07

People and Culture

7.1 Human Resources

Human Resources

In 2025, the People & Culture (P&C) Department of Standard Bank Angola reinforced its vision of making the Bank

"the best company to work for in Angola"

accelerating investment in People, leadership, digital capability and organizational culture.

This annual report highlights the progress achieved between January and December 2025, demonstrating how the actions of the P&C Department are aligned with the Bank's immediate and long-term priorities.

Strategic pillars and priorities for the year 2025

Developing Angola's Future Leaders

Structured Leadership Path

During the year 2025, a robust leadership development framework was implemented, covering all levels, from new managers to senior leaders, through programs such as Induction for Leaders, Essentials of Business Leadership and the "Leadership Workshop". These programs reinforce the four essential dimensions of leadership: Leading Strategy, Leading Yourself, Leading Others, and Leading Culture.

Diversity and Succession

Coaching, mentoring and succession management were prioritized, with special attention to talents, successors and female leadership.

Building a Culture of Continuous and Agile Learning

Learning & Upskilling Week

The 2nd edition of the Learning Week and the monthly training sessions ensured that Employees acquired future-oriented skills, such as leadership, time management, data analysis, automation, innovation and business intelligence, essential for the Bank's transformation process.

Engagement and Growth

Continuous investment in initiatives such as the monthly Breakfast with Employees, implementation of Friday afternoons of dedicated P&C service to Employees and the feedback tool, allows us to listen to the internal Client to address areas of improvement more efficiently in favor of a sustainable organizational culture.

Embedding a Digital DNA

Digital Skills

A significant part of the training in 2025 was dedicated to the development of digital and analytical skills, with greater use of digital learning platforms and integration of automation tools in daily work.

Innovation Culture

The leadership path also reinforced the importance of leading the culture and adopting digital practices, preparing teams for future challenges.

From Vision to Action

The results for the year 2025 reflect both measurable indicators (absenteeism, turnover) and concrete actions (office hours, team breakfasts, leadership sessions).

These initiatives have laid a solid foundation for continued progression in the year 2026, promoting organizational excellence and a high-performing, future-proof workforce.

In 2025, the People & Culture Department continued to play a **key strategic role**, ensuring that all actions related to the Employee life cycle are aligned with the Bank's objectives and best market practices.

Main P&C Responsibilities

01 **Recruitment, Selection and Integration:** Ensure rigorous recruitment and selection processes, ensuring the effective integration of new Employees through structured onboarding programs and initial follow-up.

02 **Training and Development Management:** Design and implement continuous training plans, promoting the development of core skills, digital upsskilling, leadership at all levels and the Employees' preparation for the challenges of the future.

03 **Talent, Succession and Diversity Management:** Identify and develop internal talent, develop succession plans for critical functions and ensure the promotion of a culture of diversity, equity and inclusion.

04 **Performance Management and Recognition:** Implement fair and transparent performance appraisal systems, aligned with the Bank's strategic objectives, promoting a culture of merit, recognition and motivation.

05 **Compensation and Benefits Management:** Ensure competitive and attractive compensation policies, complemented by benefits adjusted to the needs of Employees, promoting retention and long-term commitment.

06 **Employee Well-being and Experience:** Develop transversal initiatives for physical, mental, social and financial well-being, ensuring work-life balance and promoting a healthy, safe and inclusive environment.

07 **Labour Relations Management and Compliance:** Ensure harmonious labour relations, promote strict compliance with current legislation and internal policies, and manage any disciplinary proceedings with transparency and fairness.

08 **Promotion of Communication and Involvement:** Promote internal communication actions, active listening sessions and proximity events, such as "Breakfasts with Management" and personalized service, promoting the involvement of Employees and a strong organizational culture.

09 **Monitoring of Indicators and Continuous Improvement:** Monitor and analyze critical indicators (turnover, audit findings, etc.), promoting data-driven decision-making and continuous improvement of People & Culture processes and policies.

These responsibilities are performed in close **collaboration with the Bank's various departments,** ensuring that People are at the heart of the strategy and that Standard Bank Angola maintains its position as a reference in the national financial sector.

Strategic Priorities

In 2025, the People & Culture (P&C) Department continued to focus its action on **three key pillars:**

Accelerate effective leadership

Invest in the development of leaders at all levels of the Organization, promoting structured leadership programs, annual coaching with 360º/720º feedback, and strengthening the proximity between management teams and Employees, reducing hierarchical barriers and fostering a culture of inspiration and example.

