



standard
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Fair Pay Report 2022

► Unlocking the potential
of our unique diversity ◀

Here for good



In this report

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Gender pay



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Letter from the Group Chief Executive



At Standard Chartered we are committed to creating a diverse and inclusive workplace, to match the nature of our business, and to recognise and reward colleagues fairly and consistently in line with our Fair Pay Charter. Our team is made up of more than 83,000 different perspectives from 125 countries serving clients across 59 markets. Our unique diversity is an important contributor to our innovation, helping us drive commerce and prosperity across our footprint.

This year our Fair Pay Report, in addition to the gender pay gap assessment, includes an ethnicity pay gap assessment for the UK and US. The report shows the actions we have taken to narrow overall pay gaps and the progress we have made in areas such as representation of women in Board and Management Team. In 2022, women represented 43 per cent of our Board versus 31 per cent in 2021 and 46 per cent of the Management Team versus 38 per cent in 2021. Despite the progress, representation of women and minority ethnic colleagues in senior and highly paid roles remains a top priority.

Our aspiration is that our workforce is broadly representative of the nationalities and ethnicities we see in our markets and client base. We have set senior leadership targets to further improve gender and ethnicity representation and we support these targets with policies and programmes that enable the attraction, development, and retention of diverse talent.

We are proud that our efforts have been recognised in many of our markets:

- We have been recognised for the second year running as a 'World's Best Employer' in the Forbes 2022 ranking.
- We are included for the seventh consecutive year in the 'Bloomberg Gender Equality Index' for our best-in-class progress and practices in gender equality.
- We have received multiple diversity and inclusion awards across our markets including in Pakistan, Philippines, Singapore, Sri Lanka, Taiwan, UAE, United States and Vietnam.

Building a culture of inclusion isn't just good for business; it's the right thing to do for our colleagues and communities. The Board and Management Team remain committed to working together with colleagues to progress further on this important journey and unlock even more of our potential.

Bill Winters
Group Chief Executive

Our Fair Pay Charter

With our Fair Pay Charter, we've pledged to our colleagues that we're committed to a culture of sustainable high performance where everyone can be at their best and feel their contributions are fairly rewarded.

The Charter covers all aspects of reward and sets out the principles that underpin our performance and reward strategy and associated decisions – including providing a sufficient level of financial security, being competitive against the market, paying for performance, ensuring consistency and transparency in outcomes, supporting flexibility and wellbeing of colleagues, and rewarding colleagues in a way that is free from unjust bias.

The Fair Pay Charter is the compass for our performance and reward strategy and outlines how we aim to ensure fairness in our approach to reward. Together with broader initiatives supporting diversity and inclusion, organisational and individual development, and the recognition of high performance, we are building a culture of excellence where innovation and continuous improvements are valued, and each and every one of our colleagues are able to fulfil their potential.

This is an ongoing journey. We continue to actively engage with all of our colleagues to better understand their 'lived experience', hear their feedback, and take action to continuously improve and refine our path.

Tanuj Kapilashrami
Group Head, Human Resources





Fair Pay Charter Principles

→ An overview of how we align to each of our Fair Pay Charter principles can be found in Appendix A.

Living wage

We commit to pay a living wage in all our markets and seek to go beyond compliance with minimum wage requirements

1.

Providing security

We provide an appropriate mix of fixed and variable pay and a core level of benefits to ensure a minimum level of earnings and security for colleagues and to reflect the Group's commitment to wellbeing

2.

Reliable pay administration

Pay is well administered with colleagues paid accurately, on time and in a way that is convenient for them

3.

Competitive pay opportunities

We provide a competitive total fixed and variable pay opportunity that enables us to attract, motivate and retain colleagues based on market rates for their role, location, performance, skills and experience

4.

Flexibility for all

We support colleagues in working flexibly, in ways that balance both business needs and their personal circumstances, and provide colleagues with the opportunity to select the combination and level of benefits that is right for them

5.

