp; USE</li> </ul>	<p>Monetary Policy Stance:</p> <p>There was fluctuation of the Annual headline inflation during the year but remained stable at 2.6% towards the end of the year.</p> <p>Also, due to the elevated uncertainties in 2023, BOU assessed and kept the CBR unchanged which was necessary to meet the 5% medium term target and support growth in private sector investment.</p> <p>CMA's expectation is to for all market intermediaries to comply with the laws and regulations as they grow the capital markets industry in Uganda.</p>	<p>Stanbic continued to generate record earnings and maintained a strong balance sheet to grow and protect our shareholders investments/ value.</p> <p>Continued investment in our staff and Information technology to better serve our customers and improve business efficiency.</p> <p>With our recent addition of the Collective Investment Scheme manager and fund manager licenses under one of our subsidiaries (SBG Securities Uganda Limited), We are committed to offering our clients more investment solutions as we in turn contribute to the growth of the Uganda Capital Markets Industry. We aim to democratise investment and wealth creation opportunities for every Ugandan in a sustainable and responsible manner.</p>

Key Shareholder Group	How we engage	Concerns/ issues raised
Customers and clients	<ul style="list-style-type: none"> <li>Customer feedback surveys (NPS/CSAT and Mystery shoppers)</li> <li>Customer clinics/ forums</li> <li>Salesforce CRM tool for 360 view of customer queries, complaints, and relationship management</li> </ul>	<ul style="list-style-type: none"> <li>Lengthy lending processes and procedures</li> <li>High charges</li> <li>Delayed Response/Communication gap</li> <li>Crowded Bank Halls</li> <li>Lack of Relationship Management</li> <li>Staff etiquette</li> <li>Unstable Internet Banking Platform</li> <li>Unstable Agent Banking network</li> <li>Unstable mobile banking platform</li> </ul>

## Our response

Digital lending solutions and enhancements have been implemented within the Personal and Business banking space and in progress for the Corporate & investment banking segment. Loans are disbursed under 2 minutes via digitised Agent lending, sole proprietor lending plus personal cash advance and term loans)

82 customer service forums and 51 agent banking forums were conducted across the country, focusing on risk management, digital utilization, product knowledge and customer satisfaction. The Mystery Shopper survey indicated an increase in satisfaction levels to 78% in 2023, while Net Promoter Score (NPS) rose to +29.

The customer engagements were diverse, encompassing both informal and formal customer groups across various sectors, including traders, farmer groups, SACCOs, schools, healthcare workers, youths, and women's groups. Initiatives such as the L.O.V.E month and regional market day platform provided opportunities for customers to showcase their products and services, fostering community engagement.

Personalised the banking experience through virtual banking services aimed to provide swift, convenient, and 24/7 access, reducing the need for direct assistance from bank consultants for day-to-day issues. Customers could engage via various channels, including voice, email, and

social media platforms such as WhatsApp, Facebook, LinkedIn, and Instagram.

Customer interactions totalled 814,860 in 2023, marking an increase from 735,347 in 2022. Most interactions occurred through voice channels (538,099), followed by branches (164,641), email (82,140), and social media (28,831). These interactions primarily consisted of service requests (43.7%), inquiries (42%), and complaints (14.9%), with common themes revolving around digital transactions and lending experiences.

To drive digital penetration and adoption, Stanbic Bank Uganda has invested further in technology, ensuring the reliability and security of its systems while enhancing accessibility. Digital loans are now available in under two minutes for both bank agents and customers, while online account opening takes under 30 minutes.

Digital awareness and utilisation campaigns in progress to decongest the branches by increasing utilisation of alternate channels like Agent banking, Cash Deposit machines(CDMs), ATMs, Online banking and Flexipay. By mid-2024, customers will have the opportunity to provide instant electronic feedback through Internet banking, the Stanbic App, and USSD



Key Shareholder Group	How we engage	Concerns/ issues raised
The community	<ul style="list-style-type: none"> <li>Community uplifting support</li> <li>Strategic Projects</li> <li>Supporting females out of school</li> <li>Future readiness for young Ugandans and Youth</li> <li>Support to out of school youth</li> <li>Availing tree seedlings to individuals to plant</li> </ul>	<ul style="list-style-type: none"> <li>Employee Community Initiatives</li> <li>High Mortality rates among mothers</li> <li>Capacity building for self-improvement and entrepreneurship</li> <li>Youth from school are not ready for employment</li> <li>Low employment rates</li> <li>Effects of deforestation that are affecting the climate</li> </ul>

#### Our response

14 ECIs done, 6 by branches, 8 by departments and a combination of branch and department participation for the Stanbic tree planting day, with a combined impact of approximately 223,768.

Private Public Partnership through collaboration – The formation of the Corporate Society For Safe motherhood.

Interventions in 62 Health facilities across the country.

Mama kits distributed to 62 locations across the country with 40 constituencies receiving Mama Kits.

One of the health facilities was Okere City ,the first sustainable city in Uganda.

Stanbic Bank received an award for alternate financing for safe motherhood during the safe motherhood conference in October.

Partnership with Elevate Program at Women in Technology Uganda(WITU) for 300 ladies aged 18 – 35

in Kampala and Mbarara Centres.

Partnership with Boundless Minds that does Job readiness for Youth and also builds leadership through peer to peer mentorship

The Stanbic National Schools Programme to skill the learners on future skills.

Child literacy for children in Otuke and Buikwe through providing reading material and supporting children from underserved communities to participate in the spelling bee

Support skilling through Short vocational Course at Busitema University for a class of 70.

74,000 tree seedlings distributed in partnership with Roofings Uganda and Total.

Also partnered with Tree Adoption Uganda to grow trees in different parts of Uganda.

Key Shareholder Group	How we engage	Concerns/ issues raised
Suppliers	<ul style="list-style-type: none"> <li>Procurement RFx Processes</li> <li>Supplier control assurance reviews as part of Third-Party Risk Management</li> <li>Supplier awareness/training sessions on emerging trends in Bank Procurement environment</li> <li>Vendor performance review meetings</li> </ul>	<p>More business opportunities</p> <p>Increased visibility of invoice payment process</p> <p>Timely invoice payments</p> <p>Liquidity challenges</p> <p>Increased financial/credit support</p>

#### Our response

Diverse supplier database. Prequalification exercise conducted Q12023 to identify additional credible suppliers in select supply categories.

Increased local supplier spend to support growth of local firms (8% above prior year).

Through the Bank's Third Party Risk Management (TPRM) programme, suppliers are supported to develop and comply with critical and sustainable global governance and control requirements such as ISO/IEC 27001 certification to increase their competitiveness during Procurement RFx processes in the Bank and beyond.

Adoption of COUPAE-procurement system with capability for suppliers to submit invoices directly into the system and track payment status.

Enhanced payment turnaround time with over 98% invoices paid within 30 days as per contract terms.

Partnerships with SME suppliers through the Stanbic Business Incubator to access business development training and related support services.

Credit Financing such as contract/invoice financing and other tailored credit facilities extended to suppliers.





# Compliance Practices



## Compliance framework

As SUHL, we all have a responsibility to safeguard the integrity and reputation of the organisation by doing the right business the right way. As regulations become more complex and compliance costs grow, our focus is on leveraging regulatory compliance as a competitive advantage and embedding a strong culture of compliance across the organisation.

Therefore, the Executive Board and the Compliance function of SUHL proactively support senior management and business through effective compliance risk management practices, to ensure that all business is conducted within statutory, supervisory, and regulatory requirements, thereby mitigating regulatory sanctions and reputational risk.

The risk of legal or regulatory sanction, financial loss or damage to reputation that the Bank may suffer because of its failure to comply with laws, regulations, codes of conduct, internal policies, and standards of good practice applicable to its financial services activities may be dire and therefore the Executive Board of Directors is firmly committed to “zero tolerance” to non-compliance.

It is thus vital that we build sustainable relationships with our regulators, customers, key stakeholders and partners in the industry to keep them abreast of our business strategic direction of ensuring that we collectively drive Uganda’s growth.

## 2023 through the Compliance lens

The year 2023 was characterized by the enactment of new laws and regulations resulting in elevated prudential risk. This was mainly due to Uganda’s placement on the “Grey List” by the Financial Action Task Force (FATF) in February 2020. Following the grey listing, Uganda was placed on the EU High Risk list. The impact of the grey listing was multifaceted and resulted in increased cost of compliance for the financial services sector due to additional compliance obligations, correspondent bank and regulatory scrutiny and, increased reputational risk impacting the attractiveness of the country as an investment destination for foreign direct investment. A 2021 study conducted

by the IMF found that on average, countries grey listed experience reduced capital inflows resulting in 7.6% decline in GDP.

Uganda, then made a high-level political commitment to work with the Financial Action Task Force (FATF) and the Eastern and Southern Africa Anti-Money Laundering Group (ESAAMLG) to strengthen the effectiveness of its AML/CFT regime to address the strategic deficiencies identified by the FATF.

Following this commitment, the Government with the support of the National AML/CFT Taskforce and stakeholders from both the public and private sector embarked on a journey to enhance the Anti-Money Laundering regulatory landscape. As part of the strategy, key financial sector regulators enhanced supervision of the sector and embarked on the conduct of risk-based AML/CFT focused on-site examinations.

Uganda was subsequently removed from the FATF grey list in February 2024.

## Regulatory Developments

Key regulatory developments in 2023 include the enactment of the Anti-Homosexuality Act (2023), passing of the Competition Bill (2023) and amendments to the Anti-Money Laundering Regulations, Anti-terrorism Regulations, Financial Institutions Act, the Foreign Exchange Act among others.

The inclusion of administrative sanctions for non-compliance was one of the key amendments in the Anti-Money Laundering (Amendment) Regulations 2023. Additionally, the Anti-terrorism Regulations, 2023 were passed to cater for inter alia the declaration of Terrorist organisations, designation and declaration of individuals as suspected terrorists and freezing or seizing of terrorist funds or property. Subsequently, key regulators issued guidelines specifically for the purpose of providing measures to be applied by accountable persons in respect of Targeted Financial Sanctions and provide guidance on the



roles and obligations of Accountable Persons with respect to targeted financial sanctions in accordance with applicable law and the FATF recommendations.

Significant changes were made to the Companies (Beneficial Owner) Regulations 2022, The Partnerships (Beneficial Owner) Regulations 2022 and the Trustee Incorporation (Beneficial Owner) Regulations 2022, requiring entities to file beneficial ownership information with the Uganda Registration Services Bureau (URSB).

Bank of Uganda also issued multiple circulars and guidelines throughout the year on Suspicious Activity Monitoring, Customer Due Diligence, Risk Assessment and draft Financial Holding Company guidelines.

In 2023, Bank of Uganda expressed its intent to prioritise ESG principles in its policies, processes, and operations as well as in the banking sector. This has also been seen in their strategic plan for 2022–2027, where they will institutionalise an ESG framework across the regulated financial institutions so that financial institutions can prioritise social good and sustainability in addition to making profits for shareholders.

The Standard Bank Group Securities (SBGS) Uganda Limited acquired a fund manager licence in the second half of 2023 bringing the total number of licences held by the Company to three including Broker dealer and Collective Investment Schemes manager licences.

There was an onsite inspection from Capital Markets Authority (CMA) during the period and 90% of the recommendations had been adopted by the end of the reporting period. This demonstrates SUHL's commitment to full compliance with laws and regulations in all

markets we operate whilst providing various wealth creation opportunities to our clients.

Stanbic properties limited run two major construction projects in Gulu and Mbarara, of which there was full compliance to the Building Control Regulations, 2020. All reasonable effort was made to source materials locally. Open air circulation concepts were embedded in the designs to minimise energy consumption for cooling purposes. These also offered lettable space to small businesses indirectly paving way for a decent livelihood for the respective local communities.

In December 2023, a tax exemption from the Uganda Revenue Authority (URA) for the Stanbic Business Incubator Limited was obtained. This, we believe will boost fund-raising opportunities for the Business Incubator, allowing potential funding partners to increase impact funding without raising their tax obligations as well as being able to scale up the number of SME beneficiaries.

### Anti-Money Laundering

The Financial Intelligence Authority launched the country's second Money Laundering (ML) and Terrorism Financing (TF) National Risk Assessment Report (NRA) in August 2023. The key insights of the report include a comprehensive

analysis of Uganda's exposure to ML/TF risk, a sectoral Focus on the vulnerabilities within different sectors of our economy, including the Financial

Sector, Designated Non-Financial Businesses and Professions (DNFBPs), Other Financial Institutions, and Non-Profit Organizations (NPOs) and the alignment with FATF standards and emphasizes a risk-based approach (RBA).

The Standard Bank Group Securities (SBGS) Uganda Limited acquired a fund manager licence in the second half of 2023 bringing the total number of licences held by the Company to three including Broker dealer and Collective Investment Schemes manager licences.





# Sustainable Procurement



## Sustainable Procurement

In 2023, the Bank continued to build on prior year milestones towards entrenching Sustainable Procurement practices, with a sharp focus on driving execution and integrating ESG deeper into our procurement operations. This included scaling up supplier engagement, embedding ESG requirements into our supplier contracting processes, and preparing our suppliers for increased third party due diligence expectations, as part of the Bank's Third-Party Risk Management (TPRM) programme.

The Bank continues to take a broad, structured approach to engaging with and supporting local suppliers to ensure they understand our global procurement standards, third-party risk management programme and ESG commitment.

## Supplier Development & Diversity

Through its automated Third Party Risk Management (TPRM) programme, the Bank continued to drive and support its suppliers to develop and comply with critical and sustainable global governance and control requirements such as ISO/IEC 27001 certification (a standard to manage information security), Business resilience capability, compliance with the Bank's supplier code of conduct, etc, which have gone a long way in building, and enhancing supplier capabilities and competitiveness.

The Bank also continues to support a diverse supplier database. In 2023, the Bank conducted a mass supplier prequalification where special interest groups/minority owned entities (i.e.,

Women, Youth and People with Disabilities) were strongly encouraged to participate in the process, in further support of the Government of Uganda's policy on inclusiveness and equality, as implemented by the Equal Opportunities Commission (EOC). Presently, 12 special interest groups/minority owned entities are actively engaged by the Bank on a contractual/enduring spend basis for provision of premises cleaning services, catering services, events management, air travel/ticketing, and promotional/corporate branding services. The Bank hopes to continue exploring opportunities to accommodate and integrate special interest groups into its procurement activities, as part of its commitment to driving inclusivity, as part of its ESG strategy and commitment.

## Continued Support for Local Suppliers

In 2023, the Bank sustained its established trend of supporting local supplier entities through deliberate prioritization and extension of supply opportunities to local firms in alignment with the Government of Uganda's Buy Uganda Build Uganda (BUBU) policy that emphasizes the promotion of local enterprises. As a result, the Bank continued to commit a high percentage of its Procurement spend to local providers (88% in 2023). The Bank's third party/external supplier spend trend below (i.e. local Vs foreign supplier spend) over the past three (3) years' period (2021 to 2023) emphasises the Bank's unyielding commitment to driving the growth and development of Ugandan businesses.

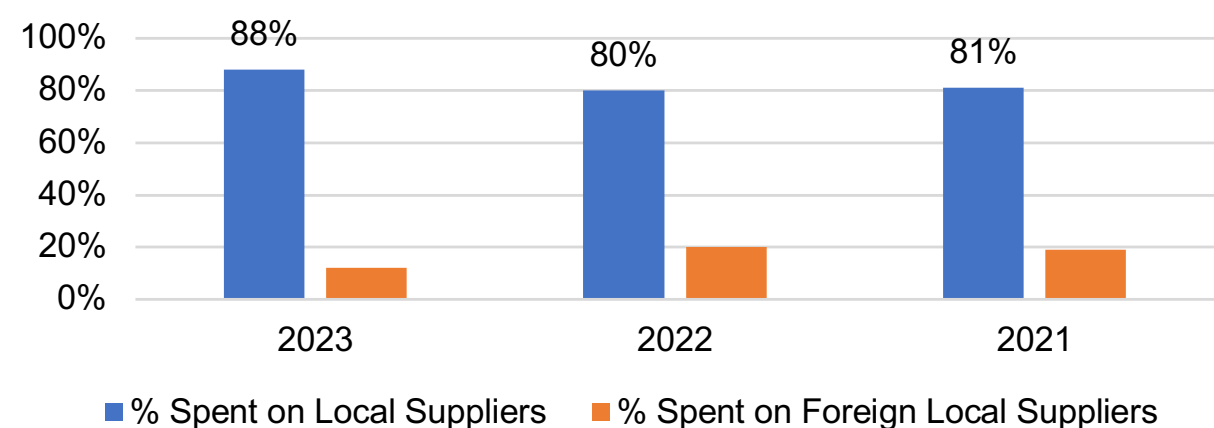


In 2023, the Bank sustained its established trend of supporting local supplier entities through deliberate prioritization and extension of supply opportunities to local firms



	2023	2022	2021
	UGX (millions)	UGX (millions)	UGX (millions)
Total Procurement Spend	191 863	171 009	144 937
Amount Spent on Local Suppliers	169 623	137 174	117 750
Amount Spent on Foreign Suppliers	22 222	33 835	27 187
% Spent on Local Suppliers	88%	80%	81%

**Supplier Spend 3-Year Trend**



### Third Party Supplier Risk Compliance & Monitoring

As we continue to pursue our platform business strategy, we're increasingly dependent on outsourced services and suppliers to deliver contemporary digital financial solutions to our customers. As such, it is critical that our third-party contractors maintain the same information security, business resilience and other regulatory/compliance standards, as expected of the Bank.