Empowering the workforce of the future

Focus on the acquisition, retention and development of critical talent, promoting core skills ("Future Skills") and digital, aligning training plans with business needs and ensuring that Employees are prepared to respond to new challenges. This pillar includes investment in robust training programs, continuous development and personalized monitoring of professional trajectories.

Sustain momentum in strategy execution

Reinforce the alignment of the People & Culture structure with the Business Units, ensuring focus on the Bank's strategic pillars. Enhance the corporate culture, promoting regular communication actions, sharing of good practices and events that actively involve Employees and keep the Client at the center of the Bank's strategy.

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Initiatives and Programs

To achieve these priorities, the following initiatives and programs have been developed and strengthened in 2025:

Annual 360º/720º Feedback Coaching Program

Provides continuous support for the development of leaders, promoting self-reflection, skills improvement and constructive feedback.

Graduate Program

Remains an essential pillar to attract and prepare young talent, ensuring the renewal of leadership and the continuity of critical skills for the future of the Bank.

Leadership Effectiveness Program

Program focused on evaluating and enhancing the effectiveness of leadership, with a direct impact on team motivation, performance and satisfaction.

Adoption and Enhancement of "Visier – Meaningful Workforce Insights"

Reinforcement of the use of the analytics platform, with intensive in-person training given by international experts for "champions" and leaders. This training has raised the analytical literacy of the People & Culture Department, allowing it to monitor critical indicators in real time, make more strategic decisions and align People management with global best practices.

Promotion of Future Skills and Digitalization

Fostering the use of digital platforms, such as "Degreed", promoting access to online learning solutions, process automation and development of digital skills throughout the Organization.

Improvement of Induction and Onboarding Programs

Structuring of integration paths for new Employees, ensuring effective adaptation and growth opportunities from the beginning of their journey at the Bank.

These initiatives demonstrate the commitment of the People & Culture Department to sustain a strong, innovative and results-oriented organizational culture, **promoting the integral development of Employees and the sustainable success of Standard Bank Angola.**

Training and Development: A Journey of Learning and Future

Transforming potential into performance

In 2025, the training and development program at Standard Bank Angola was carefully designed to **transform talent and empower the workforce**, aligning with the Bank's strategic priorities and supporting the vision of excellence, innovation and digital future.

Digital DNA and the future of skills

Assuming digital transformation as a central axis, SBA invested in **learning paths in artificial intelligence, automation, data analysis, and skills of the future.** The use of digital platforms such as Degreed is encouraged and the development of critical skills to navigate a rapidly evolving financial sector is promoted.