Inclusive environment

We are committed to rewarding colleagues in a way that is free from discrimination on the basis of diversity, as set out in our Group Code of Conduct

6.

Consistent reward structure

The structure of pay and benefits is consistent for colleagues based on their location and role, with a clear rationale for exceptions

7.

Performance driven

We ensure pay decisions reflect the performance of the individual, the business they work in and the Group, and recognise the potential, conduct, behaviours and values demonstrated by each individual

8.

Clear expectations

We set clear expectations for how colleagues are rewarded and the principles guiding decisions, including clear personal objectives and feedback

9.

Clear communications

We provide clear communication of pay and performance decisions, and seek feedback and input from colleagues on our pay structures and outcomes

10.

Listening to our colleagues

We seek regular feedback from colleagues to understand how they feel about their performance, reward and wellbeing to identify areas for further focus.

Our 2022 surveys show that colleague sentiment remains similar, or is trending upwards, year-on-year.

While employee sentiment is generally positive, we acknowledge that there is more that we can do to improve satisfaction with reward and improve overall employee wellbeing.

Satisfied with people leader evaluation of performance

80%

↑ +2%

Satisfied with reward

56%

↑ +1%

Understand how their performance is managed and evaluated

78%

↑ +8%

Regularly give and receive constructive feedback about work performance

86%

↑ +1%

Satisfied with the programmes offered to promote wellbeing

75%

↑ +9%¹

Satisfied with work-personal life balance

70%

↑ +1%

Feel the design of the current workplace supports their wellbeing

79%

↑ +9%¹



¹ Compared to the last survey conducted in 2019 before flexi-working was widely adopted.



Our focus during 2022

Financial security during the cost of living crisis

Over the past year, inflation and rising interest rates have resulted in widespread cost of living challenges across many of our markets. In this context, supporting colleagues' financial security has been a priority. Over the course of the year we have intervened in markets facing the most extreme economic circumstances, such as Sri Lanka, Pakistan and Zimbabwe, to address challenges faced by our employees, and junior staff in particular. Beyond these specific interventions, we set aside additional funding for 2023 salary increases to mitigate the impact across many of our markets where inflation is highest, again prioritising junior colleagues.

More broadly we continued to engage third party survey providers to ensure we offer market competitive pay across locations. We also have local or Group-wide programmes including pension, Sharesave (our employee share option plan), and financial planning advice to support longer-term financial wellbeing and resilience for our colleagues.

Living wage

We continued to go beyond compliance with minimum wage requirements and conduct an annual review for each of our markets to ensure no colleague falls below a living wage. A living wage is a wage that is sufficient to cover an adequate standard of living taking into account the cost of goods and services. We review this annually in partnership with the Fair Wage Network as part of our year-end process.

Redefining our approach to manage and reward performance

In 2022 we launched a new approach to motivate outperformance and deliver a culture of excellence by redefining how we manage, recognise and reward performance across the Bank. With this new approach, we are creating a more transparent, real-time feedback culture underpinned by continuous feedback, coaching, and open two-way performance and development conversations with people leaders. Greater emphasis is placed on recognising outperformance that is driven by collaboration and innovation. Colleagues are encouraged to set aspirational targets to fuel an innovative, forward-thinking culture across the Group. We also refined our incentive approach to place greater emphasis on differentiating outcomes for colleagues with exceptional performance.

To set clear expectations of the leadership standards needed to drive and accelerate our ambition, we introduced our **Leadership Agreement** in 2022, which focuses on leadership behaviours that aspire, inspire and drive execution.

Behavioural changes among our colleagues are already visible, and we will further embed the cultural shift through a multi-year journey. In 2022, over 291,000 pieces of feedback were exchanged amongst colleagues (up 50 per cent compared to the previous year). More than half of our people leaders received feedback from their direct reports, through our 'always on' feedback tool available to all colleagues, as well as through the 360-degree tool that has been launched for mid-to-senior level people leaders. We believe that the increase in upward feedback indicates a greater sense of psychological safety in the organisation. The feedback is providing useful input for further building leadership capabilities across the Group.