The Bank progressively monitors Supplier commitment to these standards by ensuring

inclusion of related compliance clauses in supplier contracts and ongoing Third-Party Risk Assurance (TPRA) monitoring efforts. As part of this, the Bank has deployed a Third-Party Risk Management tool, ARAVO, that ensures enhanced supplier due diligence and assurance.

The above Third-Party Risk Assurance activities among other initiatives will continue to be a key focus throughout 2024 and the years to come as the Bank strives to build a strong, diverse and sustainable supplier base capable of supporting the Bank's strategy and delivering sustainable growth for Uganda.







# Economic Impact

We believe in creating sustainable Economic Growth

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**8** DECENT WORK AND ECONOMIC GROWTH



**9** INDUSTRY, INNOVATION AND INFRASTRUCTURE



**12** RESPONSIBLE CONSUMPTION AND PRODUCTION



**13** CLIMATE ACTION





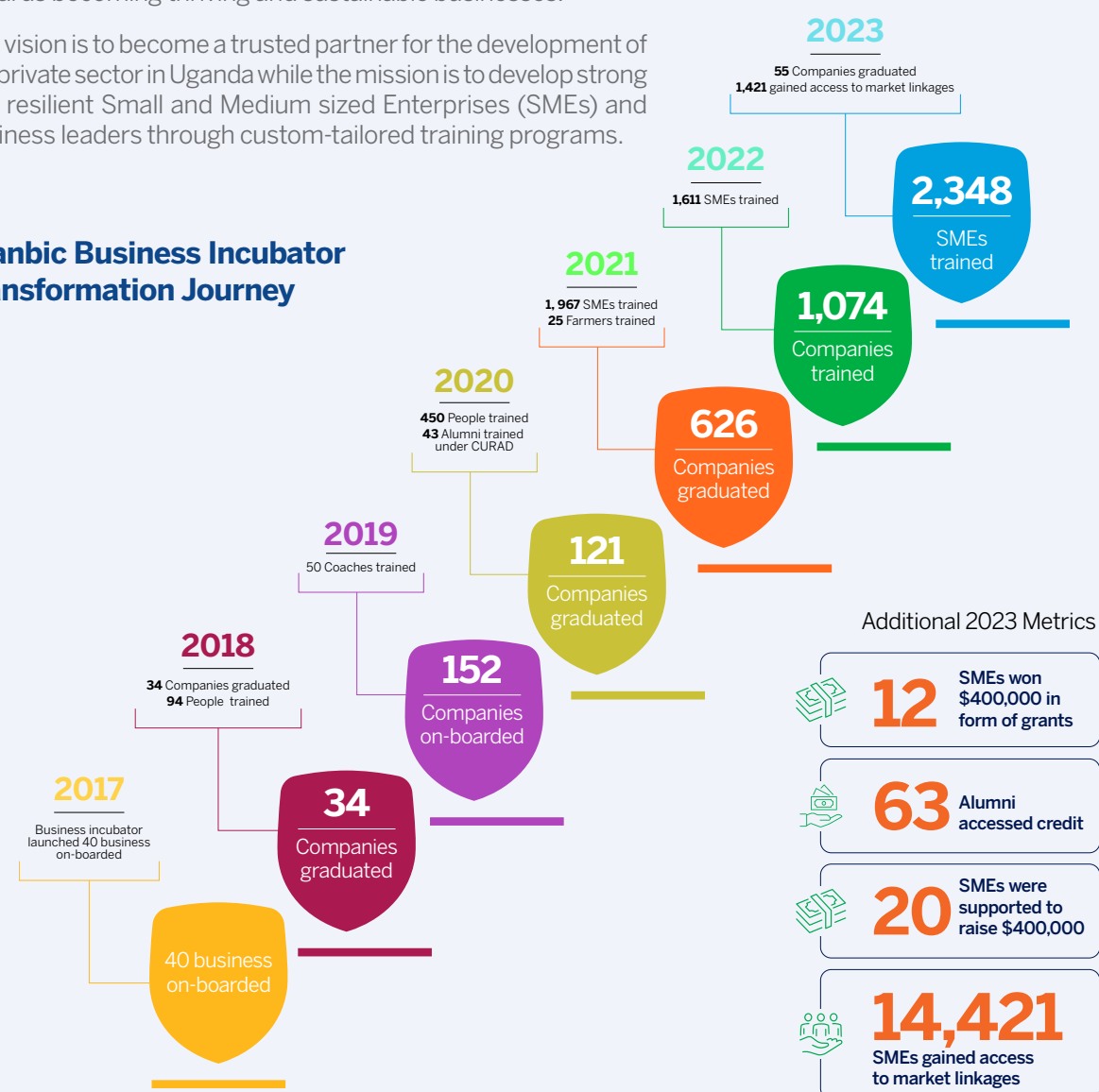
# Job Creation and Enterprise Growth

## The Stanbic Business Incubator

The Stanbic Business Incubator Limited (SBIL) is a subsidiary of Stanbic Uganda Holdings Limited, and was established on 4th February 2018. It is Uganda's leading partner in enterprise development. SBIL offers capacity building services to Micro, Small and Medium Enterprises (MSMEs) in the area of business development to help them grow from the point of mere existence towards becoming thriving and sustainable businesses.

The vision is to become a trusted partner for the development of the private sector in Uganda while the mission is to develop strong and resilient Small and Medium sized Enterprises (SMEs) and business leaders through custom-tailored training programs.

### Stanbic Business Incubator Transformation Journey



During 2023, the Incubator trained and mentored 2,348 individuals through various programs including the Enterprise Development Program, Advisory Board, NSSF Hi-Innovator, Master classes and the Albertine Enterprise Development Program.

This has enabled business owners to achieve success and stimulated the growth of their enterprises. SBIL trainers have also supported companies in the Energy Sector, Agribusiness, Consumer, Hospitality/Tourism, Transport/Logistics, and other professional services. The three core pillars of SBIL capacity building are Business Operational Skilling, Access to Market, and Access to Finance.

### Stanbic Bank Uganda - U. S African Development Fund Partnership (Accelerator Grant)

The United States African Development Foundation, Stanbic Bank Uganda and SBIL are jointly implementing a five-year Accelerator Grant program totalling \$2 million United States Dollars. It is targeting Micro, Small and Medium sized enterprises, Cooperatives, and producer groups (MSMEs) in Uganda. The goals are to:

- Facilitate MSMEs to be investment ready accessing commercial capital investments.
- Link Stanbic Uganda with a substantial number of MSMEs and facilitate Stanbic Uganda deepening its investment portfolio in the MSMEs sector.

As an implementing partner, our primary aim as SBIL is to help the MSMEs address the gaps and challenges they face in qualifying for investments, link them to Stanbic Bank and other financial

institutions for potential follow-on commercial investment post grant investment. Each grant under this partnership is valued at USD 40,000 per MSME (Micro, Small and Medium Enterprises)

In 2023, Stanbic Uganda, USADF together with UDET, provided technical assistance to 21 SMES owners in preparation for the pitch competition for the grant awards. Out of the 21, 20 entrepreneurs participated in a pitch presentation competition and 14 were selected. Due diligence visits were then conducted to the relevant businesses by the Stanbic Bank, SBIL and UDET teams which resulted in 12 successfully moving onto the next stage. These 12 businesses participated in an awarding ceremony in December and were awarded various grant amounts ranging from \$20,000 to \$40,000 amounting to \$400,000 in total.





## In 2023, the Stanbic Business Incubator trained 2,348 individuals.

Our programs are structured to provide business development training and subsequent support through regular follow-ups. The learning environment encompasses workshops and panel group discussions, networking events and access to subject matter experts, mentoring and coaching of entrepreneurs. These interactions provide the entrepreneurs with avenues for accessing both markets and funding.

Success has been achieved through our different program offerings such as the Micro Enterprise Development Program, the Stanbic Accelerator Program, the Business Advisory Initiative, and the Master class expert-led sessions together with other projects/programs implemented with different partners.

### Enterprise Development Program

This program targets micro-enterprise owners and early-stage entrepreneurs, some of whom might be at the idea stage. The aim is to inspire and promote innovation amongst MSMEs to help them develop resilient products, services, and business models that can generate income, show potential for expansion, and create jobs. The Incubator further collaborates with Stanbic Bank Uganda under the Economic Enterprise Restart Fund (EERF) initiative to assist Savings and Credit Cooperative Societies (SACCOs) and women-owned businesses to access affordable financing.

With financial support from GIZ, (Gesellschaft für Internationale Zusammenarbeit), SBIL runs the Enterprise Development Program which is subdivided into two segments under the Regional Enterprise Development Program. These are the Stanbic Accelerator Program (SAP) and the Micro Enterprise Development Program (MEDP). Through SAP, 55 SMEs were trained, and graduated in addition to 127 SACCOs while under MEDP, 519 individuals received training. Throughout these learning sessions, there was collaborations with both SBIL partners and between other stakeholders like, the Education Development Center, Makerere Engineering Society, Outbox, Impact Week, the United States African Development Foundation (USADF), Palladium Group and Persons with disabilities in Business Uganda.

## Hi – Innovator Program

### Unlocking Growth and Investment Opportunities for Small Businesses

The Hi-Innovator Program in 2023 achieved substantial success in enrolment, support for completing the academy, and fostering seed-funded businesses, particularly among women entrepreneurs.

**Academy Enrolment:** A milestone was reached for academy enrolment, with 510 individuals joining the program.

**Seed Funding:** The program witnessed significant progress in seed-funded businesses, with a total of 27 businesses receiving financial support. Eleven businesses from Cohort 2, which had pitched in 2022, received their awards in two tranches of UGX37,500,000 each.

The Women Cohort initiative started with 15 women who were recommended to join the accelerator stage. These individuals had successfully completed the Academy and were selected to participate in a five-day boot camp, preparing them for a chance to pitch for \$20,000. Subsequently, 10 women-owned businesses passed the peer review, with seven receiving funding after undergoing due diligence, including site visits to their premises.

An additional window for the Women Cohort attracted 17 interested women out of which 13 passed the quality assurance criteria and progressed onto the boot camp. Ultimately, 11 businesses were awarded funding, with nine successfully completing due diligence and receiving the initial tranche of funding.

The General Cohort specifically targeted businesses in sectors such as manufacturing, agriculture, and technology. Fifteen businesses were recommended and underwent a quality assurance process, resulting in four businesses meeting the required criteria. These businesses have successfully pitched and earmarked for funding pending the completion of due diligence and site visits.

## Incubator Client Testimonials





**Brian 'Barahukwa**  
Director, Silver Fleet Limited

I participated in the Stanbic Enterprise Development Programme during 2018. The training was very impactful as it encourages business owners to include, not only just directors, but also medium and junior team members in planning. The SBIL trainings foster a spirit of collaboration by allowing the upskilling of all team members. Our finance team gained a lot of knowledge from the training, and this improved their confidence. Because of the knowledge acquired, Silver Fleet can ably compete more aggressively in the market.

In 2023, we got ISO certified, and we obtained three ISO standards. In addition, we obtained a loan offer of \$400,000 from Stanbic Bank after seven months of due diligence. This loan is going to help us improve on our vehicle fleet and enable us to provide better services to our customers. I therefore encourage other business owners to enrol and participate in the Stanbic Business Incubator programs and events. It's a journey that will enable them to learn new things, help them grow and improve their businesses.



**Donald Wasake**  
EPS Housing Technology Limited Ntinda, Kampala

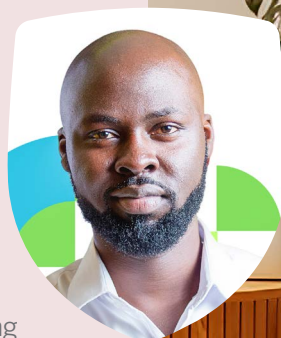
**Beyond fear lies your greatest success!**

I participated in the Enterprise Development Programme in 2020. At that time, my business was just an idea, and nothing had actualised. I was interested in solving the shelter and habitat problem that I faced personally and was a growing headache for the rest of Uganda! Hence EPS Housing Technology was the solution and probable key that would unlock all.

It was there that I realised that I had to stand out in the market and identify all my business needs and provide an everlasting solution with sustainable housing technology that would reduce the cost of housing and the time spent. In addition to this, with the adverse effects of climate change looming, our housing solutions need to be smart and sustainable.

When I joined the incubator program, the modules I trained in integrated everything in my business and gave it direction. In terms of marketing for instance, I got to understand my clientele and their deep needs, insecurities and what they truly wanted. I started penetrating new market demographics and was able to fix my corporate governance system and internal controls, something crucial to getting the house in order.

Along the way, the ideas started to morph and come to life and the big projects started to roll in. Besides my success with the Stanbic Business Incubator, my main account is with Stanbic bank, and I would like to encourage other entrepreneurs to open accounts with them. Participating in the incubator is a journey any start-up or entrepreneur will never forget because it will impact skills, strategy and an innovation tool kit that will enable them pick any business lock.



**Aisha Mayanja**  
Founder, Ewaffe Cultural Village

I enrolled onto the Enterprise Development Program & as part of the follow-on support I was introduced to the Hi-Innovator program. From the knowledge I gained from the training, I was able to re-organise my business, develop a business plan, including how to brand my business better. I also got to know about other industries through networking with various people, strengthened my business and gained more clients.

From the networks established with other women in business, we have been able to support one another. The Stanbic Business Incubator master classes have also greatly benefited my business, especially in aspects of digital marketing and sales. The funding I received from the Hi-Innovator was a turning point as it increased my visibility from 300 to 1100 followers. My business was covered on different TV stations and in newspapers. I managed to add to my equipment: chairs, drums and so on. I improved on my products by doing labelling and branding using billboards. My staff also gained from this training. I am delighted to be part of the alumni of the Stanbic Business Incubator.



**Kanyesigye Juliet**  
CEO, Kanye's Dairy Farm

I am the CEO and founder of Kanye's Dairy Farm. Our main products are goat milk, goat milk bathing soap and goat milk lotion. I am glad to have been a part of the Stanbic Business Incubator programs and specifically, the Hi-Innovator Accelerator program. I have improved my skills in record management and mastered how to document my business. I was not fully registered, but my business is now fully registered, meets its tax returns, and is registered with URA, NSSF and UNBS.

With the funding received from the Hi-Innovator Accelerator Program I have built my internal capacity. I was able to procure more goats and added to existing stock. I have managed to purchase a lotion filling machine, and this has minimised wastage and also purchased a stock making machine. I have put in place a website: Kanye's dairy goats.com. When I joined the Stanbic Business Incubator, I only had a Stanbic personal account, but later opened a business account.

I have been embraced by an amazing energetic and supportive team of young people. My business visibility has increased. My network has enlarged. I was able to join the Uganda Women Association of Women Entrepreneurs. Greater awareness has been created about my business and sales are increasing. I am incredibly grateful for the partnership with Stanbic and look forward to achieving more wonderful things with them in future.







## Boosting Financial Inclusion through SACCO's

Stanbic Bank Uganda continued to support the operations of Savings and Credit Cooperative Societies (SACCOs) across Uganda, disbursing over Shs34 billion to 211 SACCOs countrywide in 2023. We remain committed to our mission to provide affordable financial services to every Uganda especially the underserved groups in rural areas. This will go a long way in deepening financial inclusion across the country.

Our SACCO (Savings and Credit Cooperative Societies) customer value proposition seeks to enable financial.

Inclusion for SACCO members, many of whom are farmers. Our SACCO account provides for:

- Free cash and cheque deposits
- Free transfers into the account from members
- Free cash withdrawals
- Free online banking
- Zero monthly management fees
- Access to subsidized loans at 10% per annum (the industry standard is at least 20%)
- Access to financial literacy sessions for members
- Participation in free capacity building programmes for SACCO
- Onboarding onto FlexiPay, our digital transaction platform, and adoption of the Flexipay wallet to send and receive remittances.

### Impact 2023

No of beneficiaries reached	No of SACCO's on boarded through Stanbic FlexiPay	Value of loans disbursed to SACCO's	No. of SACCO digitized
1,624 members of 406 SACCOs in Eastern, Western and Northern regions received capacity building and financial literacy training. They in turn train their members.	We onboarded 751 SACCOs to Flexipay as merchants and provided their members with Flexipay wallets. This eases collections and reconciliation of the SACCO and member accounts and reduces their transaction costs.	We disbursed Shs34 billion (R168 million) to 211 SACCOs countrywide.	162 SACCOs were supported to digitise their operations – improving. Their efficiency, transparency, accountability, and financial reporting, thereby growing memberships.



## Enterprise Direct



**50,639**  
SME's accounts held  
by the bank

**UGX 299bn**  
Credit given to SME's clients

**80%**  
Manufacturing  
output

**20%**  
Contributing  
GDP

## SME Enterprise growth

Stanbic currently supports SMEs through provision of affordable lending to support the growth of their businesses. With over 50,639 SME accounts, Stanbic continues to support the growth of SMEs in Uganda by understanding their unique needs and tailoring solutions that will help their businesses to thrive.

One of the innovative ways Stanbic services its SME customers is through a specialised team known Enterprise Direct who solely focus on providing and solving any SME customer needs and ensure they are provide with the right financial solution to run their businesses effectively.

The bank provides these SME businesses with loans, overdrafts and credit facilities that help them purchase goods for sale, trade and grow their businesses. Stanbic provided significant amount of credit to SME's clients of loans worth UGX 299 billion up in 2023 from UGX 294 billion in 2022.

**SME businesses are the engine of growth for Uganda's economic development, innovation, and wealth creation of Uganda. They are spread across all sectors with 33% in Education Sector, 20% in the Agriculture & Sacco Sector, 19% in the Consumer Sector, 15% in Traders, 5.5% in Contractors -Power and Infrastructure Sector, 2.5% in Services-Food & Accommodation sector, 2 % in O&G Sector (downstream) and 3% in other fields.**

Over 2.5 million people are employed in this sector, where they accounted for approximately 90% of the entire private sector, generating over 80% of manufacturing output contributing 20% of Uganda's gross domestic product (GDP).