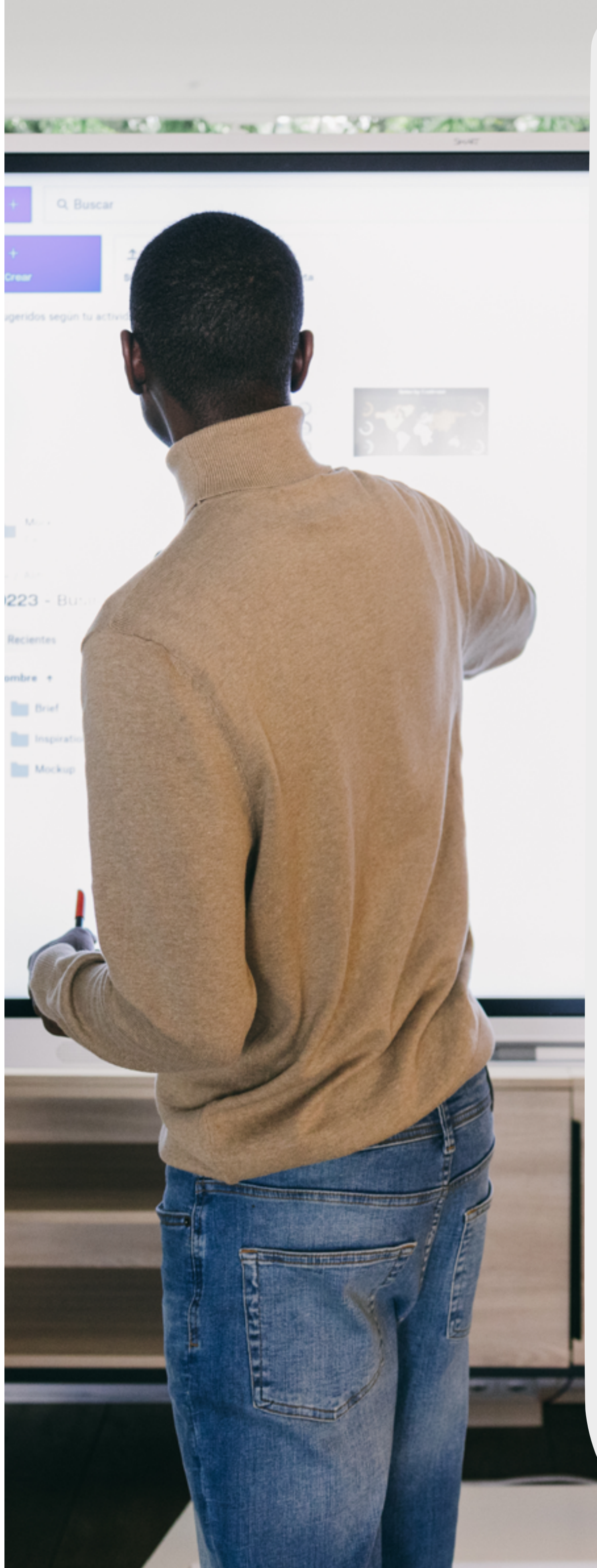
Leadership for tomorrow

Developing the next generation of leaders is one of the fundamental pillars of the P&C approach. Through the structured path of the Leadership Workshop, leaders are trained in **four essential dimensions:**

- **Lead the Strategy;**
- **Lead yourself;**
- **Leading Others;**
- **Leading the Culture.**

This path covers all levels – from emerging leaders to senior managers – with progressive programs such as Induction for Leaders, Essential for Business Leadership, BAL – Being a Leader, Middle Manager and Senior Manager.

With the support of coaching, mentoring and 360º feedback, a robust pipeline is guaranteed, prepared for the challenges of the sector and the country.



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Key Skills

The P&C strategy focuses on the development of **ten key competencies in 2025,** with emphasis on:

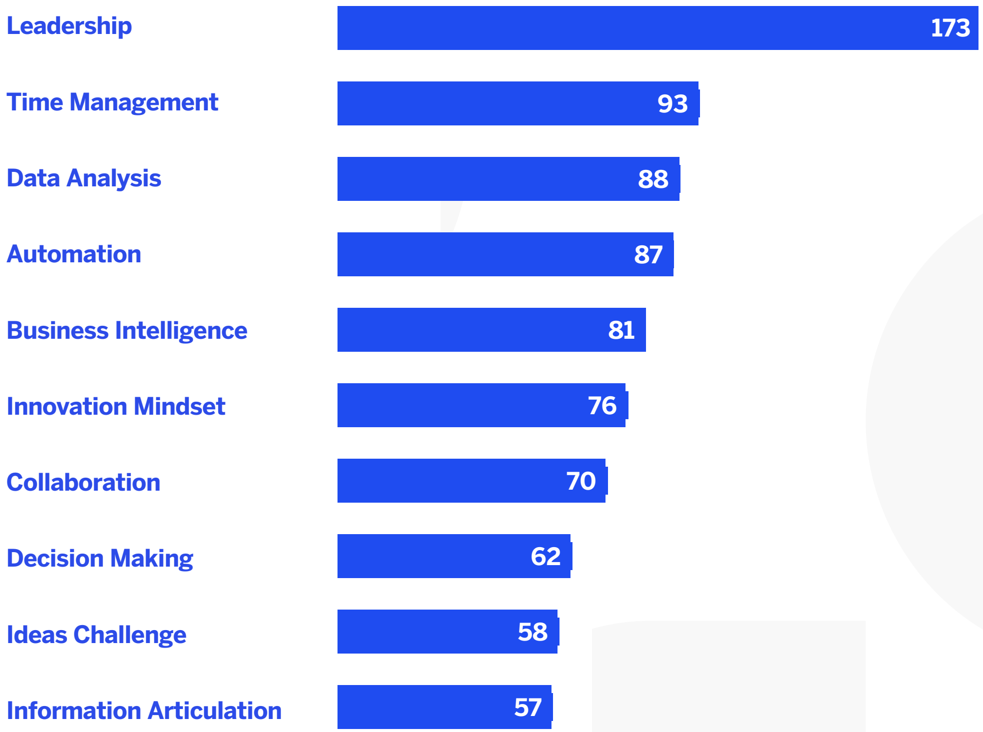
→ **Leadership**

→ **Time management, data analytics, automation, and business intelligence**

→ **Mindset of innovation, collaboration, decision-making and effective communication**

The distribution of these competencies can be seen in the graph below:

Number of Actions developed by focus competence



The skills identified reflect a **strong interest by the Employees**, which will be considered in the design of the training plan for 2026.