A 50% increase in feedback from colleagues in 2022

291,000

People leaders received feedback through feedback tools

>50%



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Our focus during 2022 continued

Continued focus on flexibility and wellbeing

During the year we have continued to make local and global enhancements to our benefits and flexible working options for greater inclusion and enhanced support across mental, physical, social and financial wellbeing.

At a Group level, we have rolled out flexi-working to more markets and focused on making hybrid working more effective in existing markets, recognising that each colleague may have different preferences and unique personal circumstances. Support is provided in the form of people leader toolkits, analytics, and engagement sessions to drive local conversations. Our Leesman property survey indicated that 79 per cent of colleagues (up from 70 per cent in 2019 before flexi-working was widely adopted) believe their wellbeing is supported through the design of their workplace, encompassing home, office and hybrid working situations.

Our 2021 **study on menopause in the workplace** showed that a culture of silence and a lack of understanding and support around the menopause is potentially limiting the careers of women and trans men in financial industries. To reverse this trend and create a more supportive working environment for all employees, we have started to embed menopause support across the Bank. We now offer medical coverage for menopause consultations and treatment in markets such as Hong Kong, UAE and the United States, and we are looking to further expand this across our footprint.

During the year, we also initiated a programme to identify and address root causes of stress within the Bank. This includes primary research into models of effective wellbeing in the workplace.

At a local level, examples of benefits enhancements made during 2022 include:

Taiwan

In Taiwan we levelled up medical check-up benefits for junior colleagues and raised the frequency of employee medical check-ups to once a year.

Korea

In Korea we removed age requirements for comprehensive medical check-ups and changed the three day fertility treatment leave per year from unpaid leave to paid leave.

Africa

Consistent pay for prolonged illness leave has been introduced in most markets in Africa, providing colleagues with a safety net in difficult situations and allowing them to focus their efforts on rest and recuperation.

Australia

In Australia we improved car benefit options, with extra weightage given to more sustainable electric vehicles, and extended the same offering to all colleagues on an equal basis.



US

In the US our benefits provisions have been made more inclusive to support all paths to parenthood, including elective fertility benefits, as well as adoption and surrogacy support. Aligned to the Fair Pay Charter, leave benefits were also harmonised by eliminating any grade-specific leave eligibility.

Focus and priorities for 2023

In 2023 we will continue to closely monitor market conditions to determine whether further intervention against the rising cost of living is required.

We will further embed our new approach to manage and reward performance, focusing on quality conversations and feedback, and encouraging greater differentiation in reward outcomes.

Plans are also in place to further review and enhance our benefits provisions in line with our Fair Pay Charter principles, and to develop our wellbeing approach to support sustainable working and the reduction of work-related stress.

We are committed to addressing the diversity representation issues as highlighted in our pay gap analysis in the next section. Further details on the actions we are taking in 2023 are outlined later in this report.



Gender and ethnicity pay



We've built a bank across more than 50 markets with diverse experience and capabilities representing more than 120 nationalities, 100 ethnicities, and speaking 170 languages and dialects. To unlock the potential of such a diverse workforce, we must create a fully inclusive environment that embraces differences, and the Fair Pay Charter is essential in helping us achieve this goal.

We ran a global campaign in 2022 to encourage colleagues to share their ethnicity. As self-declaration rates increase, we will be able to make long-term decisions that are supported by the insights provided by the data.

In the first instance, I'm pleased to see that as a result of our 2022 campaign, we are able to extend our diversity pay analysis to include ethnicity this year for the first time. We believe these additional insights will support us in further advancing towards our diversity and inclusion goals.