SME's sector	2023
Value of Loans provided to SME businesses	UGX 299 Bn Up from UGX 294 Bn in 2022





## Supporting Uganda's Energy & Infrastructure development

The energy and infrastructure sector is strategic for both the bank and the Government of Uganda in ensuring National Development Plan objectives are achieved.

Stanbic Uganda continues to be a key partner in supporting the upgrade and modernisation of the Country's infrastructure through financing key projects by providing Debt Funding, Working Capital, Trade and Cash Management solutions for contracted parties.

As Uganda's population continues to grow at a rate of 3% per annum, the energy demand is therefore expected to grow to meet the population growth demands. Uganda's economy requires a reliable and sustainable energy supply to power industrial production, electrify more households and expand access to transport, to drive socioeconomic development.

With electricity penetration at approximately 55% in Uganda and a population of 49.9 million people, the energy and infrastructure demands remain high. Many people still depend on open fires or inefficient stoves fuelled by kerosene, biomass or coal for cooking, with negative impacts on health, the environment and air quality. To address this, Stanbic is prioritising further investment into renewable energy and sustainable infrastructure development.

**In 2023, the bank supported financing projects in the sector for large infrastructural development with funding upto USD 341.2 Million.**

This has resulted in the enablement of rehabilitation and improvement of the road network, increased the production capacity for construction materials.

### Among the key projects and highlights achieved in 2023.

Sector	Intervention
Energy	Supported investments in the Energy sector with total approved limits in the sector as at end 2023 worth UGX 494Bn and an exposure of approx. UGX 295Bn utilized mostly in Trade products.
Infrastructure	Supported investments in key Infrastructure development projects with total approved limits UGX 1.86Trillion and an exposure of approx. UGX 1Trillion



**55%**  
Electricity penetration



**USD 341.2mn**  
Financed to infrastructural development



# Financial Inclusion



## Stanbic for Her

- Stanbic for Her initiative was designed to remove the critical barriers to affordable credit and provide critical tools to grow women's businesses in Uganda.
- To date, we have over 6,580 female customers and have extended over UGX 98 billion worth of loans to support the growth of women in business.
- The training has positively impacted over 400 women across the organization. With over 1,500 employees, 50% are women and 250 women hold managerial positions.
- Our Women's Customer value proposition (Stanbic for Her) is aimed at investing in and advancing women-led enterprises in Uganda and ultimately contributing to achieving the desired global gender parity. Stanbic for Her seeks to contribute towards removing the critical barriers such as scarcity of affordable credit and providing critical tools to grow women's businesses.

### The numbers

- 7,429 new women customers were onboarded in 2023.
- Loans disbursed in the year totaled to 4,087 worth UGX 55.5 Bn. Liabilities sales were 11,006 in volume, worth 22.6Bn.
- This was attributed to the financial literacy and capacity building trainings that were offered to women in Ngora, Makindye, Nakawa Constituency (Mbuya, Luzira, Bugolobi, Butabika, Kisswa, Muttungo), Kyebando, Anaka Women in Nwoya, Tororo, Iganga, Mbale, Kapchorwa, Mukono, Kayunga, National market Women Entrepreneurs, Women in Insurance (WIN), Women in Energy and Extractives Network (WEEN), National market Women Entrepreneurs, Energy Empowers East Africa forum, Raising Gabbho Foundation Women, Uganda Prisons, Parliamentary Women's Forum; Women Procurement Program, Uganda Women's Network (UWONET), Visioned Women, Evolving Women, among others.
- Annual conferences like Breaking Barriers to Trade.
- Key Partnerships signed off; UN Women, Uganda Women Entrepreneurs Association Limited (UWEAL).
- In Collaboration with the CSI team, we donated 2 Gynaecological beds and 200 pup smear kits to Uganda Cancer Institute (UCI) as we work on a partnership with them.
- We participated in handover 4000 Mama Kits to Members of Parliament of Uganda (our partners) that benefited 40 constituencies with the CSI team.

### Benefits of Stanbic for Her

- This intervention supports efforts geared towards enabling women to receive commercial credit for their businesses.
- The bank provides information on market needs and linkages through networking and capacity building and mentorship supported by the Stanbic Business Incubator.
- Financially, the bank is offering savings, investments, transactional and borrowing linked products tailored to common profiles of women in business and aimed at addressing credit related bottlenecks. For instance, women in business will be borrowing at lower interest rates and will be exempted from charges if they settle early.
- To encourage a savings culture among women entrepreneurs, Stanbic is offering Educare, an insurance and savings product aimed at securing women in the event of loss of income or natural disasters such as death.
- In this program, women are equipped with knowledge on investment and wealth creation with support from the SBG Securities. They are given opportunities to invest in treasury bills and bonds from as low as UGX 100,000, access to a dedicated financial and wealth advisor, fixed deposit earnings of up to 6% per year with flexible investment periods.
- Stanbic Bank is enrolling women in business instantly, making payments and transferring funds with Flexipay, zero management fees per month, providing VISA card loyalty rewards.
- Stanbic has enhanced Ignite to cater for women SMEs and stepped-up financial literacy programs. A mentorship program was initiated along with advisory services as part of a support network.
- Women are informed of new business opportunities and market information via specific social media groups.





### Why women need to be supported with financing.

- Women are more passionate about their children unlike men who may wish to marry other women and give less support or even abandon the family. Therefore, if women are supported financially, they would be able to solve the financial challenges of their families in such scenarios.
- In the event of death of a man as the bread winner, some businesses collapse because the women lack experience and expertise to manage them. Therefore, a need to extend financial literacy and support women financially.
- Being more in number than the men, it is imperative to involve women in business to bridge the financial gap and help grow the economy faster since there will be more people involved in making money.
- In communities where men spend their little earnings drinking and leaving the women to run the home, poverty will prevail unless these women are financed and trained in business.
- If we support women financially it may reduce the stress men go through trying to make ends meet. This means some financial obligations will be comfortably handled by women.
- Stanbic for Her provided loans worth UGX 55.5 bn in 2023 up from UGX 19.7 bn in 2022
- Reached 7,429 women in 2023 up from 1,127 women in 2022.



**USD 55.5bn**  
Stanbic for Her Loans



**7,429**  
Women reached through  
Stanbic for Her Loans

## Financial Literacy

### Stanbic Financial Fitness Academy

The Stanbic Bank Uganda “Financial Fitness Academy”, is a structured financial education approach where financial experts interact with individuals or groups on how they can best manage their finances to achieve their wealth goals.

The Stanbic Bank Financial Fitness Academy aims to improve the quality of life and enhance financial inclusion in Uganda for both public and private sector customers.

The academy focuses on helping individuals become financially independent, deepening customer engagements, and providing personalized advisory insights to address client needs.

The training program consists of three modules - Holistic interactive session, Interactive masterclasses, and Financial Fitness for Kids - each tailored to meet specific needs.

Financial experts guide participants through the Wealth Framework, covering five key areas;

#### 1. Create and Build

How to make money and set your self up for success

#### 2. Live & Enjoy

How to Live a life you can afford and make lifestyle choices in line with your budget and future goals

#### 3. Save and Invest

Saving: To achieve short-term goals and provide for the unexpected

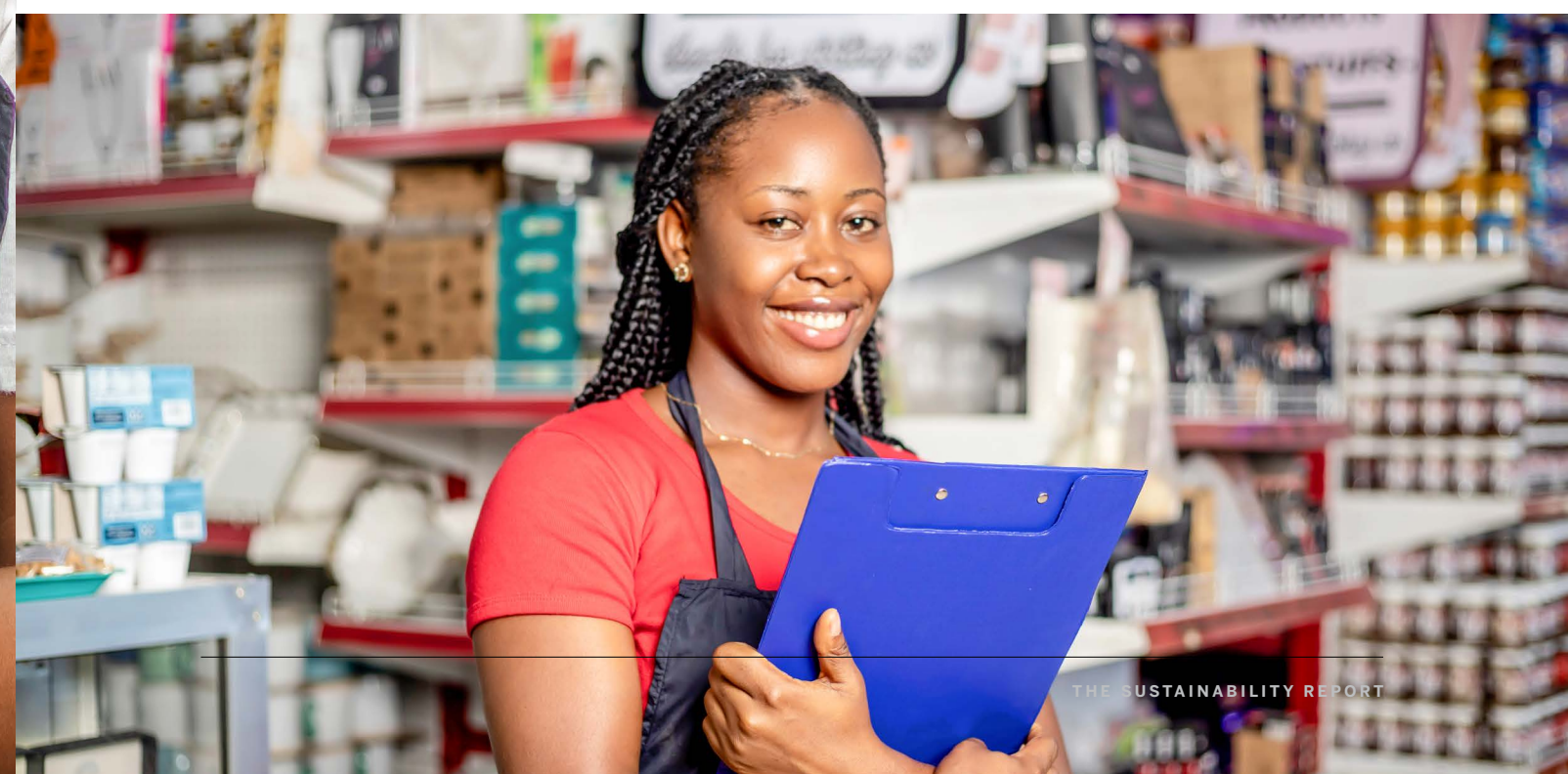
Investing: To reach financial independence and secure your chosen lifestyle

#### 4. Share and Legacy

How to use your resources to make a difference and leave a legacy for future generations

#### 5. Plan and Protect

How to protect yourself, your family and your assets against risk.





## THE WEALTH FRAMEWORK- UNPACKING YOUR WEALTH JOURNEY



### Our 2023 Milestones

In the year 2023, we successfully conducted 101 FFA (Financial Fitness and Academy) training sessions that had a positive impact on 32,700 individuals across various business units: PPB, CIB, BCB, and our staff. This represents a significant increase from 2022, with a remarkable 72% growth in engagement numbers and a substantial 43% rise in the number of lives impacted.

These training sessions were conducted through a blend of both online and in-person formats. They served diverse objectives, wherein some directly contributed to our business's expansion while others were geared towards social, environmental, and sustainability initiatives.

The following provides a detailed breakdown of the session statistics for 2023 compared to the previous year.

Mode of delivery	Year 2023		Year 2022	
	No. of sessions	Lives impacted	No. of sessions	Lives Impacted
Physical sessions	76	29,540	51	8,119
Online sessions	25	3,160	22	2,301
<b>Total</b>	<b>101</b>	<b>32,700</b>	<b>73</b>	<b>14,182</b>

Classification - 2023	No of Sessions	Attendance
General FFA	86	29,430
Masterclass	10	2,565
Teens FFA	2	325
Business FFA	3	380

## 2023 FFA Business Impact.

The Financial Fitness Academy successfully contributes to overall business growth by equipping learners with essential information and varied options. The curriculum covers a range of topics, including the benefits of opening savings accounts, transactional products, investing in unit trusts, Treasury bills, Treasury bonds, Fixed deposits, and various insurance products for comprehensive life and property protection.

As a result of these educational initiatives, there was a noticeable increase in the number of accounts opened and loans disbursed through FFA-generated leads. During visits to employer schemes, the Academy successfully facilitated the opening of 1,646 accounts totalling UGX 3.27 billion in deposits. Additionally, 931 loans were processed, amounting to UGX 7.8 billion.

### FFA Sustainability impact

- We participated in training Ugandan youth in entrepreneurship training organized by Business Incubator, under USAID, ICYD – EDC project.
- Participated In International girl child's day celebrations, training over 20 girls from selected secondary schools.
- Participated in the Breaking Barriers to Trade Conference, organized by The Global Influence Club, training over 200 women in Business on financial management.
- Represented the Bank in the Savings Challenge & nomination press conference.
- Trained over 300 students under the Stanbic National school of Championship.
- Conducted FFA for Teenagers for CIB and HNW clients.
- Launched Financial Fitness Program for Uganda Prisons staff, their spouses, and children around the Country, to train 54,000 persons between 2023 Nov and 2024 Dec.
- In partnership with P&C, we launched an FFA program for Bank staff called Money Guru series and Induction of new staff into FFA and have successfully conducted 11 sessions.
- Partnered with NSSF in facilitating NSSF member Townhalls; Financial literacy program for members yet to receive their benefits.

## FFA for NSSF Member Townhalls

- Our strategic partnership with NSSF to deliver Financial Fitness trainings during the NSSF Townhalls has proven to be instrumental in the increase in NSSF payments made through Stanbic, a significant achievement, with 34 billion shillings received for the year 2023.
- In Oct 2023 – 9Bn mark achievement was the highest monthly value received in the and this truly emphasizes the immense value in this opportunity.
- Furthermore, our active involvement in NSSF member townhalls has not only led to an increase in viability growth but also enabled us to strengthen our relationship with NSSF FL, opening up business opportunities for the bank.
- We have successfully participated in five NSSF Townhalls and one webinar, each webinar boasting an impressive average attendance of 200 savers.
- The cumulative impact of these efforts is evident in the significant inflows from the NSSF member payments as shown below.

**UGX 7.8bn**  
FFA Academy successfully facilitated the opening

**UGX 3.27bn**  
loans were processed to FFA Academy

**UGX 34bn**  
NSSF payments made through Stanbic



Moving forward, we are committed to further nurturing this opportunity and leveraging our strong rapport with NSSF FL to drive more business for the bank.



Stanbic Bank Financial Literacy for NSSF Member Townhall - Mukono



Launch of Stanbic Bank Financial Literacy Clinics for Makerere University



Financial Literacy program for UPDF



Financial Literacy program for Public servants due for retirement – Ntungamo District



Financial Literacy program for Teenagers



Financial Literacy Program for Kyagalanyi coffee staff; Masaka, Mbale, Kasese and Kampala



Financial literacy program for Uganda Prisons staff and their spouses





## Digital Transformation



### Enhancing financial services through Digitization

Financial inclusion supports economic and human development and reduces inequality. Stanbic Bank Uganda enables individuals, entrepreneurs, and small enterprises to access relevant and affordable financial products and services that will meet their needs. We aim to ensure that the services are delivered to clients with dignity, in a responsible, convenient, and sustainable way.

SUHL supports the Bank of Uganda Strategy on Financial inclusion and implemented the following innovations and interventions toward improved financial inclusion:

### FlexiPay Easy payments with FlexiPay

FlexiPay recorded a 77.7% growth in the wallet adoption reaching close to 1 million customers with a 151% & 36% increment in the volumes and value respectively transacted over the course of 2023. The business segment on the other hand grew by 15% with volume and value exponentially growing by 304% and 163% respectively.

Various sectors have adopted the FlexiPay wallet as a platform to unify their ecosystems for payments, collections and operations, leading to X10 activity growth in sectors such as SACCO's and Agribusiness.

As a testament of trust in our system, FlexiPay won several payment mandates in 2023 one of them being the Government of Uganda Parish Development Model (PDM). FlexiPay onboarded several PDM SACCOs countrywide and processed billions worth of value from government as a means for economic development of the population.

With a mission of deepening financial inclusion and reduction of remittance costs in conjunction with the International Funds for Agricultural Development (IFAD), FlexiPay added cross border payments as one of its offerings in 2023 through partnerships with International money transfer organisations (IMTO).

FlexiPay and Stanbic bank clients are now able to receive funds directly into their wallets and accounts from their relatives, friends and loved ones in the diaspora seamlessly.

FlexiPay rolled out micro lending and savings at the beginning of 2024 to the clients as a product enhancement to enable people serve their needs benefiting from low interest rate charges on loans and high rates on their savings.



## Agent Banking Services



Stanbic Agent banking network closed the year 2023 with 6,483 agent outlets across the country. These agent outlets are strategically positioned in both rural & urban areas, to provide financial services to the banked, under banked and the unbanked population across the country as part of the bank's drive toward financial inclusion. Some of the areas covered are the refugee settlement areas and hard to reach rural areas etc. Total number of transactions processed in 2023 were 16 million with a value of UGX 30tn.

