



ANNELIE SCHNAAR-CAMPBELL, THE DIRECTOR OF GROUP RISK MANAGEMENT AT STANDARD BANK IN JOHANNESBURG IS OVERSEEING THE GROUP'S ADOPTION OF BASEL II, MANAGING THE GROUP'S CREDIT RISK GOVERNANCE AND THE GROUP'S RISK IT ARCHITECTURE. SUNGARD'S BANCWARE CAPITAL MANGER IS HELPING TO SMOOTH THE WAY

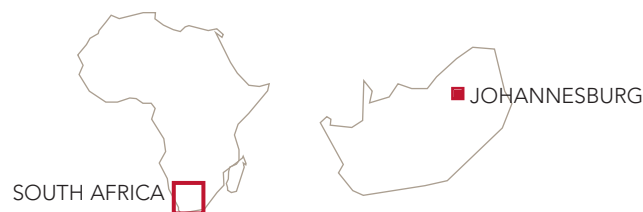


"EVERYBODY IS GIVEN RESPONSIBILITY. THEY KNOW WHAT THEY HAVE TO DO AND THEY ARE ABLE TO GET ON WITH IT. IT IS AT THE SAME TIME A VERY SUPPORTIVE ORGANIZATION."

Functional area
 Risk & Compliance

Solution
 BancWare

Region
 Africa



Annelie has three main areas of responsibility at Standard Bank – overseeing the group's adoption of Basel II, managing the group's credit risk governance and reporting and alignment of the group's Risk IT architecture – and has a total of 39 people reporting to her on the central Basel II projects.

For the adoption of Basel II, group wide standardization and alignment was key, particularly for an organization such as Standard Bank, which has assets of R970 billion (approximately \$139 billion), employs over 42,000 people and has 248 legal entities and 28 banks across the world, many of them in Africa. "To give an idea of the extent of the Basel project here at Standard Bank, at the peak of the Basel II programmes between 2005-2006 we have had on average 105 people working on Basel II, excluding IT resources and consultants," says Annelie.

Her Basel II responsibilities mean that the majority of her time is spent liaising, be it with other business units, the board, the media or the regulators, through presentations for the likes of the International Monetary Fund. "It is important to ensure that we get everyone's buy-in, including the external stakeholders," she says. "With the Basel II implementation we have had to be

flexible and look to define aspects where there was initially a lot of vagueness."

ACCOUNTABILITY

With regards to the approach to the implementation of Basel II within the group, Annelie believes the key has been to ensure ownership at the coal face. It is a strategy in keeping with the Standard Bank philosophy of

HOME LIFE

FAMILY: "My husband and I have two children, a daughter aged eight and a son aged six."

HOME: "We live in Bedfordview in Johannesburg. It is near the city centre on the one side and near the airport on the other. With no traffic it takes 20 minutes to get in to work and 40 minutes with traffic."

EDUCATION: "I went to the University of Johannesburg where I completed a MCom degree. At one stage I considered becoming a chartered accountant, but I found that I enjoyed developing computer audit software packages more and then specialized in IT."

HOBBIES: "My children's hobbies take up a lot of my time. They take part in sport, cultural activities and each play a musical instrument. I enjoy reading but don't get that much time unless we are on holiday."

VACATIONS: "Recently we have been to Argentina, Thailand, skiing in Spain, France and I have relatives in the UK so we try to go there once a year."

AMBITION: "Career-wise, I see myself at Standard Bank for the foreseeable future. I would take on any role as long as I had the opportunity to develop new things and to be able to combine strategic views with practical execution."

ALTERNATIVE CAREER: "If I was not chairman of the Basel Committee, I think I would like to be a white water rafting guide on the Zambezi river. I guess both roles are about navigating choppy waters."

accountability, says Annelie. "Everybody is given responsibility. They know what they have to do and they are able to get on with it. It is at the same time a very supportive organization."

As part of its Basel II programme, Standard Bank has developed an architecture that enables automated processes as far as appropriate, and provides a common source of data for MIS, capital calculations and financial and regulatory reporting. "Basel II has very specific requirements for measuring risk. The architecture we now have in place has been implemented to help consolidate data and achieve a group-wide view of risk, whilst allowing the flexibility to analyse data on a more granular basis."

SunGard's BancWare Capital Manager, which provides modelling and analysis capabilities for managing risk and regulatory compliance, has been a key component within this architecture. "Our vision was always to deploy more than just a Basel II system. We wanted a solution to enable effective risk measurement and tracking to provide input to key business decisions. At the time that we had to select a tool, the Basel Accord was still being finalized and there was not any tool that could be seen as fully compliant or matured. We needed a tool that could be enhanced with new Basel II functionality as the final document from the BIS became available. The SunGard software approach seemed flexible and able to ensure quick turn-around on the required software updates", says Annelie.

"As an existing Adaptiv customer, it suited us very well architecturally to have a key source system feeding a calculation engine from the same provider. We had a team consisting of an on-site SunGard project manager and 3 SunGard consultants working with the Standard Bank team for a period of 2 years. This meant that the SunGard staff came to have a good understanding of the Standard Bank environment and could address issues and concerns effectively."

WORK LIFE

BUSINESS HOURS: "I try to drop my children at school at least two times a week so I arrive at work between 7.00 and 8.30 depending on the day and typically work until 6.30."

WEEKENDS: "I try not to work weekends, unless we have a specific project or initiative to be completed. I prefer to work longer hours during the week when required."

LOCATION: "I work in a Standard Bank complex in the middle of Johannesburg."

DESK HYGIENE: "It is full of neat piles of paper. I am very analytical and I like to have all the information I need to hand."

STAYING ON-SITE

The presence of on-site consultants is a familiar sight for Annelie. Indeed, it was as an on-site consultant for Accenture that she first started working at Standard Bank back in 2001. "I was there for more than 2 years and I think most people thought I was already working for Standard Bank."

As a person born and bred in Johannesburg it is perhaps no surprise that she now finds herself working for one of the city's largest employers. The site is akin to a self-contained complex in the heart of Johannesburg. There are four large Standard Bank buildings holding over 10,000 employees.

There is also a range of amenities within the complex, so while Annelie's immediate view from her office window is a typical city view, a walk downstairs will take her through the gardens and the many meeting centers, coffee shops and restaurants. "Selecting BancWare Capital Manager after a six-month tender process was certainly an occasion worth celebrating," says Annelie.