Simon Cooper

CEO, Corporate, Commercial & Institutional Banking and CEO, Europe & Americas
Chair, Global Diversity and Inclusion Council

One of our Fair Pay principles is to support the creation of an inclusive environment and reward our colleagues in a way that is free from unjust bias. We have checks in place during hiring, promotion and the year-end review to challenge potential unjust bias and ensure there is equal pay for equal work. We are also continually improving our analytics capabilities to support decision making on talent and reward.

We define diversity across many dimensions and measure our progress in several different ways. Since 2017, we have been publishing the gender pay gap analysis for the UK and our hub locations in Hong Kong, Singapore, UAE and the US. This year our analysis is extended to also cover the ethnicity pay gap in the UK and the US. These analytics, combined with local insights on the unique dynamics and talent context of each market, enable us to better understand the strengths and gaps in the organisation, and develop action plans to tap into the potential of a truly diverse and inclusive workforce.



Gender pay

We carry out checks at hiring and during our pay and performance review in all markets to identify and correct any significant pay differences that arise over time for people doing the same work. For disclosure purposes, we have further analysed gender pay using two approaches:

‘Gender Pay Gap’ analysis: The approach mandated by the UK government for UK disclosure compares pay for all male and all female employees, regardless of role, on the snapshot date of 5 April 2022. This is different to ‘equal pay’, which compares the pay of female and male employees who are doing the same roles, or work of the same value. As such, the gender pay gap provides an indication of gaps in gender representation across roles.

‘Adjusted Pay Gap’ analysis: To complement the legislative approach in the UK, we have also calculated our adjusted pay gap, which compares pay for females and males at the same hierarchy level and in the same business area.

We recognise that a spectrum of gender identities and expressions exist. However, we calculate our gender pay gap using the approach required by UK legislation, which compares the pay of females and males.

We support the creation of an inclusive environment and reward our colleagues in a way that is free from unjust bias.

What have we found?

Like previous years, the narrow margins for the Adjusted Pay Gap analysis indicate our female and male colleagues in the same business areas and at the same levels of seniority are paid similarly (Chart 1).

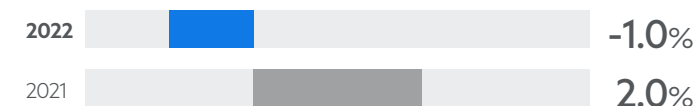
¹ The Adjusted Pay Gap is the difference between the mean female and male hourly pay (including salary and allowances), adjusted to remove differences based on grade and business function, expressed as a percentage of the male amount. For each combination of grade and business function we calculate the average pay for male and female colleagues in the market, and then determine the pay gap by deducting the female average from the male average, and dividing the difference by the male average. The Adjusted Pay Gap is the average of all these gaps by market.

Chart 1: Adjusted Pay Gap as a % of male average
– Jobs at the same level and in the same business area ¹