Living Learning Culture

The SBA's commitment to a culture of continuous learning was reflected in:

160

In-person Training Initiatives

6 896

Non-in-person Training Initiatives

33

Average Training Hours per Employee

+430 million Kz

Investment in Training

Sustained Growth: Featured Training Programs and Initiatives

Learning Week

The Learning Week was a milestone, mobilizing more than 700 participants in 19 sessions that addressed ethics and reputation, skills of the future, business, leadership and well-being. Activities included escape games, masterclasses, panel discussions and hands-on experiences - with topics ranging from artificial intelligence to innovation and work-life balance.

Culture & Habits Program – SHIFT

It encourages accountability, active listening and sharing of feedback, aligning behaviors and cultural values essential to the Bank's success.

Graduate Program

It builds a pipeline of experts and leaders of the future, especially in STEM, driving innovation and technological development, and filling gaps in emerging areas such as cloud engineering and data.

Successors Program – ISEG

Develops technical and behavioral skills in future leaders, aligning them transversally with the Bank's areas to ensure continuity and excellence in leadership.

"Until the Sunset" Program

Focused on the development of relationship managers, reinforcing behavioral and technical skills to raise the standard of Client service and business results.

Engagement and Culture

A Culture of Proximity, Recognition and High Performance

In 2025, Standard Bank Angola intensified its commitment to an organizational culture centered on People, based on proximity, recognition, well-being, team spirit and active participation of Employees at all levels.

Proximity Channels and Dynamics

Monthly Breakfasts with the P&C Management

Regular sessions that allow for an open dialogue between Employees and leadership, facilitating active listening to concerns, sharing suggestions, and promoting an environment of trust and transparency.

Personalized Service Hours

Provision of fixed P&C and BP (Business Partners) service hours in the various Business Units, promoting individualized monitoring, career counseling and strengthening support to the teams..

“Did You Know That?” Initiatives and Strategic Communications

Internal campaigns to share information about the Employee’s value proposition, benefits, growth opportunities and news, reinforcing transparency and organizational alignment.

Recognition, Employee Experience and Team Building

Recognition Systems

Implementation of digital and in-person programs for performance recognition, celebration of seniority and awards “beyond excellence”, promoting the appreciation of individual and collective contributions.

Team Building

Organization of team building activities, adjusted to the needs and dynamics of each team, with the aim of strengthening the spirit of collaboration, improving internal communication and stimulating the joint resolution of challenges. These activities, which include games, creative dynamics and leisure time, contribute to building relationships of trust, greater group cohesion and a more motivating and inclusive work environment.

Wellness Programs

Continuity of integrated initiatives for mental, physical, social and financial well-being, with emphasis on thematic sessions, strategic partnerships (gyms, schools, therapeutic centers) and distribution of benefits (vouchers, support for families, health events).

Feedback and Continuous Improvement Culture

Digital Feedback Tools

Use of the Power BI platform to collect and analyze suggestions, complaints and ideas from Employees, ensuring active participation and involvement in the continuous improvement of processes and culture.

Monitoring of Critical Indicators

Regular monitoring of turnover, audit findings and other key metrics, using this data to adjust strategies, identify opportunities and strengthen engagement.

Inclusion, Diversity, and Participatory Leadership

Promotion of Diversity

Commitment to gender equity, generational diversity and inclusion of different profiles, reflected in leadership composition and recruitment and development practices.

Participatory Leadership

Active involvement of leaders in cultural initiatives, reinforcing the example and alignment between organizational values and daily practices.

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Well-Being and Employee Experience

Employees at the Center of SBA´s Experience

At Standard Bank Angola, the well-being of Employees and a positive work experience are central pillars of the Employee Value Proposition (EVP).

In 2025, SBA invested in a holistic approach, anchored in the principles of psychological safety, transparent communication, consistency, adaptability and the courage to say no — recognizing that People are the Bank's most valuable asset.

Strategic Dimensions of Well-Being

Health and balance

The promotion of physical, mental, social and financial well-being takes place on multiple fronts:

- **Regular sessions of "Blue Care" and "Blue Energy"** (sports activities, health and wellness events, partnerships with gyms and therapeutic centers);
- **Wellness webinars** with themes such as Trauma, ADHD-Attention Deficit Disorders and others; mental health campaigns and thematic events such as Pink October and Blue November;
- **Parenting support programs and family support initiatives** (e.g. Children's Day, vouchers and educational partnerships);
- **Financial mentoring** with the continuity of the financial educators program, the **Financial Mentoring Program** for the community was initiated;
- **Partnership with the company Lyra** to promote emotional well-being, with daily virtual services 24 hours a day, and in person at the Bank's facilities once a month.

