D&I Scorecards and Metrics
Standard Chartered Bank
Organisations that rate highly for both diversity and inclusiveness outperform others

<table>
<thead>
<tr>
<th>Indicator</th>
<th>Percentage Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Improve market share</td>
<td>45%</td>
</tr>
<tr>
<td>Success in new markets</td>
<td>70%</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>57%</td>
</tr>
<tr>
<td>Brand image</td>
<td>69%</td>
</tr>
<tr>
<td>To meet or exceed financial targets</td>
<td>2X as likely</td>
</tr>
<tr>
<td>Retention rate</td>
<td>19%</td>
</tr>
<tr>
<td>Discretionary effort</td>
<td>12%</td>
</tr>
<tr>
<td>Team commitment</td>
<td>42%</td>
</tr>
<tr>
<td>Team collaboration</td>
<td>57%</td>
</tr>
<tr>
<td>To be innovative and agile</td>
<td>6X more likely</td>
</tr>
</tbody>
</table>

Diverse organisations outperform financially; higher operating margins, sales revenue, customer numbers, profitability, market capitalisation and value creation

Standard Chartered Bank at a Glance

- We employ more than 86,000 people around the world
- Our employees come from 125 different countries
- We speak over 176 languages
- More than 150 years in business
- 1,026 Branches worldwide
- Operating in more than 60 markets globally
- Best Consumer Digital Bank
  Global Finance 2017
- Among the top 100 largest companies on the London Stock Exchange
- Listed on 2 of Asia’s largest stock exchanges
- 46% female

Our Purpose
Driving commerce and prosperity thought our unique diversity

Our Valued Behaviours
- Do the right thing
- Never settle
- Better together

Our Strategy
- Best place to work
  Attract, engage, develop, and retain diverse talent to maximise performance
- Best place to bank
  Deliver banking products and services that meet the needs of our diverse client base
- Prosperous communities
  Support a diverse and responsible supply chain and investment in our communities

Culture of Inclusion
My vision for Standard Chartered is a diverse workforce that’s equally represented, both for our own quality in risk management and decision making, and so that we better reflect our diverse client base more accurately. We will not achieve this overnight, but it’s a reminder that we cannot be complacent and should continue to disrupt and effect change.

SIMON COOPER
CEO for Corporate, Commercial & Institutional Banking and Chair of Global D&I Council

An Internal & External Review

- Internal workforce insights
- Consultation across stakeholders across the Group
- Best in class practices & external benchmarking
- Legislation & regulation
- Employee feedback through our annual My Voice survey
Our Approach

1. Sponsored from the top – leadership commitment
   • Board, CEO, Management Team

2. Global governance and accountability
   • Global D&I Council and localised councils
   • Diversity and inclusion objectives in Country & CEO Scorecards
   • Employee Resource Groups (ERGs)

3. Strategic alignment and integration with people and business processes

4. Targeted action

5. Local focus to address country level needs

6. Inclusive leadership and Transparency
We measure many aspects of D&I including gender, ethnicity, disability, generational diversity etc. There are Group wide measures that are tracked in Group and Country scorecards with relevant weightages. These have a direct link to the performance of the country.

Internal D&I Metrics

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- **Gender**
  The percentage of senior banded females

- **eNPS**
  The Employee Net Promoter score as per responses to My Voice Survey

- **D&I Index**
  An indexed score of responses to 8 D&I questions from the My Voice Survey

- **Inclusive Leadership**
  The percentage of leaders who have completed inclusive leadership training
Creating Impactful D&I Plans with measures – sample data

<table>
<thead>
<tr>
<th>Alignment to Strategy</th>
<th>Sample Objective</th>
<th>Measure</th>
<th>Summary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Best place to work</td>
<td>Ensure all women on succession plans have development plans that are being reviewed regularly</td>
<td>Target of 33% women in Banded Roles by year end 2018</td>
<td>This objective provides tangible actions for countries to positively impact the bank’s scorecard metric of 30% women in banded roles by 2020</td>
</tr>
<tr>
<td>Best place to bank</td>
<td>Increase the reach of corporate banking services to SME segment and exporters through Ecosystem initiative</td>
<td>20 percent of total loan book supporting SME/export based local industry</td>
<td>Clearly defined objective with measures of success that support greater inclusion across their banking services</td>
</tr>
<tr>
<td>Best place to bank</td>
<td>Expanding affluent client segments - Increase of clients under 30yrs old affluent clients for retail, private and priority banking</td>
<td>Increase of 2017 baseline from 25%</td>
<td>This objective addresses the generational diversity of our clients across a number of key business functions supporting the wider business growth in addition to the diversity strategy</td>
</tr>
<tr>
<td>Prosperous Communities</td>
<td>Giving preference to local suppliers which counts for empowerment/indigenization credit</td>
<td>Measuring and tracking local suppliers from diverse backgrounds especially focusing on women-owned businesses and small businesses. 80% of suppliers this year were local suppliers. There was no baseline for women owned supplier companies</td>
<td>This is a strong objective which directly relates to our strategy. As well as encouraging a diverse supply chain the objective will also invest in local suppliers</td>
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Diversity and Inclusion Index

Since 2015 we have been tracking a set of items that help us to understand how included people feel on a day to day basis. We have now combined them into a D&I Index to give us a rounded picture of inclusion in your team. We can only unlock the potential that diversity brings if we are all truly feeling included. As you look at your data, identify the areas where you can make a difference and focus on those.

<table>
<thead>
<tr>
<th>Diversity and Inclusion Index</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>I feel welcome and included in my team</td>
<td>74</td>
</tr>
<tr>
<td>My People Leader values people and their point of view</td>
<td>90</td>
</tr>
<tr>
<td>I feel treated with respect at work regardless of who they are (including grade, age, gender, physical capabilities, etc.)</td>
<td>99</td>
</tr>
<tr>
<td>I have access to the tools I need to do my job</td>
<td>95</td>
</tr>
<tr>
<td>I am able to choose a reasonable balance between my personal and work life</td>
<td>93</td>
</tr>
<tr>
<td>I feel encouraged to apply my own judgement when making decisions in ambiguous situations</td>
<td>74</td>
</tr>
<tr>
<td>I feel free to express my views openly at the Bank, even if they are challenging</td>
<td>60</td>
</tr>
<tr>
<td>I am satisfied with the growth opportunities within the Bank</td>
<td>67</td>
</tr>
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Sample
External Benchmarks

In 2018 Group D&I participated in a number of key industry benchmarks, our ranking represents how far we have progressed in our Diversity and Inclusion agenda since the launch of our global D&I Strategy in May 2018. Overall our scores have improved which is significant due to the increase in participation and the broadening of industry representation within benchmarks.

Our notable successes include the following:

- Hampton Alexander Review – Ranked 11th across the sector and 5th across other FTSE 100 banks.
- Bloomberg Gender Equality Index – Recognised as the top 100 financial companies for the 4th year successively.
- Equileap – Ranked 26th globally and 3rd in the UK.
- Thompson Reuters Index – Ranked 10th in the UK.

Group D&I also contributed to:

Workforce Disclosure Index - The bank scored 78% in relation to a sector average score of 53%.

Board Representation
The Groups is among the top 4 organisations on female representation at board level.

Gender Pay Gap Reporting
We sit mid-range on gender pay-gap reporting in relation to our competitors.

Gender shouldn’t be barrier to progress. That’s why we will have women in 30% of our senior roles by 2020

https://youtu.be/_hYLtXMqFPM