United Kingdom



Hong Kong



Singapore



United Arab Emirates



United States



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Gender pay continued

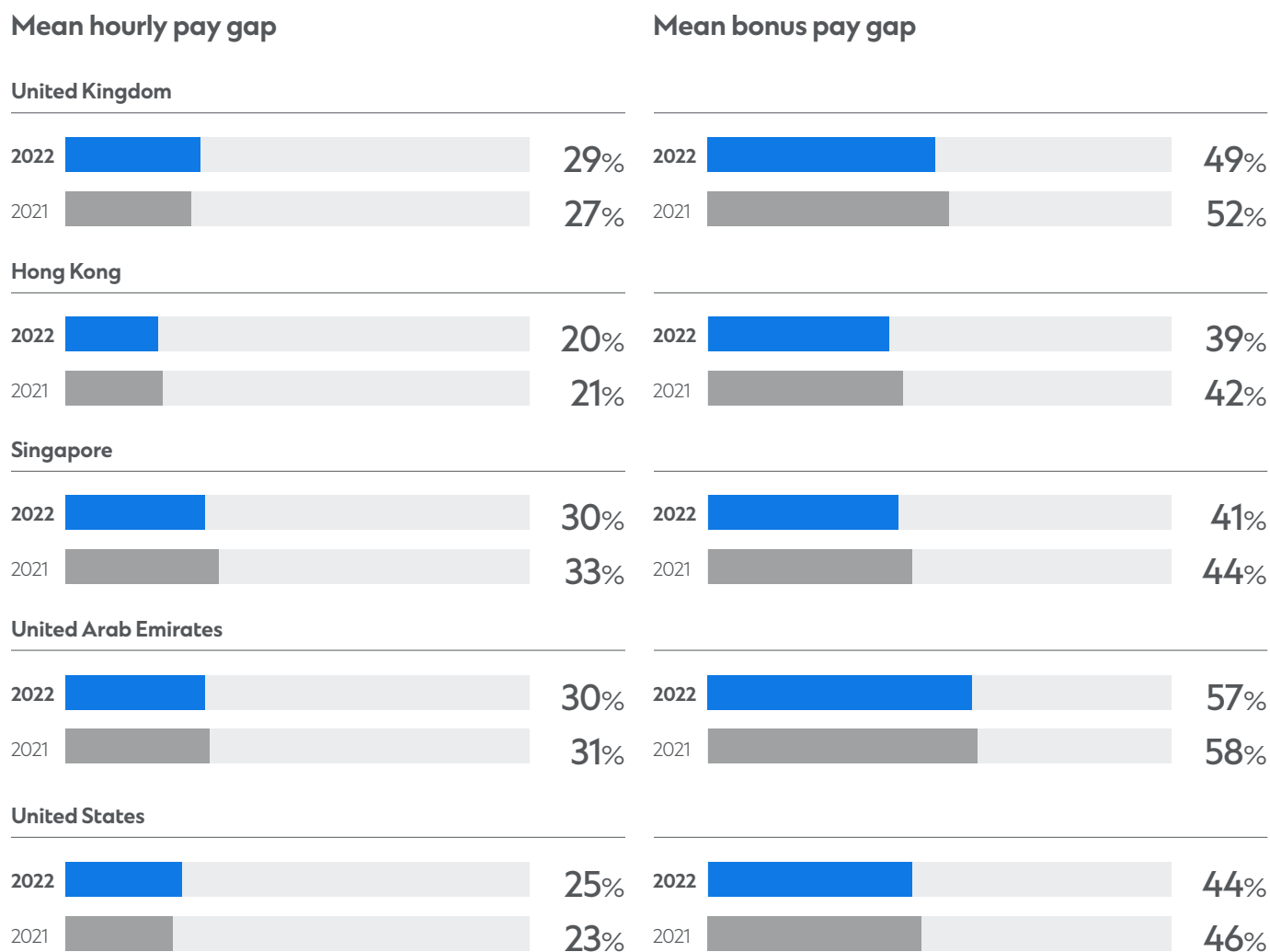
[→](#) The full set of statutory disclosures required by UK legislation can be found in Appendix B.

What have we found?

Our Gender Pay Gaps have steadily improved since our first disclosure for 2017 (when our mean hourly pay gap ranged from 24 per cent to 39 per cent, and our mean bonus pay gap ranged from 53 per cent to 64 per cent). However, they remain at a level that signifies there are proportionally more male than female colleagues in senior roles and/or roles with higher market rates of pay (Chart 2).

¹ The mean hourly pay gap is the difference between the mean female and male hourly pay (including salary and allowances), expressed as a percentage of the male amount. For each market, we calculate the average pay for all male and female colleagues, determine the pay gap between the two by deducting female average from male average, and divide the difference by male average.

² The mean bonus pay gap is calculated by taking the difference between the average female and male bonus payments received in the 12 months prior to 5 April, expressed as a percentage of the male amount.

Chart 2: Gender Pay Gap as a % of male average – Mean hourly pay gap¹ and mean bonus pay gap²

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Gender pay continued

What are we doing to narrow the gender pay gap?

We are committed to engaging all genders in our continued support and progress towards gender equality. We aim to lift the participation of women both internally and externally within our wider communities.