Psychological safety environment

A space is cultivated **where everyone feels heard, valued and respected**, promoting open dialogue and sharing of concerns in Townhalls, CEO Talks, Admin Talk sessions, P&C breakfasts, "Our Fridays are Yours" (P&C service day) and digital channels.

Recognition and growth

Programs such as the "Blue Star Awards", "MOE" (Brand of Excellence) and regular recognition actions **highlight and celebrate the merit, commitment and extraordinary contributions** of Employees.

SBA believes in the **growth potential of each Employee,** reinforced by continuous training paths, coaching and internal mobility opportunities.

Engagement and a sense of belonging

Initiatives such as "Blue Nights", "Blue Talent", "Blue Vision" and celebrations of collective achievements reinforce the **sense of community, motivation and pride of being part of SBA.** Team building activities contribute to cohesion, trust and collaboration between teams.

Personalized support and proximity

The personalized service model (fixed P&C schedules, BP presence at the units, career counseling) ensures close monitoring, quick response and individualized support to the needs of Employees.

Employee Demographics

People and Culture in 2025

The Group, as of December 31st, 2025, had a total of 796 Employees, with a representation of 40% of the female gender and 60% of the male gender.

At the leadership level, and specifically regarding the constituent members of the Leadership Committee, as of December 31st, 2025, the Bank has a representation of 52% male and 48% female.

Total Employees

322 **Women** (40%)

474 **Men** (60%)

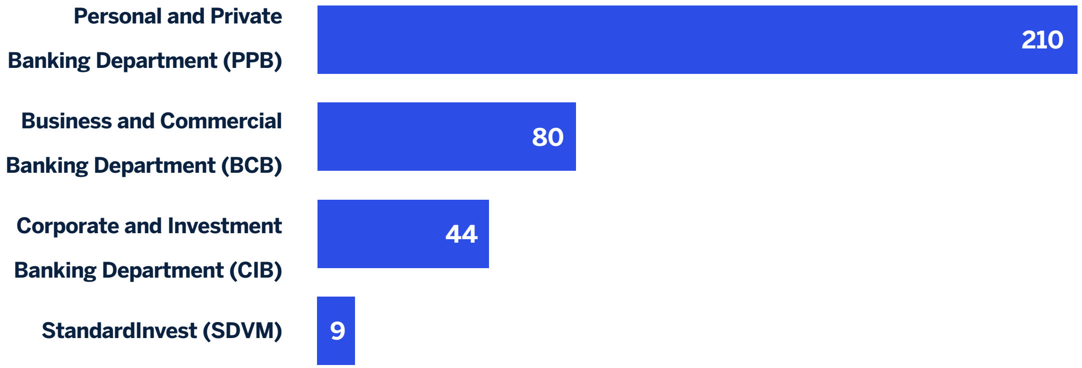
Comité de Gestão

10 **Women** (48%)