The Agent banking channel has indirectly provided employment to over 6,000 people who manage these agent outlets in the various locations. We also provide banking and financial literacy trainings to both the agent owners and operators which has improved their knowledge and skill in banking.

On the other end, our customers have obtained the much-needed convenience as Stanbic bank is within all their areas of operation facilitating trade, collections and cash disbursements to salaried customers, persons of concern and any other groupings that need banking services.

The channel has also supported our people who acquire boda bodas (motorcycles for transport business) on loan from different companies to repay these loans within the areas of their operations. Such collections include those of Boda Boda Banja, Mogo loans, Tugende, Tayari rides to mention but a few.

During the same year of 2023, we have been deliberate to add more functionality to boost offering on the Agent banking platform. The full scope of services includes cash in and cash out services, statutory payments, bill payments, school pay, Flexipay wallet top up and cash out, mobile money float purchase and liquidation among others.

The focus for 2024 and beyond is to continually improve the customer and agent experience through providing more capability on this platform. In the year 2024 the agents will be able serve card holding customers, NSSF members who would like to bank their savings. A lot of work has been done to serve the youth, women in business, savings and credit co-operatives, persons of interest in refugee camps among the areas of focus. All this and more are lined up to delight our customers 24/7 throughout the year.







## Cyber security

As a leading financial services provider, Stanbic Bank has increasingly been on a journey of innovation to digitise her business and serve our clients better as well as take full advantage of the opportunities offered by the digital future in unlocking more economic value. It is evident that our society is embracing cashless operations and most bank transactions now occur in the digital space across our various digital channels.

With this advancement in digital adoption, we have the responsibility to protect the Bank, our sensitive strategic, customer and other business data against financial losses, reputational damage, and legal & regulatory liabilities. While cybersecurity capabilities and awareness have significantly improved, cyberattack vectors and sophistication have grown in scale and tactics.

According to the World Economic Forum report on global risks 2023-2024, misinformation & disinformation and cyberattacks are two of the top five risks with a high likelihood to present a material crisis on a global scale. In 2023, fraud scams and

bank fraud schemes totalled \$485.6B in projected losses globally according to the Nasdaq Verafin 2024 Global Financial Crime Report.

In the face of these challenges, technologies such as machine learning and data analytics have been central to improve our cyber and financial crime prevention efforts. These efforts are testament to our compliance to all local regulation and the ISO 27001 international standard for which Stanbic Bank is certified.

As a leader in the Market, Stanbic Bank brought together the Banking industry, Security agencies and the Judiciary at the first Financial Fraud Forum 2023 to foster collaboration. The Forum is to act as the foundation on which to build collective efforts to combat crimes, safeguard customers and protect the integrity of the economy.

To empower the customer and the broader community and ensure digital trust, the Stanbic bank security centre (<https://www.stanbicbank.co.ug/uganda/personal/about-us/security-centre>) provides the necessary knowledge and tips for one to protect themselves and their possessions against criminals and Fraudsters.

Our commitment as a bank, coupled with strong collaboration with our partners at home and abroad, is to continue digital innovation and investment in cybersecurity to ensure the integrity of financial transactions and maintain the trust and confidence of our customers.



# 77%

## GROWTH WALLET ADOPTION



## Enhancing client relations

In 2020, we embarked on a journey with Salesforce, the world's No.1 Client Relationship Management platform, to deliver a single client engagement platform that enables data driven and personalized solutions to make dreams possible for our clients.

2023 was particularly a fruitful year with several initiatives that were entirely customer centred for business value.

To date, about 70% of the staff compliment in the Stanbic Bank Uganda subsidiary are using Salesforce for client engagements that relate to customer onboarding, servicing, relationship management and sales. Our average Salesforce utilization rate is about 90% which ranks highly compared to Salesforce's global industry average of 75%. We have also integrated with our core banking system and some of our peripherals to enable a single view of the client to deeply understand them and provide the right solutions. During the year, we saw a remarkable growth of 142% in the client interactions within our Business and Commercial Clients following the migration from the old Salesforce Instance in the previous to a new one with enhanced capabilities while in our Private Banking Business, we saw a 48% increase in the number of client interactions being captured. This single view of the client, their engagements with the bank and ability to

provide feedback supported and have customers rate in real time their experience with us has seen our client experience metrics improve year on year. Our performance against the Service Level Agreements improved to 97% slightly below our aspiration for the year of 98%. Customer Satisfaction improved by 12% to 78% leading to a positive shift in our Customer Net Promoter score measured through Salesforce.

With the introduction of new channels of engagement such as Whatsapp (0761250250) and Live Chat we have seen our clients increasingly prefer to engage with us through the digital channels and less through the traditional branch channel. By the end of the year, over 80% of the client requests, queries and complaints were initiated through the non branch channels i.e. the Voice Branch, Email, Whatsapp, Live Chat and the Social Media channels. The biggest uptake of these non branch channels has been our Bank Agents. We will continue to develop solutions for them as they are core to delivering an excellent and consistent experience to our clients.

We have started to see the value of improved client engagements through the one single client engagement platform. There was an improvement in leads and opportunities management as well as cross and upselling, driving collaboration among staff and in turn contributing to our sales and



revenue growth. Notable success was in our Voice Branch where we saw 96% of the opportunities generated being actioned with some of these being converted and contributing to business value.

We broke new grounds by delivering an end to end digital onboarding solution in our high volume and high touch business segments in both Personal and Private Banking and in the Business and Commercial Banking segments. We also enabled the origination of our 1st insurance product i.e. Flexiprotect. The solutions are powered by APIs in partnership with critical partners such as the telecommunication companies and government entities while complying with the applicable policies and regulations including capabilities to safe guard our clients and the bank. We will continue to enable more products and services on Salesforce to improve the experience of our clients and teams.

We are optimistic about the future and continue to build local capacity by enabling and supporting in-country staff to attain Salesforce certifications. In 2023, the Salesforce team enhanced their learnings with the team acquiring 22 additional certifications. This has seen the team continue to deliver more of the work locally. During the year 62% of the business capabilities delivered where done by our staff to solve for business needs with most being in the areas of strengthening our Risk and Control environment in the core areas of Credit and Compliance. This also resulted in

reduced cost of implementation. Considering this success, we shall continue to partner with FlyHub, our Fintech subsidiary, our internal capabilities especially in Data and Technology to further develop local skills and position us as the centre of excellence across the region.

We were privileged to host the 2023 Standard Bank Group Salesforce Leadership Summit in recognition for winning the Salesforce Country Trailblazer as well as Change and adoption awards two years in a row. The conference was well attended by Standard Bank Group Salesforce community from the different countries as well as the Salesforce Vice President for Africa. Key highlights of the conference were the 2024 vision and roadmaps, developments from Salesforce including upcoming products and service with CRM+AI+Data+Trust being the core. Local skills development and future ready workforce were other key items covered.

We continue to receive increasing demand for Salesforce to create efficiencies and solve for different challenges in Marketing, Credit, Compliance among others and look forward to utilising the available resources, partnerships, knowledge and skills in 2024 and beyond to solve for the customer and the business. We are enthusiastic about the potential Salesforce presents in Artificial Intelligence and Data and look forward to utilizing these capabilities to create more value for our clients and the businesses.



## Customer Experience

With the financial services sector undergoing rapid technological advancement and customization, prioritizing customer experience and retention has become increasingly crucial.

In 2023, Stanbic Bank Uganda placed significant emphasis on delivering personalized virtual banking and customer-centric tools to empower customers to address basic queries and service requests independently.

The virtual banking services aimed to provide swift, convenient, and 24/7 access, reducing the need for direct assistance from bank consultants for day-to-day issues. Customers could engage via various channels, including voice, email, and social media platforms such as WhatsApp, Facebook, LinkedIn, and Instagram.

Customer interactions totalled 814,860 in 2023, marking an increase from 735,347 in 2022. Most interactions occurred through voice channels (538,099), followed by branches (164,641), email (82,140), and social media (28,831). These interactions primarily consisted of service requests (43.7%), inquiries (42%), and complaints (14.9%), with common themes revolving around digital transactions and lending experiences.

By the end of 2023, non-branch channels dominated usage, with voice accounting for 69%, email for 18%, and social media platforms for 3.7%, while branches accounted for 9.3%.

In response to evolving customer expectations, Stanbic Bank Uganda enhanced its customer engagement model in 2023, focusing on personalized solutions and communication strategies to foster deeper connections at key customer touchpoints.

To sustain this transformation, the organization continues to enhance internal operations, fostering an organizational culture that prioritizes agility, innovation, and customer-centricity.

By mid-2024, customers will have the opportunity to provide instant electronic feedback through Internet banking, the Stanbic App, and USSD

Throughout 2023, customer engagements were diverse, encompassing both informal and formal customer groups across various sectors, including traders, farmer groups, SACCOs, schools, healthcare workers, youths, and women's groups. Initiatives such as the LOVE month and regional market day platform provided opportunities for customers to showcase their products and services, fostering community engagement.

Additionally, 51 agent banking forums and 82 customer service forums were conducted across the country, focusing on risk management, digital utilization, and customer satisfaction. The Mystery Shopper survey indicated an increase in satisfaction levels to 78% in 2023, while Net Promoter Score (NPS) rose to +29.

To drive digital penetration and adoption, Stanbic Bank Uganda has invested further in technology, ensuring the reliability and security of its systems while enhancing accessibility. Digital loans are now available in under two minutes for both bank agents and customers, while online account opening takes under 30 minutes.

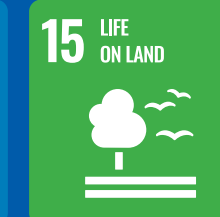
By the end of 2023, there has been a notable increase in utilization of alternative and digital banking channels, with transactions via agent banking, FlexiPay, mobile banking, online banking and ATMs accounting for 94.51% up from 92% previously.



# Environmental impact

We believe in protecting our environment

- 102** Environmental and Social Risk Management
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# Environmental and Social Risk Management

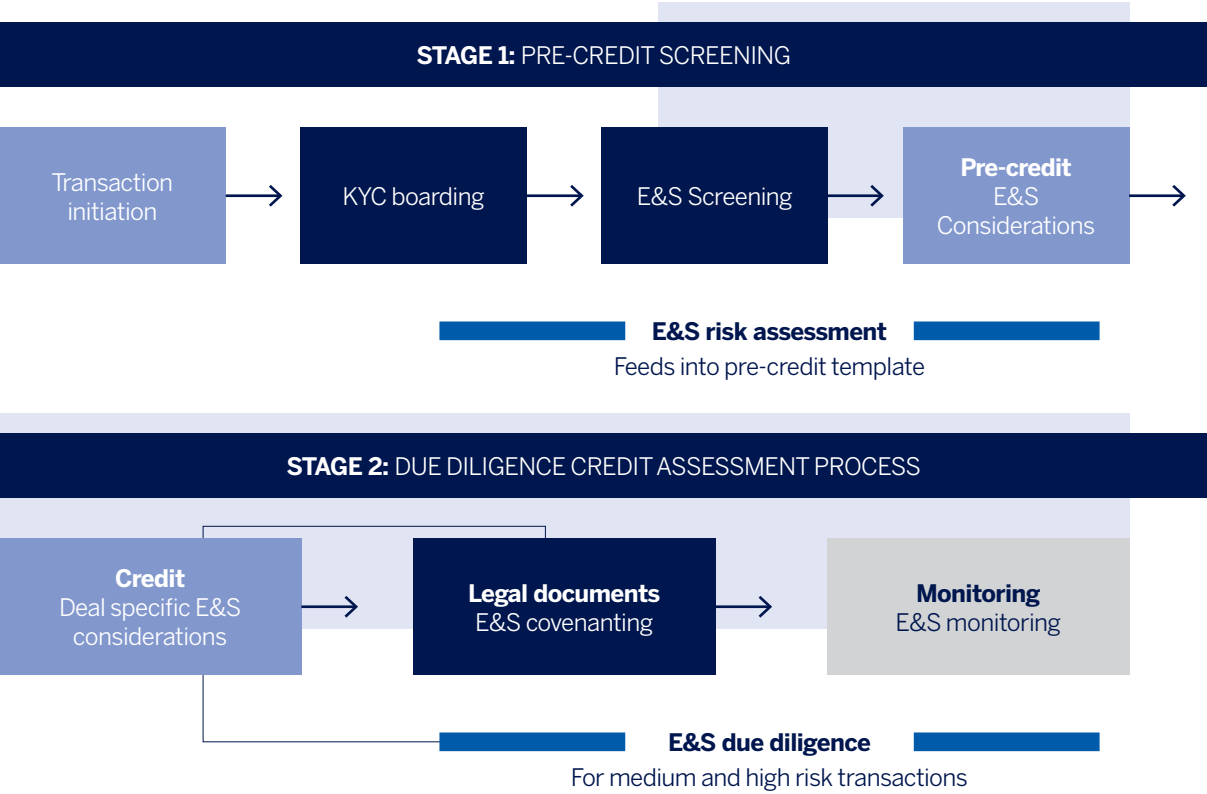
Environmental and social (E&S) risk refers to the risk of adverse impact people and the natural environment arising from our business activities. Such impacts may arise from our direct business activities, or from the activities of the clients or projects we finance.

We therefore apply extremely high standards to managing E&S risk to ensure our activities lead to positive impacts on the environment and society.

(ESMS), E&S governance standard and E&S risk policy, together with our human rights statement, exceptions list, restricted activities list, high-risk sector guidelines and climate policy. Our policies and processes align with regulatory requirements, voluntary frameworks such as the UN Guiding Principles on Business and Human Rights and, where applicable, the IFC Performance Standards on Environmental and Social Sustainability, the Equator Principles and the World Bank Group Environmental, Health and Safety Guidelines (EHS Guidelines).

The Sustainability Team within the Stanbic Uganda Risk Department is responsible for reviewing, updating and ensuring the effective implementation of the ESMS, standard and policy.

## E&S Screening and Due Diligence



### Stage 1: E&S screening

We undertake E&S screening before entering a new client relationship or approving a transaction or investment. This applies to all corporate clients.

We use our internal digital E&S screening tool to check for compliance with national laws and standards, our E&S risk standard and policy, the SBU climate policy and other bank and group policies. Where applicable, we also apply the IFC Performance Standards and the Equator Principles. Stanbic Bank Uganda is an Equator Principles Financial Institution (EPFI). By embedding E&S risk assessment processes into decision-making processes at an early stage, we ensure E&S consideration and accountability in decision-making and monitoring. The level of E&S screening is informed by the type of financial product, the quantum and tenor of the transaction and the potential E&S risks involved. Risks are rated low, medium or high.

**Client Risk assessment (CRA)** includes review of risks relating to a client's ability to manage E&S risks and them. track record. It includes assessment of labour issues, negative media coverage, NGO or activist focus, community issues or reputational risk to the group.

**Transactional risk assessment (TRA)** includes risks associated with the particular sector and/or the activities to be undertaken, the nature of finance, and risks associated with security over assets. This applies to:

- Lending applications (corporate and commercial clients) – pre-credit committees use the SBU's digital E&S screening tool to assess risks, mitigation measures and opportunities.
- Investment decisions for companies in high-risk industries or transactions. This includes assessment of the quality of the investee company's ESG related policies, procedures, plans and systems, as well as monitoring and reporting regarding long-term sustainability of strategy and operations
- Certain trading proposals, based on potential E&S risks related to the sector and the clientCredit risk committees decide whether to onboard or offboard clients for reasons of E&S counterparty risk.
- Structured transactions committees assess transactions for potential E&S risk.
- The new business approval committee reviews recommendations from relevant committees, including E&S risk assessments.
- We also assess E&S risks and impact in the development of new products and services and actively identify opportunities to create positive impact.

Transactions screened for E&S risk. Corporate Investment Banking Business and Commercial Banking	Total	Ratings		
		Low	Medium	High
Client Risk Assessments/ Risk Reviews	2,086	2,085	1	Nil
New Transaction risk assessment/Risk review	2,086	86.4%	0.048%	Nil
Annual Reviews	281	100%	Nil	Nil
<b>Total Transactions screened</b>	<b>2,086</b>			



Screening assesses potential ESG risks associated with the business, sector, transaction or project, and determines:

- Whether to proceed with a transaction
- Whether further E&S due diligence is required
- Level of E&S due diligence required.

In certain transactions, recommendations and conditions may be implemented as a condition precedent (CP) or condition subsequent (CS).

Issues we screen for:

Social risks, including human rights risk

We identify, assess and manage human rights risks in line with international principles and standards, including the UN Guiding Principles on Business and Human Rights. Issues for which we screen include:

- Workers’ rights will be protected, and workers treated fairly and provided with safe and healthy working conditions. Vulnerable categories of workers, such as migrant workers, will be protected. For Equator Principles transactions, we assess workplace practices in respect of gender equity, discrimination, and freedom of association.
- Child labour, and forced and compulsory labour, are prohibited.
- Risks to communities, including health and safety, have been/will be assessed, avoided or minimised.
- Safeguarding of personnel and property will be carried out in accordance with relevant human rights principles and will avoid/minimise risks to affected communities.

- Gender-based violence and harassment (GbVH) risks have been assessed and appropriate mitigation measures implemented.
- Adverse impacts on communities and people from land acquisition, restrictions on land use, resettlement and livelihood changes, displacement or forced eviction will be anticipated and avoided where possible. Where avoidance is not possible, impacts on affected communities will be minimised and livelihoods and standards of living of displaced persons improved or restored.
- Cultural heritage and/or archaeological resources is/will be protected.
- Potential adverse impacts on indigenous people are identified and avoided where possible. If unavoidable, engagement has taken/will take place with the impacted community and actions taken to minimise, restore and/or compensate for adverse impacts in a culturally appropriate manner commensurate with the nature and scale of such impacts.
- Social risks within the supply chain.