To narrow the gender pay gap, we have committed to increasing representation in senior positions within the Bank, aiming to have at least 40 per cent women on the Board, and, by 2025, 35 per cent women in senior leadership positions (Managing Director and Band 4). As of the end of 2022, women represent 43 per cent at the Board level (up from 31 per cent in 2021) and 32 per cent of senior leadership roles (up from 25 per cent when we first signed the UK HM Treasury Women in Finance Charter in 2016, and 31 per cent in 2021). Of our senior leadership roles, 46 per cent of our Management Team are women (up from 38 per cent in 2021), and there are women CEOs at the helm of fourteen of our biggest markets, including China, Hong Kong, India and UAE.

Our gender representation commitments across the wider workforce are supported by the inclusion of gender balance considerations in all of our hiring and promotion decisions.

In addition, support for the development of women and individuals with care-giving responsibilities is provided through internal policies, resources and support groups.



Additional details of our internal and external initiatives supporting gender equality can be found on our [gender diversity](#) page.

Examples of internal initiatives and support

Reskilling programmes to strengthen our talent pipeline in cyber, STEM and coaching

686 women colleagues across the Group participated during 2022



Gender-focused Employee Resource Groups (ERGs) providing peer to peer networks and support

Over 20 gender-focused ERGs across the Group



Examples of internal initiatives and support continued

Fully paid maternity and paternity leave

20 calendar weeks of maternity leave and two calendar weeks of paternity leave. A review is currently underway to further improve equity and inclusion through this benefit provision.



Menopause support

Campaigns and policies are in place to increase awareness and provide better support. Further details provided under 'Our priorities during 2022'.



Flexible working and flexible benefits

Flexi-working has been implemented in markets covering 69 per cent of our population, and flexible benefits are offered in markets covering 32 per cent of our global headcount. Flexibility offered in our programmes enables colleagues to tailor their work and benefits based on individual preferences and unique personal circumstances.



Ethnicity pay

Having a workforce that is broadly representative of the nationalities and ethnicities that make up our client base and footprint is a key focus area of our inclusion strategy, and we continue to champion activities to nurture and develop diverse talent across our global footprint.

We recognise the varying cultural and legal contexts in the markets across our diverse footprint; our aim is to take a holistic and tailored approach on ethnic diversity in every market to best meet the needs of the local environment in service of our colleagues and clients.

In 2022 we focused on equipping senior leaders to better understand the topic of ethnic diversity and the importance of role modelling inclusive behaviours, as well as how to have related conversations with their teams. This encouraged openness and built trust as colleagues felt more comfortable to self-identify, which in turn helps us to strengthen our data set on ethnicity. This has subsequently given us the power to better understand our colleagues and identify areas that need our attention, in order to increase participation and address potential barriers to help them grow in their careers.

As we start using ethnicity data to analyse and positively impact our workforce, we hope more of our colleagues see the benefit of sharing their information that would enable further analysis, planning and disclosure on the basis of diversity.

This year we have prepared our first UK and US ethnicity pay disclosures – two markets where we have also set ethnicity targets for senior leadership representation. While our self-declaration rate in the UK is roughly 50 per cent, we have decided that it is important to take the right directional step by analysing and disclosing our ethnicity pay gap for the UK alongside the US (where we have complete ethnicity disclosure in accordance with US legal and regulatory requirements), acknowledging that our observations will only reflect the available data. As we start using ethnicity data to analyse and positively impact our workforce, we hope more of our colleagues see the benefit of sharing their information and we are able to use an even fuller set of data for analysis, planning, disclosure, and decision-making.

Our approach

In our ethnicity pay analysis we have aligned ethnicity categories to census categories in each market. To illustrate the positioning of each ethnic group, the analysis is based on the pay quartile methodology used in the gender pay gap analysis. Under this methodology, we have ranked all colleagues by their salary and allowances, divided the population into four quartiles, and analysed the ethnicity distribution for each pay quartile versus the ethnicity distribution of the full population. The results from this analysis are indicative of representation of each ethnic group in senior and/or highly paid roles.