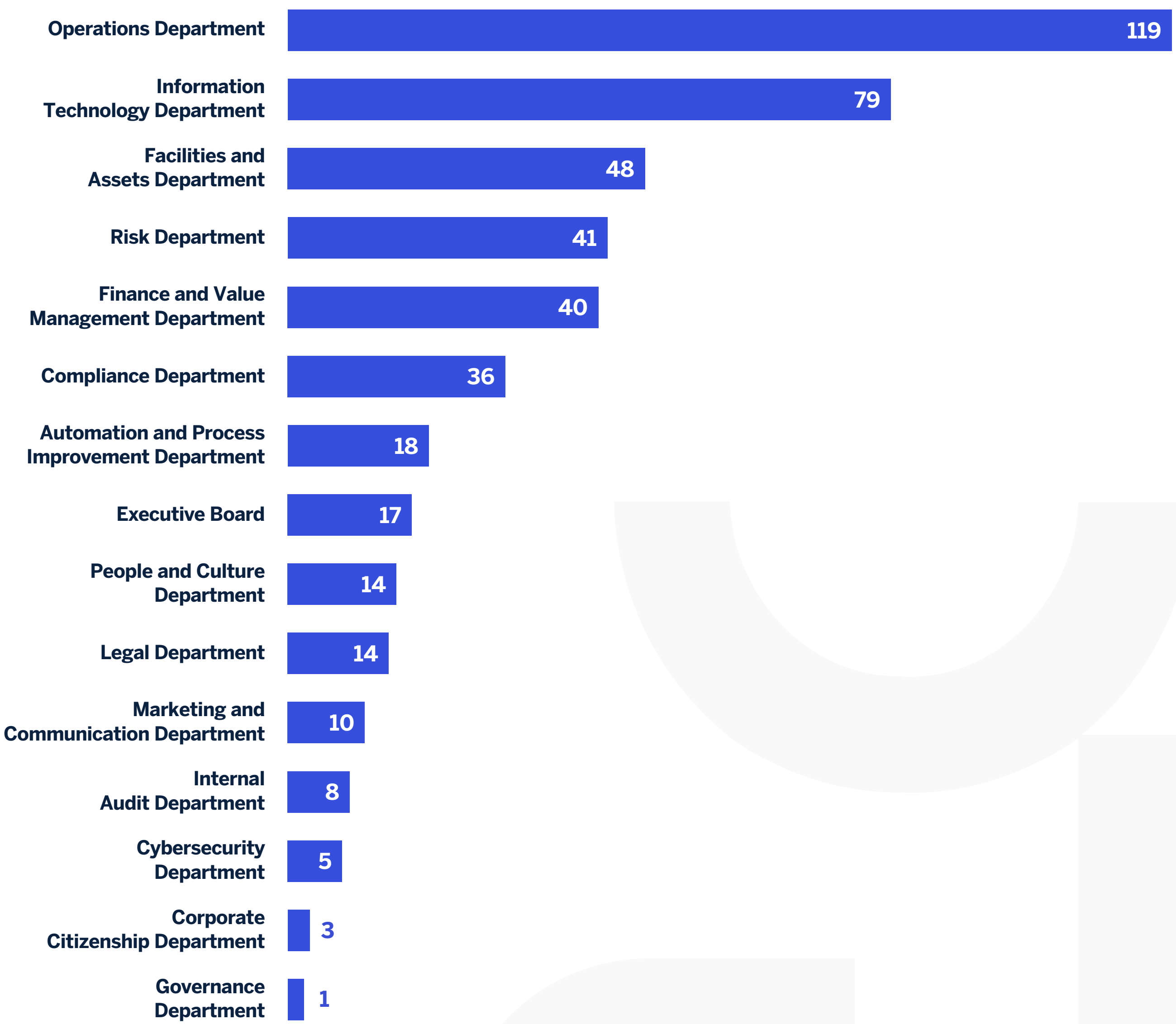
11 **Men** (52%)

Evolution of the number of Employees, per business unit

As of December 31st, 2025, the business areas had a total of 343 Employees, distributed mainly by the Personal and Private Banking (PPB) department, which includes 210 Employees, and by the other departments, with 80 employees in the Business and Commercial Banking department (BCB), 44 Employees in the Corporate and Investment Banking department (CIB) and 9 in StandardInvest (SDVM).



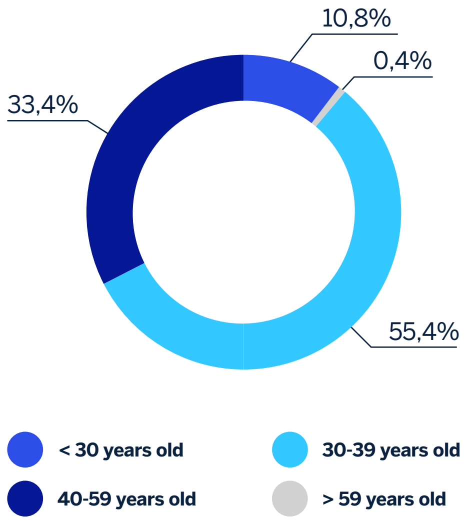
Number of Employees, per Corporate Functions



Demographics

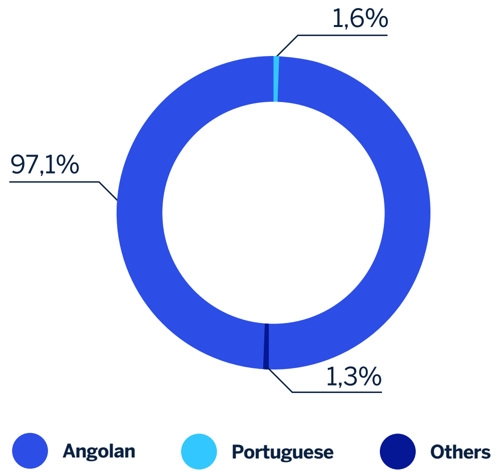
Age Groups

The Bank has a young population distributed as shown in the graph below, the vast majority of whom are between 30 and 39 years old. The average age of the Bank's Employees is 37 years old.