Governance risks

Whether the client has:

- Appropriate ESMS and E&S governance systems and policies in place
- Any material ESG-related incidents or issues in the past year
- Appropriate controls in respect of fraud and corruption, and whether there have been any negative incidents or issues in this regard, including fines or penalties
- Been subject to any fines or penalties or been accused of human rights violations (including child or forced Labour)
- Been subject to NGO campaigns, lawsuits, strikes or protests in relation to an E&S issue in the past year.

Environmental risks

Impacts on landscapes, biodiversity, ecosystems, critical habitats and endangered/IUCN Red-Listed species will be avoided and/or minimised.

- Impacts on surface water, groundwater and air quality will be avoided and/or minimised.
- Pollution from business and/or project activities is/ will be minimised.
- Hazardous substances will be stored and managed properly.
- Resources, including energy and water, will be used sustainably and GHG emissions minimised.
- All forms of waste will be managed properly, in line with national legislative requirements.
- Direct and indirect impacts on biodiversity and ecosystem services are identified and avoided or mitigated.

Practices that integrate conservation needs and development priorities will be adopted to promote the sustainable management of living natural resources.

Transactions must be aligned to the Standard Bank climate policy and our clients should have emissions reduction targets and reduction initiatives in place. For Equator Principles transactions, clients must undergo a climate change risk assessment (CCRA).

Exceptions list

Our exceptions list specifies activities for which SBU will provide banking or lending facilities.

Bank-wide exclusions include:

- Production or activities involving harmful or exploitative forms of forced labour or harmful child labour
- Production or trade in any product or activity deemed illegal under host country laws or regulations or international conventions and agreements, or subject to international phase-outs or bans, including ozone depleting substances, polychlorinated biphenyls, and specific hazardous pharmaceuticals, pesticides and herbicides or chemicals; wildlife or products regulated under CITES; unsustainable fishing methods and commercial whaling; use of unbonded asbestos fibres; narcotic drugs
- Production or trade in radioactive materials, excluding uranium mining, medical equipment, quality control

equipment or equipment where the radioactive source is understood to be trivial and/or adequately shielded

- Cross-border trade in waste and waste products, unless compliant with the Basel Convention and the underlying regulations
- Production or trade in weapons or munitions, excluding hunting and sports equipment
- Production and distribution of racist and/or neo-Nazi media
- Illegal logging or purchase of illegally harvested timber
- Arctic oil and gas exploration and development
- Mountaintop removal
- Mining or trading of diamonds not certified under the Kimberley Process Certification Scheme.





High-risk sector guidelines

The bank has identified high-risk industries, sectors and areas of high environmental sensitivity that require additional due diligence before a transaction or investment may be approved. Activities in these sectors must also align with the commitments and targets set out in the group’s climate policy.

Mining and metals	Prohibitions as per exceptions list, restrictions as per group policies Enhanced due diligence for uranium mining and where site decommissioning and remediation are not adequately addressed.
Oil and gas	Prohibitions as per exceptions list and climate policy Enhanced due diligence for shale gas and shale oil, including hydraulic fracturing and transnational pipelines Enhanced due diligence for transactions where site decommissioning and remediation and/or response for oil spills/gas leaks are not adequately addressed.
Thermal coal power	Enhanced due diligence for companies operating coal-fired power plants; transactions directly related to large dams; construction of new or upgrading of existing nuclear power plants; transactions where site decommissioning and remediation and/or response for oil spills/gas leaks are not adequately addressed No finance for construction of new coal-fired power plants nor the expansion in generating capacity of existing coal-fired power plants.
Infrastructure	Enhanced due diligence for linear infrastructure related to large dams; construction of new or upgrading of existing nuclear power plants.
Industrial	Prohibitions as per exceptions list Enhanced due diligence for iron and steel foundries and smelters; petrochemical refineries and downstream industries; manufacture of hazardous materials; manufacture of toxic materials.
Agriculture, animal husbandry and fishing	Prohibitions as per exceptions list and group climate policy Enhanced due diligence for activities in high conservation value forests or primary tropical forests; commercial logging; activities relating to palm oil or soy production; excessive fertilisation/runoff.

Stage 2: E&S due diligence

Where E&S risk is deemed medium or high by CRA or TRA screening, further E&S due diligence is required. We engage our clients to ensure that their E&S risk-related functions are appropriately resourced, and that they can effectively manage their material health and safety and E&S related risks and impacts. We encourage our clients to apply the Precautionary Principle to their operations and activities, where applicable.



Group environmental and social risk (GESR) and the Sustainability team in country are responsible for:

Determining the required scale and scope of E&S due diligence per client/ transaction, commensurate with the potential level of E&S risk (low, medium or high) as guided by the E&S screening tool.

Applying the Equator Principles and associated IFC Performance Standards and World Bank EHS Guidelines to all relevant project-related financing or transactions.

Undertaking an internal desktop E&S review of the client, its operations and the transaction for medium or high-risk clients/transactions that are not Project Financing or Equator Principles related transactions.

Working with business and credit teams to undertake enhanced due diligence for all project-related transactions and transactions identified as medium or high-risk. This may include sector or issue specific questions, direct client engagement and site visits, and/or the use of independent external E&S consultants.

- As per the Equator Principles requirements, we, or our independent E&S consultants, categorize relevant projects proposed for financing based on the magnitude of potential E&S risks and impacts as Category A, B or C.
- GESR and the Sustainability team provide the categorization for Equator Principles transactions and is involved in ongoing due diligence for all Category A and B projects. Transactions rated as high E&S risk require approval from the head of GESR prior to credit approval.
- For Equator Principles transactions:
- The client appoints an external independent environmental and social consultant (IESC), who has duty of care to the lenders
- GESR and the Sustainability team works with the client to develop the IESC’s scope of work for E&S due diligence (ESDD)
- The IESC identifies any issues or gaps in the client’s E&S risk management, including compliance with Equator Principles or IFC Performance Standard requirements
- The IESC develops an environmental and social action plan (ESAP), with timeframes, for the client to action
- The ESAP is included in the facility agreement, which may include requirements for mitigation, monitoring and reporting by the client to address E&S risks
- The IESC conducts independent monitoring of the client/project, usually quarterly during construction and biannually during at least the first two years of operations.



## E&S monitoring

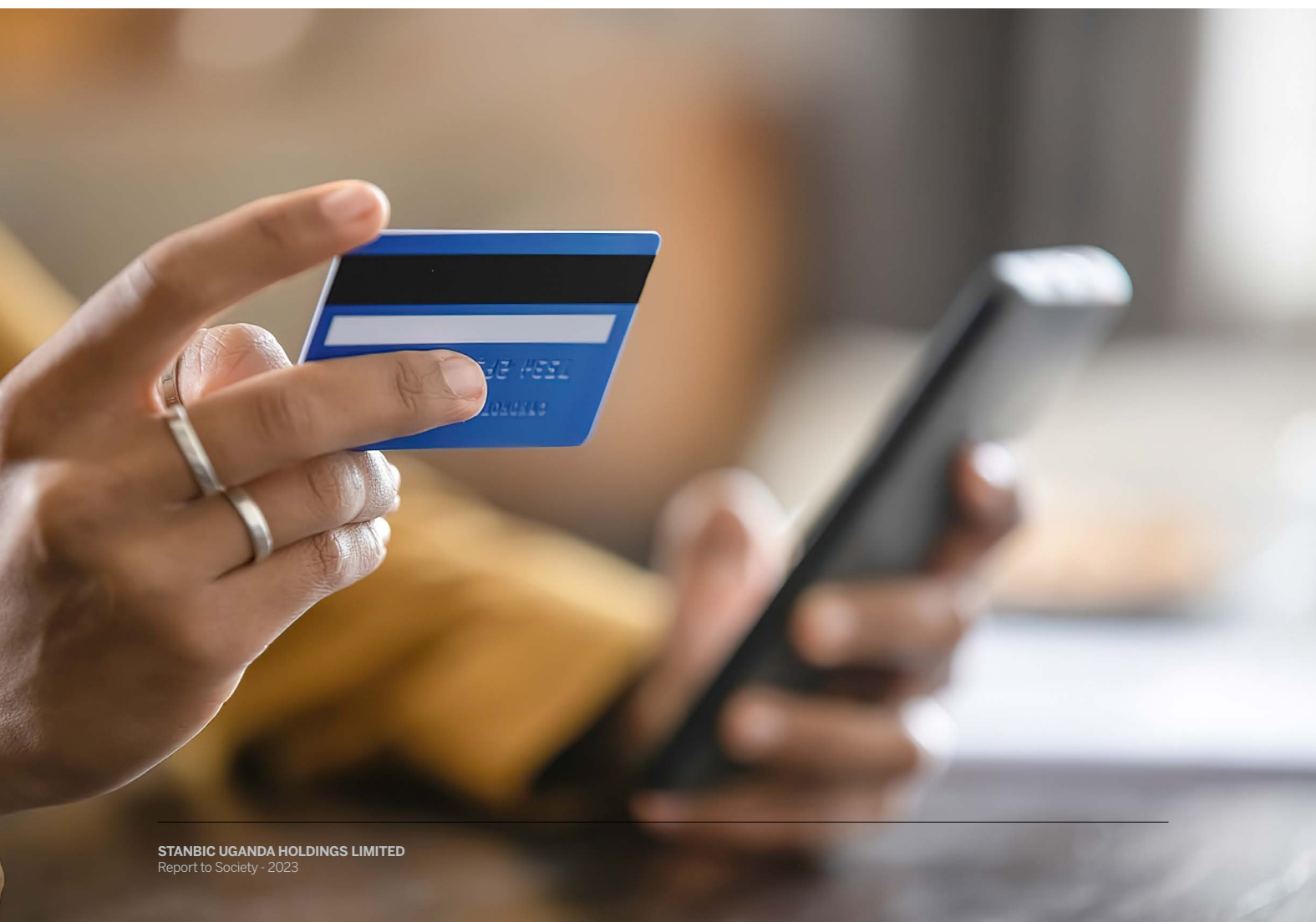
The bank has the intention to develop its E&S monitoring for all customers and transactions through capacity building and skills enhancement.

Currently, Business is responsible for ongoing monitoring of their portfolios. The frequency and type of monitoring is determined by the type of transaction and the level of risk.

- Credit managers apply the digital E&S screening tool as part of regular (at least annual) review of existing transactions and clients. The tool is used to provide a CRA rating and assess whether the client is meeting their E&S commitments.
- Risk committees monitor and ensure compliance with E&S contractual obligations in lending and funding agreements. Non-compliance, directives or fines are reported to GESR so policy gaps can be closed and performance improved.
- The business teams with the aid of the sustainability team undertake portfolio-wide reviews of high-risk sectors. These reviews inform transaction approval processes and proactive client engagement.

## Grievance mechanisms

- We require all our corporate clients to have in place grievance mechanisms for their employees to raise workplace concerns, and to inform employees of these mechanisms.
- Where it is anticipated that a new project or existing company operations will involve ongoing risk and adverse impacts on surrounding communities, we require the client to establish/provide evidence of a community grievance mechanism to receive and facilitate resolution of the affected communities' concerns and complaints about the client's E&S performance (as per the IFC Performance Standards on Social and Environmental Sustainability). The grievance mechanism should be scaled to risks and adverse impacts of the project, address concerns promptly, use an understandable and transparent process that is culturally appropriate and readily accessible to all segments of the affected communities, and do so at no cost to communities and without retribution. The client is responsible for informing affected communities about the mechanism through its community engagement process.





# Environmental Partnerships

## Climate Smart Jobs Programme

### Driving Innovation for Climate Change Adaptation in Agriculture.

Stanbic Uganda is a proud consortium partner in the Climate Smart Jobs (CSJ) programme, implemented by Palladium with funding from the UK's International Climate Fund. Other consortium partners are Swisscontact and CABI. The Programme supports large-scale job creation for Uganda's growing population and seeks out innovative, technology-based solutions to issues for agriculture in Northern Uganda and scales them in the most efficient ways possible. A key priority is to help Ugandans adapt to and mitigate the impact of climate change.

In 2023, CSJ launched the Uganda Climate Innovation Fund (UCIF), a UGX 7.3 billion initiative. UCIF aims to co-invest in innovative solutions to address the challenges faced by smallholder farmers in northern Uganda as a result of climate change. UCIF will support innovators and entrepreneurs to pilot, incubate and accelerate new climate smart products and services.

UCIF will run three funding windows from 2023 through to 2025, supporting innovations for genuinely new ideas to tackle challenges in agriculture. The innovation could be in the form of developing a good or service that is new or significantly improved, an improved production or delivery method, a new marketing method, or a new organisational method in business practices. The UCIF targets potential pioneers (i.e., enterprises, organisations, and individuals) that have pre-proof-of-concept innovation(s) that offer potential for long-term transformational change in Uganda's ability to adapt to and mitigate climate change and promote sustainable land management practices. The pioneer may propose to be supported themselves to undertake the proof of concept, or they may wish to test the idea/innovation through collaboration with CSJ lead implementer, Palladium, or its partners;

Funded by:



Stanbic, Swisscontact, or CABI, and an additional implementing partner.

### UCIF objectives

The **"Uganda Climate Innovation Fund"** aims to facilitate transformational change in Uganda's ability to adapt to and mitigate climate change and promote sustainable land management, with at least five innovations likely to enable transformational change in the agricultural sector.

Agri-businesses with climate smart innovations will be selected through a challenge fund to access grant funding through the programme.

The programme will support successful bidders to test their ideas through a combination of grants and technical assistance, to develop plans to implement them on a large scale without further support from the innovation fund.

### Role of Stanbic in the programme

Through the Stanbic Business Incubator, the selected Agri-businesses will receive business development/growth support as part of the programme to ensure the long-term viability of the innovations. This support will include:

-  Product Design Support
-  Entrepreneurship and Business Skills Training,
-  Pitching Preparation, and
-  Business Development Services.

Each area contributes to a holistic and effective journey from idea generation to market-ready ventures.





# Partnership with Coca-Cola Beverages Uganda Limited

Stanbic Bank Uganda is proud to be in partnership with Coca-Cola Beverages Uganda (CCBU) in a collaboration that will promote sustainable waste management of plastics to protect our environment and reduce pollution in our eco-systems. This partnership is an important step towards promoting environmental sustainability and addressing the challenge of plastic waste in Uganda.

Waste management is a collaborative effort that necessitates the participation of all stakeholders.

Stanbic Bank's collaboration with CCBU contributes to a common goal of creating a waste-free world.

The bank has constantly worked towards promoting waste management and educated the public on how poorly disposed plastic waste contains toxic pollutants that damage the environment, land, and water. It is important for individuals and businesses to take responsibility for proper waste management to prevent negative impact on the environment.

## How the Stanbic and Coca Cola plastics collection partnership for recycling works:

Stanbic Bank plays a crucial role in identifying designated collection spaces across our branch network (for employees and customers) that will serve as plastic waste collection centers across Uganda.

We are started the collection and recycling programme with Coca-Cola across our locations in Kampala that have a higher level of plastic waste.

The plastics are weighed at Coca-Cola's recycling plant called Plastics Recycling limited (PRI), where the weekly tonnage will be reported and feed into the collection targets.

We shall ensure appropriate security and maintenance of the collection centers and providing appropriate messaging to the public regarding environment conservation.

To date, Stanbic Uganda has collected over 1,244 kgs of plastic that have been recycled at the Plastic recycling plant by Coca Cola.





## Taasa Obutonde campaign

The 'Taasa Obutonde' campaign, a local environmental initiative in partnership with NBS, Vivo and UBL, continues to raise awareness about the pressing need to preserve Kampala's drainage systems by combating plastic pollution. With devastating floods occurring during every rainfall, the campaign emphasizes the responsibility of the new generation to act against this issue.

Stanbic invested UGX 120 million into this environmental campaign and as a result, this partnership provided an opportunity for the bank to identify designated collection spaces that served as plastic waste collection centres around Uganda, ensured appropriate security and maintenance of the collection centres, and provided appropriate messaging to the public regarding environment protection. In 2023, over 1000kgs of plastic were collected from crested towers and umoja offices for recycling by Coca-cola.



**UGX 120mn**  
Invested in Taasa  
Obutonde campaign



**KGs 1,000**  
Plastics collected (crested  
towers and umoja)

## ROOTs (Running Out Of Trees)

Stanbic bank is part of the Running Out Of Trees (ROOTS) campaign that was founded to a step forward in greening the country. Together with other partners such as Uganda Breweries Ltd., National Environment Management Authority (NEMA), Tree Adoption Uganda and Roofings Limited. Stanbic contributed UGX 100m towards purchase and planting of 66,000 tree seedlings as part of a plan to plant 41 million trees across the country over 5 years.

In addition to this, the bank also planted 2,500 fruit trees in schools countrywide in partnership with Roofings Ltd. and TotalEnergies.



**UGX 100mn**  
Invested in tree planting



**66,000**  
Tree seedlings planted



**2,500**  
Fruit tree planted



## Supporting Green Business

As we pursue a greener, healthier, and more sustainable future, renewable energy remains fundamental to the energy mix that will enable a just transition as we de-carbonise and create more greater access to affordable clean energy for businesses and communities.

**This is why Stanbic believes in supporting and providing financing for green businesses that are creating innovative solutions to tackle climate change and bring create interventions that promote sustainable growth of Uganda's economy.**

In 2023, Stanbic has provided financing worth UGX 14 billion to boost green businesses in Uganda.

