



Anél Bosman

Group Managing Executive: CIB

Nedbank Corporate and Investment Banking's unshakeably bold culture: Empowering women in leadership.

Anél Bosman, Group Managing Executive, embodies the unshakeably bold spirit of Nedbank Corporate and Investment Banking (Nedbank CIB). Her journey is one of resilience, courage, and impact.

As the first woman in South Africa to lead an investment bank, her leadership style aligns seamlessly with Nedbank's culture and prioritises diversity and inclusion, ethical conduct, accountability, and influential people management – values deeply embedded in the bank's operations.

Anél's leadership approach is rooted in her upbringing in an Afrikaans family with an engineer father and a schoolteacher mother. This instilled in her a sense of curiosity as well as discipline and, combined with her entrepreneurial spirit, has shaped her into a leader who values creativity and diligence.

During Anél's studies at Cambridge University she expanded her worldview. That prepared her for leadership in a dynamic industry. Her strategic vision and adaptability were tested when she assumed the role of Managing Executive at Nedbank CIB during the Covid-19 pandemic, a time when she emphasised the importance of empathy, strategic vision, and a deep commitment to inclusivity.

Reflecting on 2020, she highlights the power of teamwork and the importance of having incredible people who care deeply and support each other at Nedbank CIB.

Anél's leadership style is characterised by unshakeable boldness. But what does it mean to be unshakeably bold? According to Anél, being 'unshakeable' means facing the gritty truth and knowing we will persevere. It involves having a steadfast commitment to one's values and principles regardless of the challenges faced. Furthermore, being 'bold' requires courage.

The word 'courage' comes from an old Norman French word meaning heart or heartfulness and being unshakeable and bold means doing the right

thing in a humane way. 'Sometimes courage is not necessarily about doing anything. It is about being sensitive and open to our own and others' vulnerabilities in the face of uncertainty,' Anél says. 'Being open to not knowing, to stepping out of our comfort zones, to working in new ways, to slowing down to listen, to having the courage to put yourself in another's shoes, to ask for help, to inquire into views that are different to our own, and to challenge our thinking while knowing that we don't have all the answers.'

'So, it is vital that we as leaders create an environment where people can be unshakeably bold in having the courage to speak out, bring new ideas and provide leadership beyond the traditional hierarchy,' she observes.

'We must choose to be unshakeably bold, both in our contributions and in strengthening our capability through working in teams. Bold teams take bold action, scale solutions, and build solid cultures that are human-led, intentionally diverse, psychologically safe, and built for speed and execution – but always in the right way. This approach underscores the importance of teamwork and collaborative effort in achieving strategic goals,' Anél highlights.

For Anél, this unshakeably bold culture isn't just a slogan; it's a lived reality. Her career reflects this commitment to empowering everyone, encouraging diversity and driving positive change. As Nedbank continues to champion this culture, it remains a beacon of progress and equality in the banking industry.

Under Anél's guidance the representation in leadership roles of women and people of colour has increased. Her support and participation in initiatives such as the Diversity and Inclusion Task Force and the Voices of Change subforums have driven considerable progress in creating an inclusive workplace.

Anél also launched the Tabono Women Advancement Programme, focusing on assisting women with core competencies to advance within

business. To date, 98 women have attended. They have developed skills to address systemic barriers, and to create space for dialogue on critical aspects of Nedbank CIB's nomination processes.

By surrounding themselves with a diverse group of people, embracing inclusivity, and staying true to their purpose despite challenges, leaders can navigate complexities, build sustainable businesses, and create a more meaningful and equitable society. It boils down to taking risks, embracing innovation, and challenging the status quo with a sense of compassion and care.

These attributes create a powerful leadership style that drives the business to seize opportunities in an ever-changing world. It also involves being unshakeably bold in impacting the world while staying true to a vision, using financial expertise to partner with clients, and working together towards a strong, equitable, and inclusive South Africa.