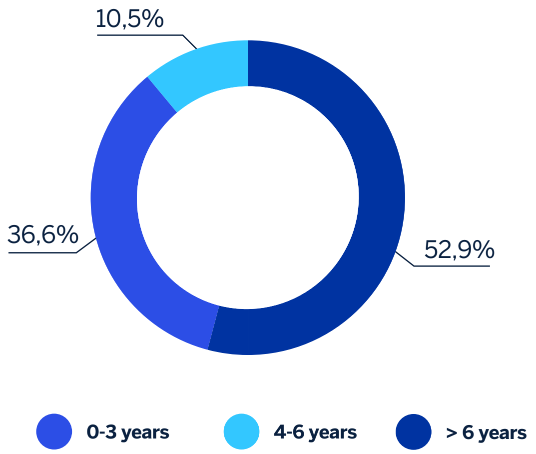
Nationality

Of the admissions made during 2025, the majority, equivalent to 97.1%, have Angolan nationality, and only 2.9% represent another nationality.



Tenure

In terms of tenure of Employees, the majority have been with the Bank for more than 6 years (53%), followed by Employees who have been with the Bank for less time (up to 3 years, 37%) and the minority is in a range corresponding to 4-6 years, equivalent to 10%. The average length of service of the Bank's Employees is 7 years.



Employee Value Proposition

People at the Center of the SBA´s

At Standard Bank Angola we believe that People are the engine of the success of the Bank's strategy.

The Employee Value Proposition (EVP) is the institutional commitment to provide a differentiating experience, which puts the Employee at the center of all decisions and actions.

The EVP is based on five essential pillars:

01 **Psychological Safety**
Ensure an environment where everyone feels safe expressing ideas, opinions and concerns, without fear of reprisals.

02 **Communication and Transparency**
Promote the open sharing of information, alignment of expectations and permanent dialogue between all areas and hierarchical levels.

03 **Message and Behavior Consistency**
Ensure that the Bank's values, principles and practices are lived and communicated in a coherent, daily and transversal manner.

04 **Adapting to Challenges and Change**
Foster organizational resilience and responsiveness to unforeseen events, maintaining stability and focus on the Employee.

05 **Courage to Say No**
Encourage a culture where it is legitimate and valued to say no whenever necessary to protect the interests of the team, Clients and the Bank.

EVP in action:
How it is lived at SBA?

To materialize these pillars, several strategic initiatives were implemented during 2025:

Increase Employee Engagement
Regular townhalls, “Blue Nights”, “Blue Talent” and P&C breakfasts reinforce the sense of belonging and involvement.

Showing the Bank Cares
Initiatives such as “Blue Care”, “Blue Energy”, wellness webinars and support for family dates (e.g. Children’s Day) demonstrate genuine concern for the health, balance and quality of life of Employees.

Believing in Growth Potential
Training programs, “Blue Star Awards”, “Blue Vision” awards and recognition systems ensure real opportunities for development, career development and appreciation of merit.

One Bank, One Team Culture
Team building dynamics, collective celebrations and strategic communication reinforce unity, collaboration and team spirit throughout the Organization.

What has been done for SBA´s Employees

Workshop on Investment Funds
To provide participants with access to a diversified portfolio of financial instruments, aiming to balance risk and return through active management and strategic allocation of resources in different asset classes.

Newsletter Interna - CIB Client Watch - 1st September
Internal bulletin on important updates related to developments in the sector. This publication aimed to keep Employees informed and aligned as we explore opportunities and strengthen our relationship with CIB Clients.

Private Express | New Employee Service Channel
A personalized service channel was made available. The goal is to promote a positive, collaborative experience in line with our values, as well as to clarify doubts, optimize internal processes and ensure that each interaction is fluid, transparent and efficient.

You Are a Fan 2025 |
Your voice drives our growth
Sharing Employee views on several key topics related to the Bank with the aim of creating a better experience for all.

CEO Talks | Global Markets
Discussion and idea-sharing forum that brings together the Bank's leadership to discuss global market trends and the impact on the Angolan context.

Blue Cyber Security Talks |
Cybersecurity Awareness and Prevention
Knowing how to protect ourselves and how our technology teams work hard to keep the Bank safe.

Crescemos Juntos Project
Celebration of our union, of shared achievements, of the care we have for each other and of the energy with which we give our best every day. Every smile, every initiative, every victory is part of this story.

Conversations with Aronildo Neto | Let's talk about Risk?
Financial institutions face several types of risk — such as credit, market, liquidity, and operational. Effective management of these risks is essential to protect Clients, investors, and the very sustainability of the organization..

Recognition for Service Excellence in Branches
Real testimonies from our Clients, which reinforce the positive impact of the work and the trust placed in Standard Bank Angola. These accolades are collective achievements, but they are also individual stories that deserve to be highlighted.