### Aptech Africa, Uganda Ltd - Renewable energy

**Stanbic is proud to be in partnership with Aptech Africa, a green business providing solar energy and solar powered water systems that promote climate smart agriculture in local communities and improve lives of Ugandans.**

Aptech is playing a critical role in providing clean energy solutions to boost climate smart agriculture and empower local communities through improved skills trainings for framers and local communities.

Aptech is running a programme called smart villages that is reaching vulnerable communities to provide access to affordable clean electricity. One of the projects, located in western Uganda in Mbata Village, which is a farming community with around 200 farming households supporting over 960 people. The village is located far off the grid with no access to electricity.

**Smart Villages leverages on the Smart Agri-Centre (SAC) business model to provide energy access and agri-business value addition services through solar PV cold chains and training for off-grid solutions to unlock**

**business potential within the community value chain.**

**The Smart Agro Centre is powered by a 45kWp solar and 60kWh battery storage off-grid decentralized system which provides energy to the wider parish community of 5,800 people.**

**The system also supports access to education and health by powering a community school and health facilities. Two local schools are connected to the SAC, positively impacting 600 children.**

From a skills development perspective, the centre has become a hub for knowledge-sharing, empowerment, and skill development, with organisations reaching out to the Mbataco-operative to ask that the centre host them to give training on diverse topics from farming techniques and agroforestry to setting up bank accounts.

The system has enabled the replacement of a diesel generator reducing carbon emissions of 62,000 kg CO2 annually.





# Environmental Responsibility

Stanbic Bank Uganda's transformation is intrinsically centered around the dynamic adaptation and evolution ensuring our environment, economies and societies thrive today and in the future. We drive the progressive shift from linear model of consumption where resources are used and then discarded to circular approaches that design for reuse, regeneration, and restoration, enabling us to anticipate and prepare for the increasingly volatile climate and environment.

We are committed to reducing the environmental impact through the way we use energy plus other resources and strive to continually improve the bank's operational impact through analysing the environmental indicators covering energy, emissions, waste, water consumption, biodiversity, and energy efficiency.

We continue to lead the journey towards embracing sustainable transformation, challenging the outdated paradigms, and working towards a future where sustainability becomes our collective ethos.

## Environmental Highlights

Period (Years)		2023	2022	2021	2020	2019
Electricity purchased	Kwh	4,062,653	2,719,084	3,457,641	3,581,455	4,009,723
Fuel consumed	liters	444,411	420,333	378,235	403,662	460,438
Water consumed	Cubic Meters	23,872	18,201	21,205	20,820	26,073
Paper consumed	tons	18.155	26	40	59	64

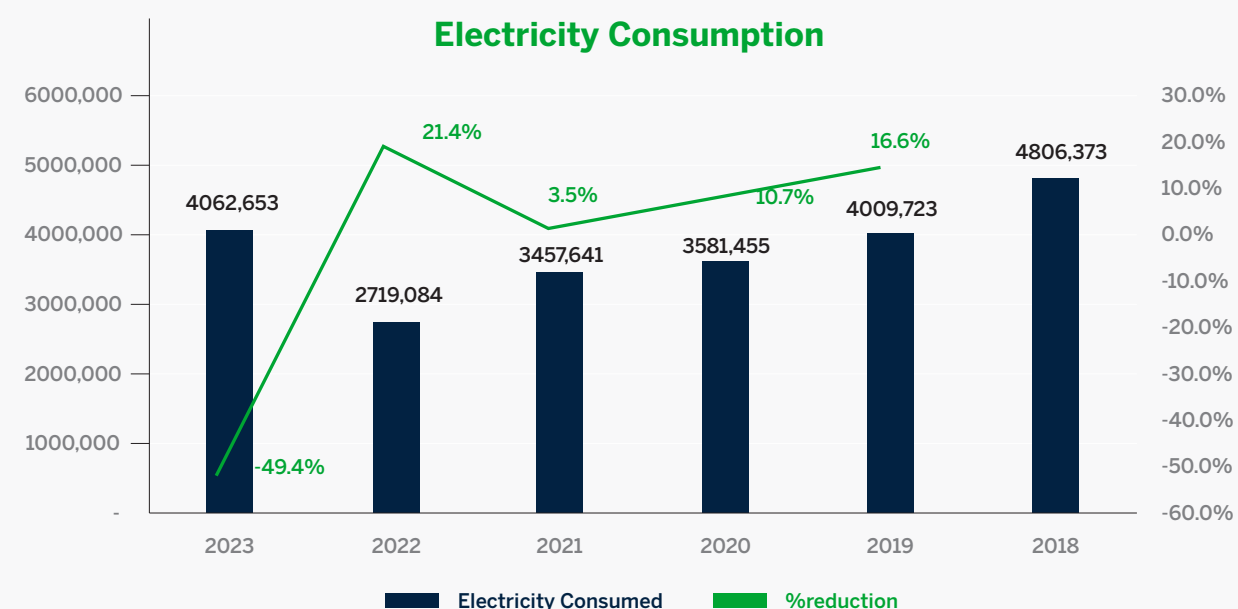


## Energy Consumption

Energy utilisation plays a vital role in ensuring business continuity and system uptime at various points of representation. The bank's energy utilisation is majorly from hydroelectricity, Solar and diesel fuel required to power up machines and provide lighting amongst other uses. In economic terms, energy utilisation is the total summation of bank's energy bills.

Hydroelectric power being a clean energy source with inconsequential impact to the environment, provides 90% of the required energy supply with diesel powered generators as back up to guarantee business continuity.

Three locations in the network (Kalangala, Kotido and Kaabong) operate with a hybrid solar power system as a primary source with hydroelectricity and generator supply sources being adopted for backup at these locations.



Electricity consumption reduced by 16.6%, 10.7%, 3.5% and 21.4% in 2019, 2020, 2021 and 2022 respectively. This is attributed to various energy efficient initiatives such as deployment of LED lights, optimisation of air conditioners, automation of loads directly connected to the main grid, branch space resizing and equipment rationalisation undertaken to reduce the total energy consumption across the network. There was however a 49.4% rise in electricity consumption that is attributed to an averagely stable grid power supply, the post covid status requirement for all staff to return to office and increasing the points of representation by three.

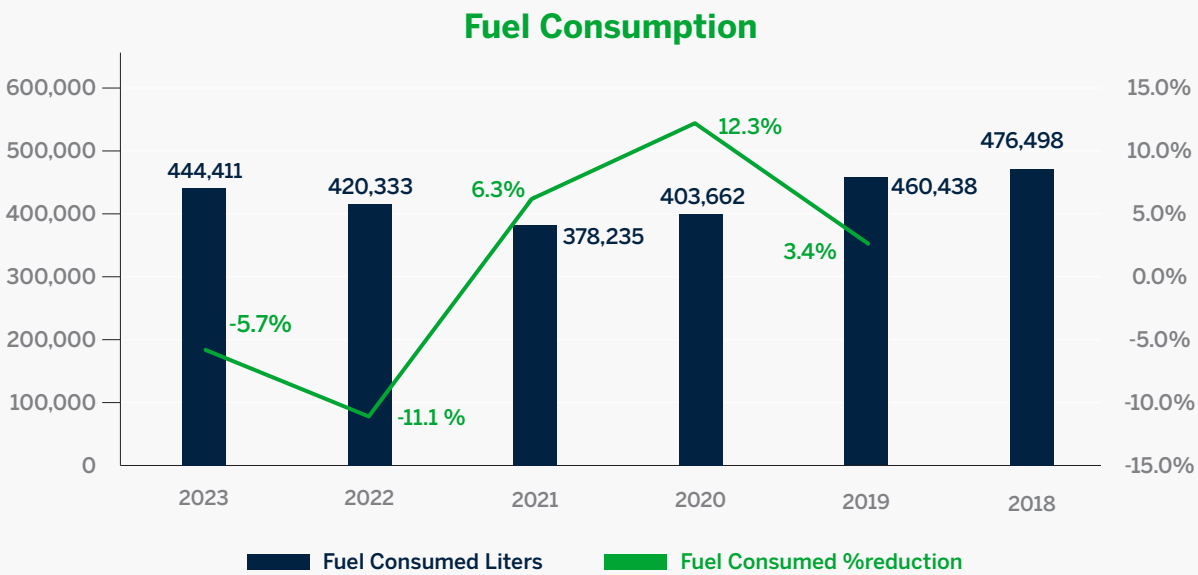
We continue to conduct quarterly sensitisation across the network and automate systems as demonstration of our commitment towards efficient utilisation of the limited resources to further tap into more intrinsic benefits.



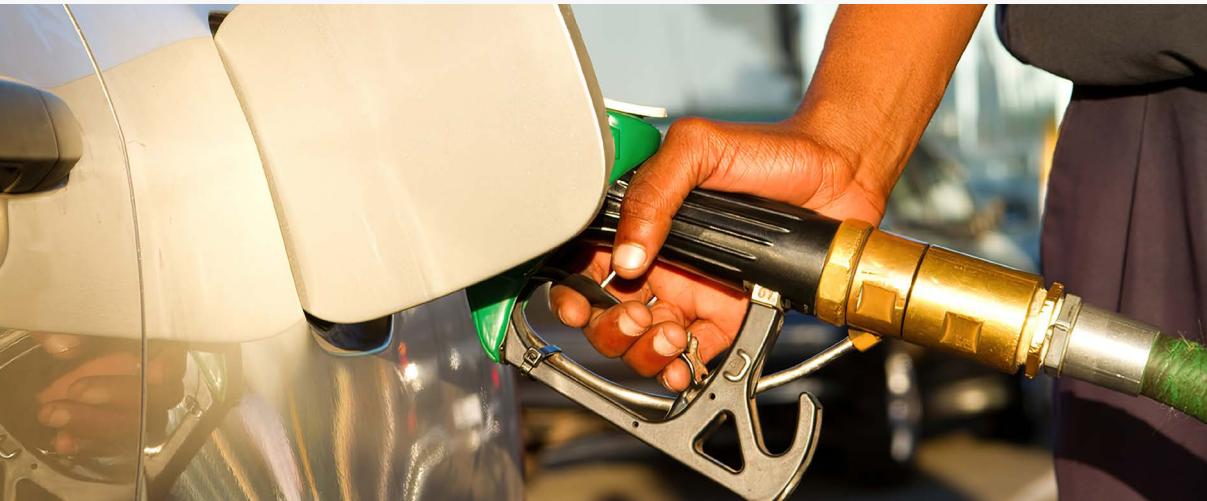
Fuel Consumption

Fuel consumption is the amount of fuel used by a vehicle and generator over a given period for which efficiency is determined by the amount of energy that a generator or vehicle produces per unit of fuel as determined by a variety of factors including the type of fuel used, the size of the generator or vehicle engine and the load it's operating under. The higher the fuel consumption, the less efficient a vehicle/generator and the more fuel it will use.

Several techniques have been implemented to reduce fuel consumption including use of more efficient engines (switching to engines with higher efficiency ratings), aerodynamic improvements (reducing drag on a vehicles), accelerating gently, maintaining steady speeds, coasting to decelerate, deployment of electronic tracking plus fuel monitoring technology for both Vehicles and generators among other techniques.



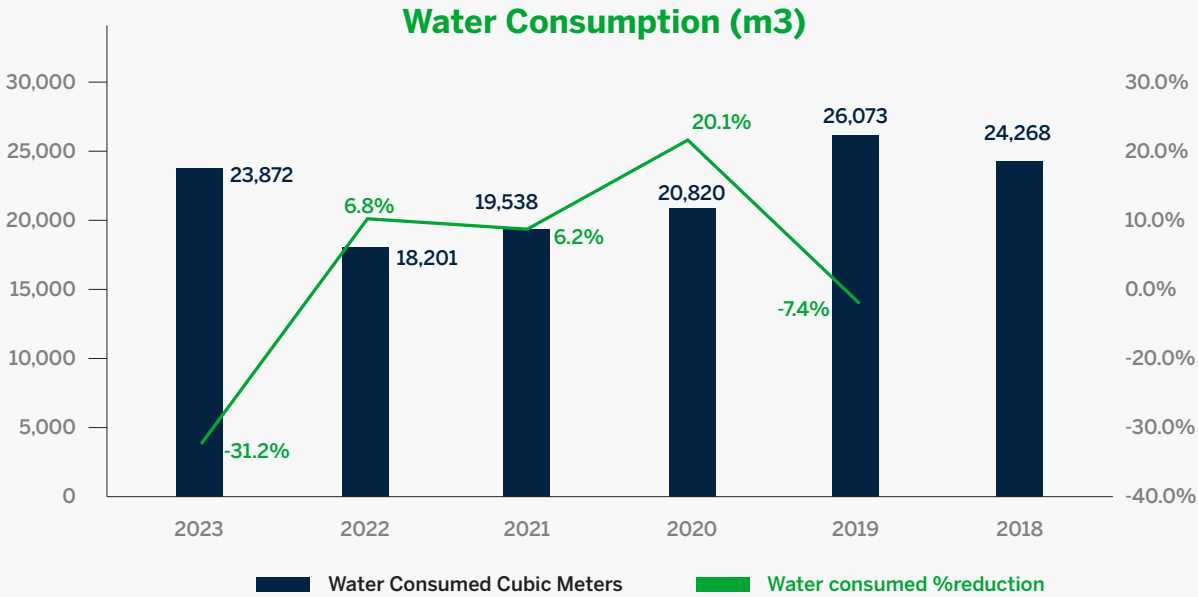
Fuel consumption reduced by 3.4%, 12.3% and 6.3% in 2019, 2020 and 2021 respectively. This is attributed to the sensitisation drives across the network on efficient usage, timely engagements with Umeme to restore power thus increased on grid power uptime, remote equipment monitoring, replacement of old and high fuel consuming cars with more efficient engine technology/models. However, fuel consumption increased by 11.1% and 5.7% in 2022 and 2023 respectively due to an increased number of bank vehicles, increase in the number generators resulting from the increase in the points of representation to meet the business needs and the post Covid conditions that increased business activities plus the requirement for all staff previously working from home reporting back to office. This contributed to the increased total loads with a proportionate rise in fuel consumption.



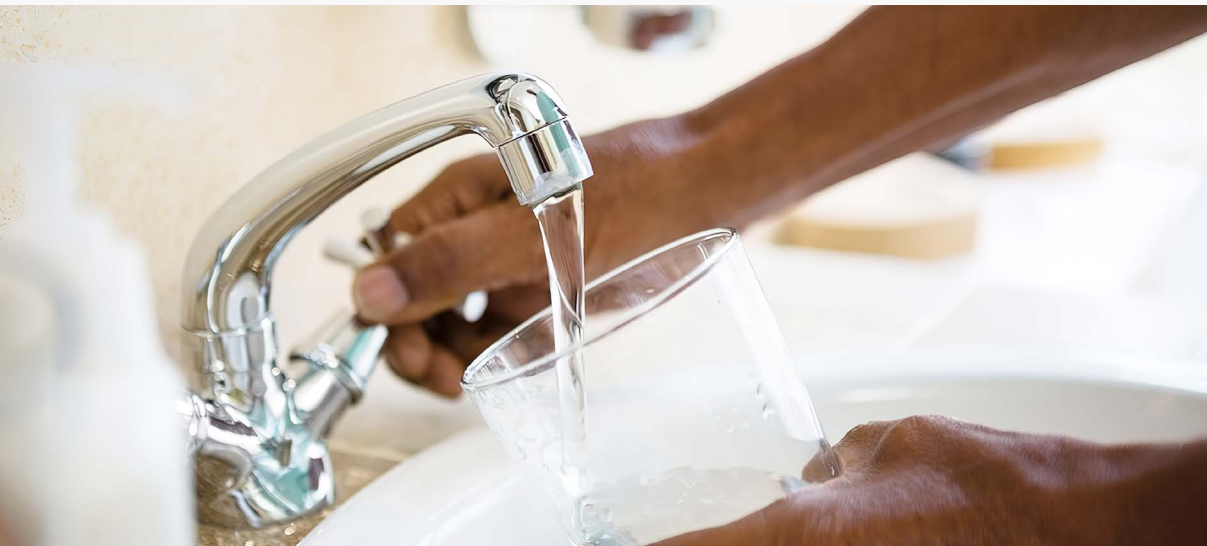
Water Usage

We all require adequate amounts of water to support basic body functions, sustain life, transport nutrients, regulate temperature, support biodiversity, among other values. When demand for water exceeds the available supply due to factors including climate change, pollution, population growth and poor water management practices, access to safe water and practicing basic hygiene is limited.

At Stanbic Bank, our value chain does not require significant volumes of water and as such, much of the water used is for basic laundry and sanitary services for which scarcity poses limited systemic risks to our operating environment. We are however committed towards promoting an understanding of the water conservation values by encouraging water reuse and improving water use management within our environment.



Water consumption reduced by -7%, 20.1%, 6.2% and 6.8% in 2019, 2020, 2021 and 2022 respectively. The decreasing trend was majorly tagged to Covid-19 impact where people were working from home to minimize its spread and sensitisation across our network to promote an understanding of the value of water and its impact on the ecosystem. However, water consumption in 2023 increased by 31.2% due to an increase in the points of representation to meet the business needs and the post Covid conditions that increased business activities plus the requirement for all staff previously working from home reporting back to office. This contributed to the increased demand for water leading to a proportionate rise in water consumption.

