

Key performance indicators

We measure our progress against Group key performance indicators (KPIs), as detailed below, as well as client KPIs, which can be found on pages 28 to 30. Our Group KPIs include non-financial measures reflecting our commitment to build an engaged, diverse and inclusive culture and support social and environmental outcomes.

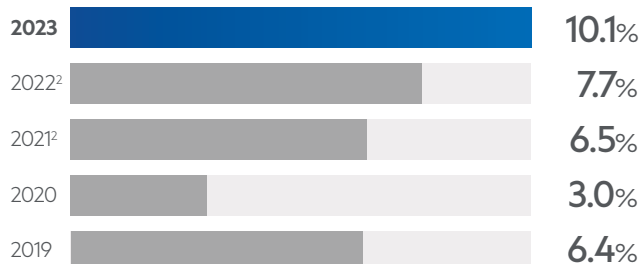
Financial KPIs



Underlying return on tangible equity (RoTE)^{1,2} %

Alignment to remuneration

+240bps



Aim Deliver sustainable improvement in the Group's profitability as a percentage of the value of shareholders' tangible equity.

Progress in 2023 Our strategy to drive improved levels of return on tangible equity (RoTE) is working. RoTE for the year of 10.1 per cent is 240 basis points higher year-on-year.

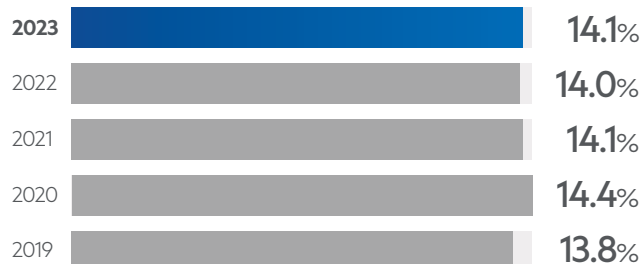
- 1 The underlying profit attributable to ordinary shareholders expressed as a percentage of average ordinary shareholders' tangible equity.
- 2 2021-2022 have been restated to reflect market and business exits announced in 1Q23.



Common Equity Tier 1 ratio %

Alignment to remuneration

+10bps



Aim Maintain a strong capital base and Common Equity Tier 1 (CET1) ratio.

Progress in 2023 The Group remains well capitalised and highly liquid with a CET1 ratio of 14.1 per cent above our target range, enabling the Board to announce a 50 per cent increase in the full-year dividend and a further \$1 billion share buyback programme to start imminently.

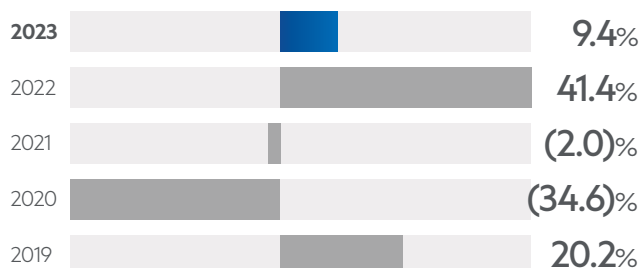
→ The components of the Group's capital are summarised in the Capital review on [page 338 to 343](#).



Total shareholder return (TSR)¹ %

Alignment to remuneration

9.4%




Aim Deliver a positive return on shareholders' investment through share price appreciation and dividends paid.


Progress in 2023 Our TSR for the full year was 9.4%.

- 1 Combines simple share price appreciation with dividends paid to show the total return to the shareholder and is expressed as a percentage total return to shareholders.

Alignment to remuneration

Reward for all Group employees, including executive directors, continues to be aligned to the Group's strategic priorities, through our annual and long-term incentive scorecards. Our approach to remuneration is consistent for all employees and is designed to create alignment with our Fair Pay Charter, which applies globally. However, our pay structures may vary according to location (to comply with local requirements). Variable remuneration falls into two categories: annual incentive and a long-term incentive plan (LTIP) which are aligned to the KPIs indicated:

 **Annual incentive** is based on measurable performance criteria linked to the Group's strategy and assessed over a period of one year.

 **LTIP** awards are granted to senior executives who have the ability to influence the long-term performance of the Group. Awards are performance dependent based on measurable, long-term criteria.

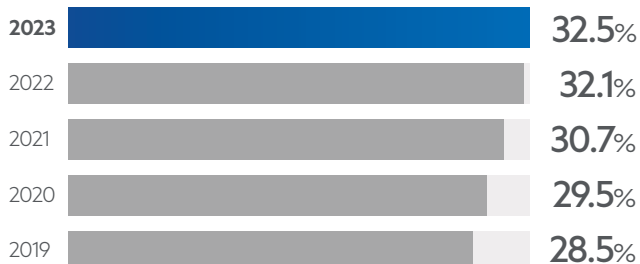
 Read more in our Directors' Remuneration Report on **pages 182 to 216**

Non-financial KPIs

Diversity and inclusion: Women in senior roles¹ %

Alignment to remuneration

+0.4ppt



Aim Increase representation of women in senior leadership roles¹ to 35 per cent by 2025.

Progress in 2023 In 2023, the proportion of senior leadership roles occupied by women has increased to 32.5 per cent. This is up by 0.4 percentage points from December 2022 (32.1 per cent) and 7 percentage points since December 2016 (25.3 per cent).

¹ Senior leadership is defined as Managing Director and Band 4 roles (including Management Team).

Mobilisation of Sustainable Finance^{1,2} \$

Alignment to remuneration

+\$29.8bn



2021 The Group announced this target in Q4 2021.

Aim Cumulative progress towards \$300 billion mobilisation target between 2021 and 2030.

Progress in 2023 We made strong progress against this target during the year, see more on page 94.

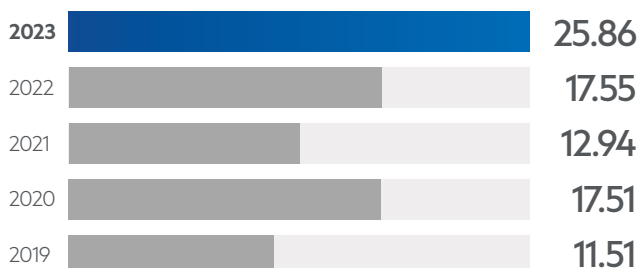
¹ Defined as any investment or financial service provided to clients which supports: (i) the preservation, and/or improvement of biodiversity, nature or the environment; (ii) the long-term avoidance/decrease of GHG emissions, including the alignment of a client's business and operations with a 1.5 degree Celsius trajectory (known as transition finance); (iii) a social purpose; or (iv) incentivising our clients to meet their own sustainability objectives (known as sustainability-linked finance)

² Figures reflect cumulative Sustainable Finance mobilised since January 2021 up to September of each year. Values noted with a caret symbol (^) are subject to independent limited assurance by EY, report available at [sc.com/sustainabilityhub](https://www.sc.com/sustainabilityhub).

Employee net promoter score (eNPS)¹

Alignment to remuneration

+8.31points



Aim Improve the overall employee experience across the Group by creating a better work environment for our colleagues that should translate into an improved client experience.

Progress in 2023 The eNPS score is up by 8.31 points to 25.86, which is our highest ever score.

¹ eNPS ranges from -100 to +100 and is based on a single question which measures whether colleagues would recommend working for the Bank. It is calculated by deducting percentage of detractors from percentage of promoters.