Compliance Awareness Week – Participate in the Greenwashing Challenge!
Activity that aimed to promote team spirit, creativity and knowledge about ethical and sustainable practices, through a collaborative challenge between groups.

Nelson Mandela International Day (18 July)
On that date, the Bank encouraged Employees to wear African costumes, as well as to practice simple acts of kindness, such as helping a Colleague, complimenting someone, help through a donation or simply through a smile. Together, we make a difference with small gestures.

Blue Energy: 2nd Futsal Tournament
Pure emotion, sweat, laughter and a lot of sportsmanship. It was a moment to celebrate Blue Energy by Standard Bank together!

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60 Minutes Eco
Standard Bank Angola´s initiative, in partnership with the NGO EcoAngola, which promoted debates and awareness-raising actions on sustainability, with a special focus on access to clean and affordable energy in Angola.

Do you know Fraud Stop? Your tool Against Fraud!
Program that aimed to strengthen awareness of the risks associated with fraud and promote a culture of active surveillance, where each Employee contributes to the protection of SBA´s assets and reputation.

Blue Energy: 1st Corporate Snooker Tournament
Pure emotion and a lot of sportsmanship. It’s a time to celebrate Blue Energy by Standard Bank together!

Happy African Women's Day
Celebrated on July 31st, it is a date that recognizes and honors the fundamental role of African Women in the struggle for freedom, equality, development and social justice on the Continent.

Standard Bank 15 Years Race
Sporting event held in September 2025 in Talatona (Luanda), to celebrate the anniversary of the Institution in the country.

Blue Energy - Internal Chess Tournament
Promoting the practice of the sport among its enthusiasts, uniting People, strengthening relationships and preparing the Bank's selection.

Blue Energy – 3x3 Basketball Tournament
Event that brought together more than 40 Employees from different Areas of the Bank who demonstrated strength, determination and, above all, team spirit.

Blue Night
Cultural event created for the Bank's Employees to celebrate achievements and reinforce the brand's identity through exclusive and memorable experiences.

Angola rumo ao Be a Living Icon!
The Bank's initiative is part of the brand's positioning strategy, with the aim of reinforcing, among Employees, the idea that the SBA is not just a financial institution, but an agent of social and cultural transformation.

Institutional campaign 15 years
This campaign marked a special stage in our history, the celebration of 15 years of commitment, growth and proximity.

Standard Bank Angola´s 15th Anniversary
It was marked by a vibrant celebration, innovation and a message of proximity addressed to Employees.

Blue Energy Challenge 15 Years
Sports initiative created by Standard Bank Angola to celebrate its 15 years of presence in the country, reinforcing the team spirit, positive energy and the brand's connection to the community.

Blue Energy Shift | Internal Padel Tournament
Organized by Standard Bank Angola as part of the celebrations of its 15 years of presence in the country. This event was part of the sports and corporate program that the Bank promoted in September 2025, reinforcing team spirit and positive energy among Employees.

Did you know that you can earn significant rewards by reporting frauds?
Bank´s initiative to encourage whistleblowing related to bank fraud, and to promote ethical and professional behaviour.

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Pink October – A cause that unites us
Global breast cancer awareness campaign, held every year in October and which the Bank is keen to promote, reinforcing that the fight against breast cancer is collective and involves the whole of society.

Dedicated Service Channel - Private Express Support Staff
Initiative created to offer an exclusive and personalized service to the Bank's Employees, reinforcing the institution's commitment to well-being and internal appreciation.

Blue Night | Welcome Summer
Standard Bank Angola´s festive initiative, designed to celebrate the arrival of the warm season with Employees, reinforcing the spirit of proximity and energy that characterizes the brand.

Solidarity Action | All together in the 3rd Edition of the Financial Sector Walk
Promoted by the National Bank of Angola (BNA), it was a solidarity and community action that brought together financial institutions, Employees and citizens under the motto "All together". The event reinforced the importance of uniting the financial sector in favor of social causes and the promotion of healthy habits.

Blue November
Worldwide awareness campaign with a main focus on the prevention and early diagnosis of prostate cancer. The objective of Blue November at Standard Bank is to encourage men to take care of their health.

What do you know about Car Insurance?
Strategic financial protection tool, which can be fully adapted to the profile and needs of each Client.

Sustainability Report 2024
SBA presented its commitment to environmental, social and governance (ESG) practices, under the motto "Angola is our home, we drive its growth". The document is part of the Bank's sustainability journey called Pact with Impact.