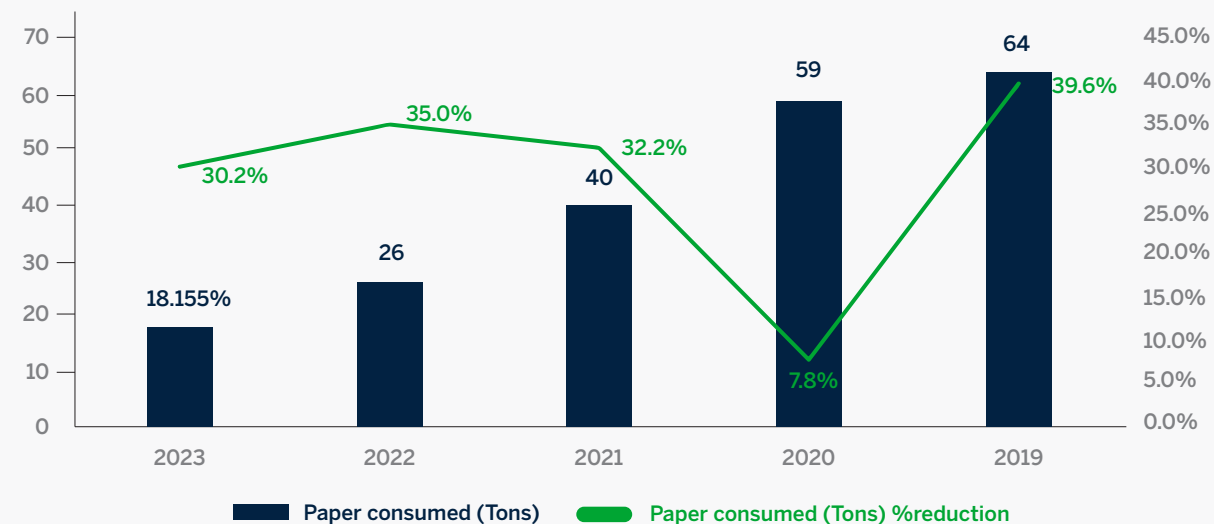




## Paper Consumption

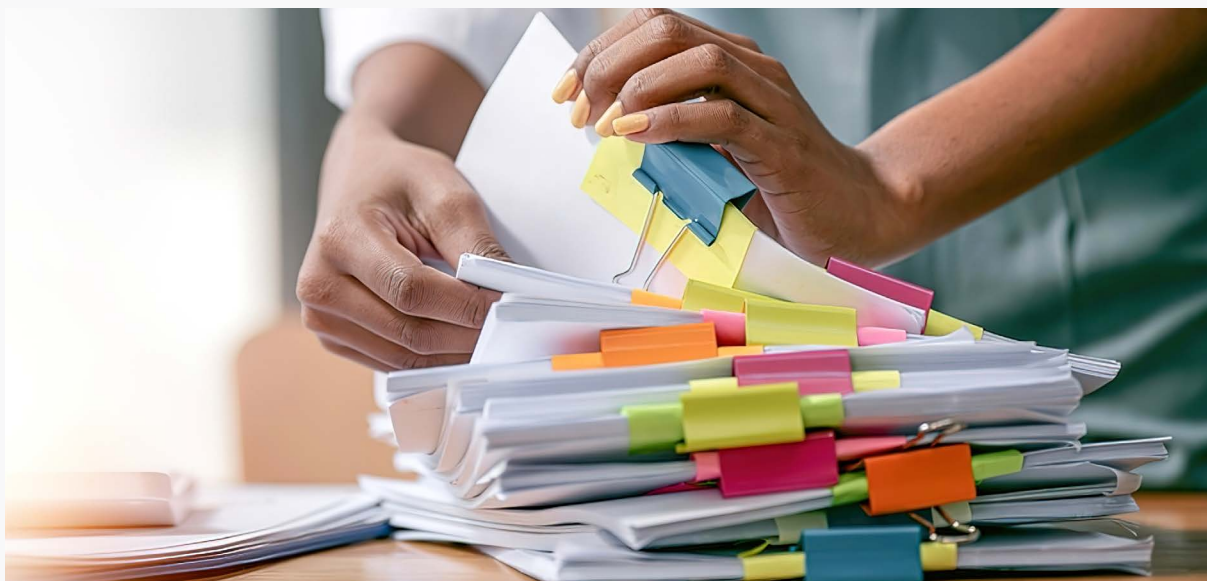
Our value creation process requires marginal input of materials and as such our major input is paper which is used in form of stationery of varied nature. This is used to print necessary source documents as well as various reports.

### Paper Utilisation



Total paper consumption reduced by 39.6%, 7.8%, 32.2%, 35.0% and 30.2% in 2019, 2020, 2021, 2022 and 2023 respectively. The reduction is attributed to initiatives adopted in the drive for paperless banking such as the introduction of digital engagements like Teams for meetings, some customer transaction processes which were digitised and introduction of password enabled printing that enables tracking of printing volumes per user. Key to note was the post covid impact on business where the number of staff working from office and customer transaction increased leading to a 30.2% reduction in total paper consumption in 2023.

We are committed to several initiatives being adopted to contain the paper consumption across the network including adoption of advanced MYQ printing software installation, instituting the printing volume limits per user, vigorous digitisation agenda being scaled across the network, the periodic user sensitisation relating to stationery usage and the publication of costs incurred by different teams on stationery which has greatly realised a positive bearing in stationery usage.



## Strategic Environmental Initiatives

The Bank continues to take deliberate steps towards a more sustainable working environment. The following initiatives were driven:

### Office/branch Space rationalization.

In a bid to create a sustainable working environment that is a key enabler of performance and productivity, two (02) new customer service points set up at Nansana & Kasangati, six (06) Branches and eleven (11) head office locations were revamped



### Plastic bottle collection and recycling.

As part of our ESG agenda, recycling presents an opportunity to eliminate plastic bottles in our landfills, reduce on greenhouse gas (GHG) emissions and take deliberate, practical, actionable and auditable steps towards tackling the climate change problem. A total of 1,244 Kgs of single use Plastic bottles were collected.



### Waste management and recycling

A total of 15,184kgs and 14,200 Kgs of paper were collected and recycled for cycle one and cycle 2 of 2023 respectively representing a total 29,384Kgs of paper recycled.



### Tree planting initiative

Stanbic Uganda is aligned to the country's National Development plan and the Global Sustainable Development Goals specifically on climate change. In this regard, we joined other partners under the Running Out Of Trees (ROOTS) campaign were our direct contribution to reinstate Uganda's lost green cover realised a total of 74,000 tree seedlings being planted.





## Occupational Health and Safety (OHS)

2023 was a year of tremendous growth in OHS programmes, principles, and practices, in Occupational Health and safety in Stanbic Bank. This is a continuous approach where the PDCA cycle is put to play. The bank registered OHS success across all fronts with the introduction of new forms of awareness like the Weekly Health and Safety moments that are shared weekly with the entire network and other media/measures of awareness.

Over 215 OHS coordinators were retrained on Fire marshal and First aid in the 4th Quarter hence boosting safety and compliance to the regulators. Various fire drills across the branch network and at head offices were conducted. OHS gaps that were identified were closed on time to a tune of 98.5% the remaining few gaps are being closed in the first quarter of 2024. Musculoskeletal issues have drastically reduced due to the provision of the Ergonomic furniture distributed to all staff in revamped units.

There was a fair reduction in Occupational incidents/accidents in 2023 compared to 2022 due to well observed controls in Occupational health and safety. Motor vehicles incidents increased in the second quarter of the year by 20% but they were tamed in the 4th quarter hence giving us a fair end of the year. Occupational injuries reduced by 24% and customer related injuries at work reduced by 90%. OHS New Staff inductions were conducted for all new joiners to the bank to enhance compliance.



# 98.5%

Gaps in OHS  
identified were closed

OCCUPATIONAL  
SAFETY  
AND  
HEALTH





# Reporting practices

128	GRI Guidelines
134	Our branches Country-wide
136	List of Acronyms
137	Company Information





# Universal Standards

The Stanbic Uganda 2022 Report to Society was compiled in reference to the Global Reporting Initiative (GRI) standards and guidelines.

GRI 1: Foundation				
Reporting Principles				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
1 - 1	Accuracy	Core	Sustainability Performance	28 - 29
1 - 2	Balance	Core	Head of Sustainability Statement	38 - 39
1 - 3	Clarity	Core	Sustainability Overview	28 - 33
1 - 4	Comparability	Core	Sustainability framework applied	31
1 - 5	Completeness	Core	Head of Sustainability Statement	38 - 39
1 - 6	Sustainability Context	Core	Sustainability Overview	28 - 33
1 - 7	Timeliness	Core	About this report	2
1 - 8	Verifiability (Reliability)	Core	Sustainability Performance	28 - 29
GRI 2 – General Disclosures				
The organization and its reporting practices				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
2 - 1	Organisational details	Core	Who we are	4
2 - 2	Entities included in the consolidated financial statements	Core	Company structure	3
2 - 3	Reporting period, frequency and contact point	Core	About this report	4
2 - 4	Restatements of information	Core	About this report, Sustainability approach	3, 29
2 - 5	External assurance	Core	Refer to Annual Report	N/A
Activities and Workers				
2 - 6	Activities, brands, products, and services	Core	Company overview, About Stanbic Uganda Holdings limited	3, 4
2 - 7	Employees	Core	People and Culture	50 - 57
2 - 8	Workers who are not employees	Core	Investing in our employees	56
Governance				
2 - 9	Governance structure and composition	Core	<b>Company Structure, Board of Directors, Executive Committee</b>	3, 10 - 13, 14 - 16
2 - 10	Nominations and selection of the highest governance body	Core	<b>Board of Directors, Executive Committee</b>	10 - 16

GRI 2 – General Disclosures				
The organization and its reporting practices				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
2 - 11	Chair of the highest governance body	Core	Chairman's statement	22 - 23
2 - 12	Role of the highest governance body in overseeing the management of impacts	Core	<b>Board of Directors, Executive Committee</b>	10 - 16
2 - 13	Delegation of responsibility for managing impacts	Core	Head of Sustainability Statement	38 - 41
2 - 14	Role of the highest governance body in sustainability reporting	Core	Head of Sustainability Statement	38 - 41
2 - 15	Conflict of interest	Core		N/A
2 - 16	Communication of critical impacts	Core	Social, Economic and Environmental Impact reports	45 - 125
2 - 17	Collective knowledge of the highest governance body	Core	Executive statements	21 - 27
2 - 18	Evaluation of the performance of the highest governance body	Refer to Annual Report		N/A
2 - 19	Remuneration policies	Refer to Annual Report		N/A
2 - 20	Process to determine remuneration	Refer to Annual Report		N/A
2 - 21	Annual total compensation ratio	Refer to Annual Report		N/A
Strategy Policies and Practices				
2 - 22	Statement on sustainable development strategy	Core	Head of Sustainability Statement	38 - 41
2 - 23	Policy commitments	Core	Frameworks applied	29 - 31
2 - 24	Embedding policy commitments	Core	Compliance frameworks and practices	32, 33, 58 - 54, 66
2 - 25	Process to remediate negative impacts	Core	E&S Risk management	32
2 - 26	Mechanisms for seeking advice raising concerns	Core	E&S Risk Management	108
2 - 27	Compliance with laws and regulations	Core	Compliance frameworks and practices	99
2 - 28	Membership of Associations.	Core	Stakeholder engagement	60 - 62
Stakeholder engagement				
2 - 29	Approach to stakeholder engagements	Core	Stakeholder engagement	60 - 62
2 - 30	Collective bargaining agreements	Core		N/A



GRI 2 – General Disclosures				
The organization and its reporting practices				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
<b>GRI 3 – Material Topics</b>				
3 - 1	Process to determine material topics			N/A
3 - 2	List of material topics			N/A
3 - 3	Management of material topics			N/A
<b>GRI 201 - Economic Performance</b>				
201 - 1	Direct economic value generated and distributed	Core	Company performance	18 - 19
			Economic impact and contribution to stakeholders	40 - 41
201 - 2	Financial implications and other risks and opportunities due to climate change			N/A
201 - 3	Defined benefit plan obligations and other retirement plans			N/A
201 - 4	Financial assistance received from government			N/A
<b>GRI 202 - Market Presence</b>				
202 - 1	Ratios of standard entry level wage by gender compared to local minimum wage			N/A
202 - 2	Proportion of senior management hired from the local community			N/A
<b>GRI 203 - Indirect Economic Impacts</b>				
203 - 1	Infrastructure investments and services supported	Core	Economic impact and contribution to stakeholders	73, 84, 40,41
203 - 2	Significant indirect economic impacts	Core	Economic impact and contribution to stakeholders	40 - 41
<b>GRI 204 - Procurement practices</b>				
204 - 1	Proportion of spending on local suppliers		Procurement practices	68 - 70
<b>GRI 205 – Anti Corruption</b>				
205 - 1	Operations assessed for risks related to corruption			N/A
205 - 2	Communication and training about anti - corruption policies and procedures		Compliance Practices	64 - 66
205 - 3	Confirmed incidents of corruption and actions taken			N/A
<b>GRI 206 - Anti - Competitive Behavior</b>				
206 - 1	Legal actions for anti - competitive behavior, anti - trust, and monopoly practices		Compliance Practices	64 - 66
<b>GRI 301 - Materials</b>				
301 - 1	Materials used by weight or volume		Environmental Responsibility	118 - 124
301 - 2	Recycled input materials used		Environmental Responsibility	N/A
301 - 3	Reclaimed products and their packaging materials		Environmental Responsibility	N/A
<b>GRI 302 - Energy</b>				
302 - 1	Energy consumption within the organization		Environmental Responsibility	118 - 124
302 - 2	Energy consumption outside of the organization		Environmental Responsibility	N/A

GRI 2 – General Disclosures				
The organization and its reporting practices				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
302 - 3	Energy intensity		Environmental Responsibility	N/A
302 - 4	Reduction of energy consumption		Environmental Responsibility	119
302 - 5	Reductions in energy requirements of products and services		Environmental Responsibility	119
<b>GRI 303 - Water</b>				
303 - 1	Water withdrawal by source		Environmental Responsibility	121
303 - 2	Water sources significantly affected by withdrawal of water		Environmental Responsibility	121
303 - 3	Water recycled and reused		Environmental Responsibility	121
<b>GRI 304 - Biodiversity</b>				
304 - 1	Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas			N/A
304 - 2	Significant impacts of activities, products, and services on biodiversity			
304 - 3	Habitats protected or restored			
304 - 4	IUCN Red List species and national conservation list species with habitats in areas affected by operations			
<b>GRI 305 - Emissions</b>				
305 - 1	Direct (Scope 1) GHG emissions		Environmental Responsibility	118
305 - 2	Energy indirect (Scope 2) GHG emissions		Environmental Responsibility	119
305 - 3	Other indirect (Scope 3) GHG emissions		Environmental Responsibility	118 - 120
305 - 4	GHG emissions intensity		Environmental Responsibility	118 - 122
305 - 5	Reduction of GHG emissions		Environmental Responsibility	118 - 122
305 - 6	Emissions of ozone - depleting substances (ODS)		Environmental Responsibility	N/A
305 - 7	Nitrogen oxides (NOX), sulfur oxides (SOX), and other significant air emissions			N/A
<b>GRI 306 - Effluents and Waste</b>				
306 - 1	Water discharge by quality and destination		Environmental Responsibility	121
306 - 2	Waste by type and disposal method			N/A
306 - 3	Significant spills			N/A
306 - 4	Transport of hazardous waste			N/A
306 - 5	Water bodies affected by water discharges and/ or runoff			N/A
<b>GRI 307 - Environmental Compliance</b>				
307 - 1	Non - compliance with environmental laws and regulations			N/A
<b>GRI 308 - Supplier Environmental Assessment</b>				
308 - 1	New suppliers that were screened using environmental criteria			N/A
308 - 2	Negative environmental impacts in the supply chain and actions taken			N/A



GRI 2 – General Disclosures				
The organization and its reporting practices				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
<b>GRI 401 - Employment</b>				
401 - 1	New employee hires and employee turnover		Investing in our employees	56
401 - 2	Benefits provided to full - time employees that are not provided to temporary or part - time employees		Investing in our employees	56
401 - 3	Parental leave		Investing in our employees	56
<b>GRI 402 - Labour / Management Relations</b>				
402 - 1	Minimum notice periods regarding operational changes			N/A
<b>GRI 403 - Occupational Health and Safety</b>				
403 - 1	Worker's representation in formal joint management-worker health and safety committees		Investing in our employees	124
403 - 2	Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work - related fatalities		Investing in our employees	N/A
403 - 3	Workers with high incidence or high risk of diseases related to their occupation		Investing in our employees	N/A
403 - 4	Health and safety topics covered in formal agreements with trade unions		Investing in our employees	N/A
<b>GRI 404 - Training and Education</b>				
404 - 1	Average hours of training per year per employee		Investing in our employees	56 - 56
404 - 2	Programs for upgrading employee skills and transition assistance programs		Investing in our employees	56 - 56
404 - 3	Percentage of employees receiving regular performance and career development reviews		Investing in our employees	56 - 56
<b>GRI 405 - Diversity and Equal Opportunity</b>				
405 - 1	Diversity of governance bodies and employees		Investing in our employees	56 - 57
405 - 2	Ratio of basic salary and remuneration of women to men			N/A
<b>GRI 406 - Non - Discrimination</b>				
406 - 1	Incidents of discrimination and corrective actions taken			N/A
<b>GRI 407 - Freedom of Association and Collective Bargaining</b>				
407 - 1	Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			N/A
<b>GRI 408 - Child Labour</b>				
408 - 1	Operations and suppliers at significant risk for incidents of child labor			N/A
<b>GRI 409 - Forced and Compulsory Labour</b>				
409 - 1	Operations and suppliers at significant risk for incidents of forced or compulsory labor			N/A
<b>GRI 410 - Security Practices</b>				
410 - 1	Security personnel trained in human rights policies or procedures			N/A