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Ethnicity pay continued

What have we found?

Based on colleagues who have chosen to share their ethnicity³, a comparison of the top pay quartile with headcount distribution shows that in both the UK and the US, a proportionally higher percentage of colleagues in the top pay quartile are from the majority ethnic group (which in the case of both markets is White) versus the overall headcount distribution. This indicates that further work is required to improve representation of minority ethnic groups in senior bands and/or roles with higher market rates (Chart 3).

¹ Employee population and fixed pay as of 5 April 2022.

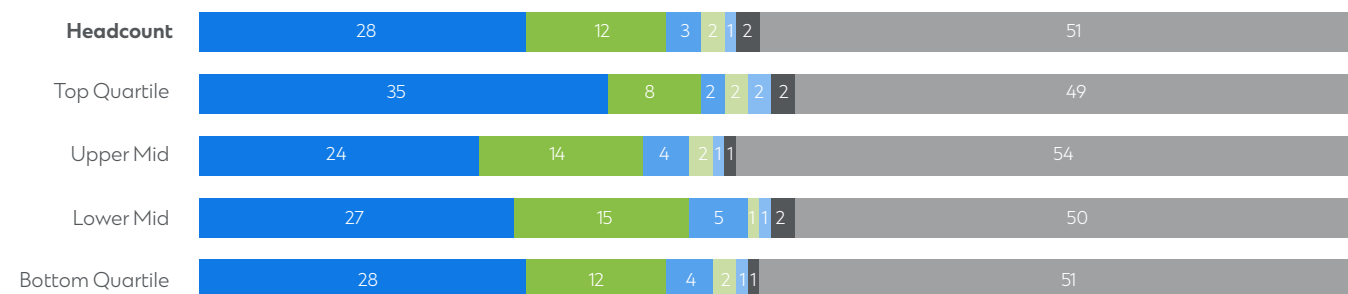
² Ethnic categories based on local census. UK categories reflect 'big 5' as identified by Office for National Statistics. US data reflects categories by US Census Bureau. We have consolidated 'American Indian or Alaska Native' and 'Native Hawaiian or Other ethnic group Pacific Islander' into 'Indigenous' given small population reported under these categories.

³ For the UK, approximately 50 per cent of the colleagues have made an ethnicity declaration. For the US, we have ethnicity information for all colleagues given statutory requirements for disclosure.

Chart 3: Pay quartile distribution by ethnicity – UK and US^{1,2}

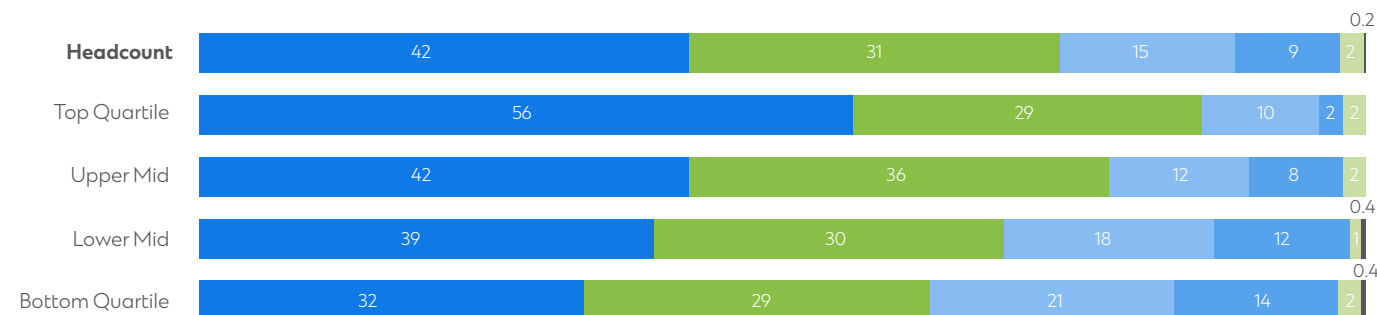
Pay Quartile by ethnicity – United Kingdom %

● White ● Asian ● Black ● Multi-racial ● Other ● Prefer not to disclose ● Not disclosed



Pay Quartile by ethnicity – United States %

● White ● Asian ● Hispanic ● Black ● Dual or Multi ● Indigenous



Fair Pay Report 2022



Ethnicity pay continued

What are we doing to promote ethnic diversity and representation?