GRI 2 – General Disclosures				
The organization and its reporting practices				
Disclosure Number	Description	Required for core	Cross reference	Page Reference
<b>GRI 411 - Rights of Indigenous People</b>				
411 - 1	Incidents of violations involving rights of indigenous peoples			N/A
<b>GRI 412 - Human Rights Assessment</b>				
412 - 1	Operations that have been subject to human rights reviews or impact assessments			N/A
412 - 2	Employee training on human rights policies or procedures		Investing in our employees	50 - 57
412 - 3	Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening			N/A
<b>GRI 413 - Local Communities</b>				
413 - 1	Operations with local community engagement, impact assessments, and development programs		Direct Contributions to society	46 - 49, 73 - 83
413 - 2	Operations with significant actual and potential negative impacts on local communities		Direct Contributions to society	N/A
<b>GRI 414 - Supplier Socio Assessment</b>				
414 - 1	New suppliers that were screened using social criteria			N/A
414 - 2	Negative social impacts in the supply chain and actions taken			N/A
<b>GRI 415 - Public Policy</b>				
415 - 1	Political contributions			N/A
<b>GRI 416 - Customer health and Safety</b>				
416 - 1	Assessment of the health and safety impacts of product and service categories			N/A
416 - 2	Incidents of non - compliance concerning the health and safety impacts of products and services			N/A
<b>GRI 417 - Marketing and Labeling</b>				
417 - 1	Requirements for product and service information and labeling			N/A
417 - 2	Incidents of non - compliance concerning product and service information and labeling			N/A
417 - 3	Incidents of non - compliance concerning marketing communications			N/A
<b>GRI 418 - Customer Privacy</b>				
418 - 1	Substantiated complaints concerning breaches of customer privacy and losses of customer data			N/A
<b>GRI 419 - Socioeconomic Compliance</b>				
419 - 1	Non - compliance with laws and regulations in the social and economic area			N/A



Our branches Country-wide

BRANCH		PLOT DETAILS	
EASTERN			
Busia Branch	Plot 1, Tororo Road, Busia Town	Tororo Road	
Iganga Branch	Plot 1 & 3, Magumba Road, Iganga Town	Magumba Road	
Jinja Branch	Plot 2, Martin Rd.Jinja Town	Martin Road	
Kamuli Branch	Plot 2, Gabula Rd.	Gabula Road	
Kapchorwa Branch	Plot 20, Kitale Road, Kapchorwa	Kitale Road	
Kotido Branch	Plot 3A, Moroto Road Kotido	Moroto Road	
Lugazi Branch	Plot 108 Kampala-Lugazi Highway	Kampala-Lugazi Highway	
Mbale Branch	Plot 50/52, Republic Av. Mbale Town	Republic Avenue	
Moroto Branch	Plot 27, Lia Road Moroto"	Lia Road	
Soroti Branch	Plot 42,Gweri Rd. Soroti Town	Gweri Road	
Tororo Branch	Plot 1, Block 5 Uhuru Drive, Tororo Town	Nagogera Road	
Aponye Mall Branch	Plot 8, Burton street	Burton street	
Kawempe Branch	Plot 165 Kyadondo Road	Kyadondo Road	
Kiboga Branch	Plot 100, Block 634Kilulumba Mubende Kiboga Town	Hoima Road	
GREATER KAMPALA			
Kireka	Plot 107 Block 232 Kyadondo	Jinja Road	
Kyambogo Branch	Kyambogo University Campus	Kyambogo University Campus	
Luwero Branch	Plot 440, Block 652 Luwero Town	Kampala/Gulu High Way	
Mityana Branch	Plot 54, Block 425, Mityana Road, Mityana		
Township"	Mityana Road		
Mpigi Branch	Plot 130 Block 92 Mawokoota, Mpigi		
Mukono Branch	Plot 37/39, Kampala Road, Mukono Town	Kampala/Jinja Road	
Mulago Branch	Mulago Hospital Floor No.2	Mulago Hospital	
Nakivubo Branch	Plot 58, William street	William Street	
Nateete Branch	Plot 643, Block 18 Mengo Kibuga, Natete	Masaka Road	
Wandegeya Branch	Plot 220, Kagugube Rd. Wandegeya	Kagugube Road	
William Street Branch	Plot 6, William Street, Kampala	William Street	
METRO			
Acacia Branch	Kisementi, Plot 8A-12A Cooper Road	Kololo, Kampala	
Aponye Branch	Plot 8 Burton street	Burton Street	
Bugolobi Branch	Plot 47A Spring Road, 9 Luthuli Av.and 9 Bandari Rise	47A Spring Road, 9 Luthuli Av.and 9 Bandari Rise	
Entebbe Main Branch	Plot 15,Kla.Rd. Entebbe Town	Entebbe/Kampala Road	
Forest Mall Branch	Plot 3A2 & 3A3 Sports Lane, Lugogo By -Pass, Kampala	Sports Lane, Lugogo By -Pass Road	
Freedom City Branch	Freedom City Mall, Plot 4010 Entebbe Road, Namasuba.	Entebbe Road	
Garden City Branch	Plot 64-86 Kitante Road, Kampala	Kitante Road	
Kabalagala Branch	Embassy Plaza, plot 1188,1189,1190	Kibuga, Nsambya	
Kampala Branch (Corporate)	Plot 18, Hannington Road	Hannington Road	
Lugogo Branch	Plot 2-8 Lugogo By-Pass Rd.Lugogo Kampala. Shop No.5"	Lugogo By-Pass Road	
Makerere Branch	Senate Building Makerere University Campus	Senate Building	
Metro Branch	Plot 4, Jinja Rd. Social Security House	Jinja Road	
Nakasero Branch	Umoja Building, Plot 20 Nakasero Road, Opposite World Vision	Nakasero Road	
Nakawa Branch	Plot M193/194 Nakawa, Industrial Area	Nakawa Industrial Area Road	
Ntinda Branch	Plot 3798, Block 216 Kyadondo, Ntinda Trading Centre		

BRANCH		PLOT DETAILS	
NORTHERN			
Adjumani Branch		Plot 2, Plot 9, Mangi Road Adjumani	Mangi Road
Apac Branch		Plot 18, Akokoro Rd.Apac Town	Akokoro Road
Arua Branch		Plot 25,Avenue Rd.Arua Town	Avenue Road
Gulu Branch		Plot 2 & 4,Acholi Rd.Gulu Town	Acholi Road
Kigumba Branch		Plot 18, Kampala Gulu High Way	Kampala Gulu High Way
Kitgum branch		Plot 4/6, Philip Adonga Rd,	Philip Adonga Road Kitgum
Lira Branch		Plot 2,Soroti Rd. Lira	Soroti Road
Moyo Branch		Plot 1,Kerere Crescent Rd. Moyo	Kerere Crescent Road
Nebbi Branch		Nebbi Trading Centre Volume 1274 Folio 22"	Arua Road
WESTERN			
Buliisa Branch		Buliisa - Paara Road, Buliisa Town	Paara Road
Bundibugyo Branch		Plot 4 Block A, Bundibugyo T/ship	Bundibugyo Road
Bwamiramira Branch		Plot 18,Karuguza T/Centre,Kibale Dist.	Karuguza Road
FortPortal Branch		Plot 20,Lugard Rd.F/Portal Town	Lugard Road
Hoima Branch		Plot 32 Main Street	Main Street
Ibanda Branch		Plot 10 - 12 Kamwege Road Ibanda	Kamwege Road
Ishaka Branch		Plot 44 Rukungiri Road, Ishaka Town	Rukungiri Road
Kabale Branch		Plots 150/152,Kabale Rd. Kabale Town	Kabale Road
Kabwohe Branch		Plot 6 Block A, Kabwohe Trading Centre	Kabwohe Road
Kalangala Branch		Kalangala Main Rd.Kalangala Town	Kalangala Main Road
Kasese Branch		Plot 27/31 Stanley Street,Kasese	Stanley Street
Kihihi Branch		Plot 63 Block 74 Kinkizi	
Kisoro Branch		Plot M5, Block 29 Kisoro/Kabale Rd. Kisolo Town	Kisoro/Kabale Road
Kyotera Branch		Plot 32, Masaka Rd.Kyotera Town	Masaka Road
Lyantonde Branch		Plot 200,Block 76 Lyantonde Town	Kampala/Mbarara Raod
Masaka Branch		Plot 4 ,Birch Av. Masaka Town	Birch Avenue
Masindi Branch		Plot29/33,Tongue Street Masindi	Tongue Street
Mbarara Branch		Plot 1/3 Ntare Rd.Mbarara Town	Ntare Road
Mubende Branch		Plot 2, Block 13 Main street Mubende	Main street
Ntungamo Branch		Plot 33, Ntungamo Township	Mbarara Kabale Road
Rukungiri Branch		Plot 123,Block 5 Kagunga	Rukungiri Town
CUSTOMER SERVICE POINTS		PLOT DETAIL	STREET/ROAD
Bwera CSP		Saad Village, Mpondwe- Lubiriha, Bwera Town	Mpondwe-Lubiriha Road
Jinja CSP		Plot 3, Lady Alice Mukoli Road	,Lady Alice Mukoli Road
Kaabong CSP		Plot 20 Kaabong Central West, Kaabong Trading Centre	Kaabong Central West Road
Kayunga CSP		Plot 472 Block 123, Kayunga Trading Centre	Kayunga Road
Kagadi CSP		Kagadi Street, Kagadi on Mugenyi street	Kagadi/Mugenyi Street
Kumi CSP		Plot 2 Ngora Road , Kumi	Ngora Road
Pakwach CSP		Plot 94 Pakwach , Arua road	Arua Road
Kakira CSP		Kakira South Estate FRV 10 Folio 23, Kakira	Kakira South Estate Road
Kinyara CSP		Kinyara Estate	Kinyara Estate
Mayuge CSP		Owere Shoppers Akedi, Mayuge Town	Bukoba Road
Wobulenzi CSP		Plot 123 Block 159 Bulemezi, Wobulenzi Trading Centre	Kampala Gulu High Way



# List of Acronyms

ABC	Agent Banking Corporation
ACCA	Association of Certified Chartered Accountants
AGM	Annual General Meeting
ADF	Africa Development Fund
AFS	Annual Financial Statements
ALCO	<b>Asset and Liability Committee</b>
AML/ CFT	Anti Money Laundering / Combatting the Financing of Terrorism
ATM	Automated Teller Machines
BCP	Business Continuity Plan
BAC	<b>Board Audit Committee</b>
BALCO	<b>Board Asset and Liability Committee</b>
BCC	<b>Board Credit Committee</b>
BCC	Business and Consumer Clients
BCM	Business Continuity Management
Bn	Billion
BNA	Bulk Note Acceptor
BOD	Board of Directors
BOU	Bank of Uganda
BRMC	<b>Board Risk Management Committee</b>
BUBU	Buy Uganda Build Uganda
CAR	Capital Adequacy Ratio
CBR	Central Bank Rate
CCAEA	Climate Change Climate East Africa
CBS	Core Banking System
CCC	Customer Care Centre
CDE	Customer Decisioning Engine
CDM	Cash Deposit Machine
CHNW	Consumer and High Networth Customers
CIB	Corporate and Investment Banking
CLR	Credit Loss Ratio
CMA	Capital Markets Authority
CRMC	<b>Credit Risk Management Committee</b>
CSP	Customer Service Point
CSI	Corporate Social Investment
CTI	Cost to Income Ratio
CSR	Corporate Social Responsibility
C&R	Custody and Registry
DBS	Deferred Bonus Scheme
EAD	Exposure at Default
EACOP	East Africa Crude Oil Pipeline
EAR	Earnings at Risk
ECI	Employee Community Involvement
ECL	Expected Credit Loss
EERF	Economic Enterprise Restart Fund
EIR	Effective Interest Rate
ESG	Environment Social and Governance

EPS	Earnings per Share
ETR	Employee Turnover Rate
ERM	Enterprise Risk Management
FDI	Foreign Direct Investments
FIA	Financial Institutions Act
FID	Final Investment Decision
FVOCI	Fair Value through Other Comprehensive Income
FVTPL	Fair Value Through Profit or Loss
GRI	Global Reporting Initiatives
GDP	Gross Domestic Product
GSIS	Group Share Incentive Scheme
GoU	Government of Uganda
GRS	Global Remuneration Services
HC	Human Capital
AS	International Accounting Standards
IA	Internal Audit
IASB	International Accounting Standards Board
IC	Intellectual Capital
ICAAP	Internal Capital Adequacy Assessment Process
ICPAU	Institute of Certified Public Accountants of Uganda
ICT	Information and Communication Technology
IDG	International Development Groups
IESBA	International Ethics Standards Board for Accountants
IFRS	International Financial Reporting Standards
IIS	Interest in Suspense
IMF	International Monetary Fund
IRB	Internal Ratings-Based approach
ISAs	International Standards on Auditing
JSE	Johannesburg Stock Exchange
KPMG	Klynveld Peat Marwick Goerdeler
KYC	Know Your Customer
L&D	Learning and Development
LGD	Loss Given Default
LPO	Local Purchase Order
MFC	Manufactured Capital
MDI	Microfinance Deposit Accepting Institution
MFID	Markets in Financial Instruments Directive
MPC	<b>Monitory Policy Committee</b>
MSME	Micro, Small and Medium Enterprises
NBI	National Bank of India
NBS	National Broadcasting Services
NC	Natural Capital
NED	Non-Executive Director
NEMA	National Environment Management Authority

NIM	Net Interest Margin
NIRA	National Identification and Registration Authority
NPS	Net Promoter Score
OCI	Other Comprehensive Income
OHS	Occupational Health and Safety
PAT	Profit After Tax
PAU	Petroleum Authority Uganda
PAYE	Pay as You Earn
PBT	Profit Before Income Tax
PD	Probability of Default
PFI	Participating Financial Institutions
PSC	Private Sector Credit
PMI	Purchase Manager's Index
PPE	Personal Protective Equipment
PWC	PricewaterhouseCoopers
RAS	Risk Appetite Statement
REPO	Repurchase Loan Agreement
RET	Regrettable Employee Turnover rate
ROA	Return on Assets
ROE	Return on Equity
ROI	Return on Investment
MUK	Makerere University Kampala
RSL	Interest Rate Sensitive Liabilities
SACCOs	Savings and Credit Cooperatives
SAHL	Stanbic Africa Holdings Limited
SBUL	Stanbic Bank Uganda Limited
SEE	Social Economic and Environment
SFIs	Supervised Financial Institutions
SME	Small and Medium Enterprises
SOFP	Statement of Financial Position
SBGS	Standard Bank Group Securities
SPL	Stanbic Properties Limited
SBIL	Stanbic Business Incubator Limited
SUHL	Stanbic Uganda Holdings Limited
SRC	Social and Relational Capital
SEE	Social Economic Environmental
TED	Technology Entertainment and Design
UBL	Uganda Breweries Limited
UCBL	Uganda Commercial Bank Limited
URA	Uganda Revenue Authority
USE	Uganda Securities Exchange
UNBS	Uganda National Bureau of Standards
UNDP	United Nations Development Programme
UNOC	Uganda National Oil Company
VAF	Vehicle and Asset Finance
VSLA	Village Savings and Credit Associations
WFO	Work from Office
YELP	Young and Emerging Leaders Project

## Company information

<b>Registered/ Head Office</b> Crested Towers, Short Tower 17 Hannington Road Kampala, Uganda P.O. Box 7395 & 7131 Kampala, Uganda Fax: +256 41 4230608	<b>Share Registrars</b> Custody and Registrar Services (Uganda) Limited 4th Floor, Diamond Trust Center, 17/19 Kampala Road, Kampala, Uganda Telephone: +256 414 237504
<b>Company Secretary</b> Rita Kabatunzi 11th Floor Crested Towers, Short Tower 17 Hannington Road Kampala, Uganda P.O. Box 7395 & 7131 Kampala, Uganda Tel: +256 31 2224338	<b>Auditors</b> PricewaterhouseCoopers Certified Public Accountants, Communications House, 1 Colville Street, P. O. Box 882, Kampala, Uganda

## Contact Details

<b>Chief Financial Officer</b> Ronald Makata Tel: +256 41 7 154 396	<b>Company Secretary</b> Rita Kabatunzi Tel: +256 41 7 154 338	<b>Investor Relations</b> Sophie Achak Tel: +256 41 7 154 310
<b>Share Registrars</b> Custody and Registrar Services (Uganda) Limited 4th Floor, Diamond Trust Center, 17/19 Kampala Road, Kampala, Uganda Telephone: +256 414 237504		<b>Other Customer Care Centre</b> Tel: 0800 250250
		<b>Email:</b> cccug@stanbic.com

For copies of our Annual reports, please refer to:  
[www.stanbicbank.co.ug/Uganda/About-Us/Investor--Relations](http://www.stanbicbank.co.ug/Uganda/About-Us/Investor--Relations)

### STANBIC BANK UGANDA LIMITED

Crested Towers (Short Tower)  
Plot 17 Hannington Road  
P.O. Box 7131 Kampala

### SBG SECURITIES

Plot 17 Hannington Road  
P.O. Box 7395 Kampala

### STANBIC BUSINESS INCUBATOR

Plot 5 Lower Kololo Terrace  
P.O. Box 7395 Kampala

### STANBIC PROPERTIES LIMITED

1st Floor Crested Towers (Tall Tower)  
Plot 17 Hannington Road  
P.O. Box 7395 Kampala

### FLYHUB UGANDA LIMITED

Plot 5 Lower Kololo Terrace  
P.O. Box 7395 Kampala





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