While our ethnicity pay analysis focuses on the UK and the US, our efforts to improve the lived experience of underrepresented talent is a Group-wide commitment. This is because, in line with our valued behaviours, it is the right thing to do. Our approach to diversity and inclusion is business-led in recognition of its importance to deliver strategic business outcomes in service of our clients. Our Global D&I Council, which comprises enterprise-wide leaders who represent various businesses, functions and geographies, is responsible for overseeing the development and implementation of our D&I priorities to demonstrate measurable improvements. This includes appointing business sponsors on the Global D&I Council to advocate for the necessary leadership actions to encourage visible role modeling, and support cultural change in driving progress in ethnic diversity.

As a part of this acceleration, we have set an ethnicity aspiration for our Board to have a minimum of 30 per cent of our directors representing minority ethnic backgrounds¹ to reflect the diverse markets in which we operate. As of the end of 2022, we have 21 per cent of the Board identifying as from a minority background and 22.9 per cent of our Management Team and their direct reports identifying as Black, Asian or minority ethnic.

In 2020 we set **targets** in the UK and the US to improve representation in Managing Director and Band 4 senior leadership roles by the end of 2025. In the UK, Black representation in senior leadership is 2.5 per cent as of the end of 2022 and Black, Asian and minority ethnic representation is 18.1 per cent (versus 5 per cent and 20 per cent targets respectively). In the US, Black representation in senior leadership is 3.1 per cent and Hispanic representation is 9.4 per cent (versus 8 per cent and 14 per cent targets respectively).

¹ Reference to majority and minority ethnic backgrounds in this report are in relation to UK definitions.

Our Global D&I Council includes business sponsors that advocate for necessary leadership actions to drive progress in ethnic diversity.



We have ethnic representation targets in place at the Board level, and for senior leadership in the UK and the US by the end of 2025.



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Ethnicity pay continued

Beyond setting ethnicity targets for senior leadership positions, we are supporting diversity and inclusion along **different stages of education, employability and career development to build a more diverse talent pipeline.**



Our ethnicity action plan is complemented by a focus on **employee listening** to help identify areas of greatest opportunity and impact for further action.



Beyond setting ethnicity targets for senior leadership positions, we are supporting diversity and inclusion along different stages of education, employability and career development to build a more diverse talent pipeline. Lifting participation starts in the community, with Futuremakers by Standard Chartered, our flagship programme to tackle inequality and promote greater economic inclusion for young people to learn, earn and grow. Our workplace internship, apprenticeship and early careers programmes are core to solving future skills gaps. As our diverse talent develops through their careers, we will continue to provide targeted support to help them grow and thrive in an inclusive environment. Such support might include empowering participants through coaching, mentoring, upskilling and reskilling opportunities, transitioning into roles to develop experience and exposure, or taking up overseas opportunities across our footprint.

We also know that building a culture of inclusion is critical to increasing representation – including ethnicity representation. In addition to our data led approach, our ethnicity action plan is complemented by a focus on employee listening to help identify areas of greatest opportunity and impact for further action. Our Origins, Nationality and Ethnicity (ONE) Employee Resource Groups (ERGs) have played an integral role by providing a collective voice and fostering constructive challenge. We encourage constructive dialogue on all topics of diversity and inclusion including discussions on ethnicity. To support this, we have launched a **toolkit** internally (and shared with our clients) to provide guidance on how to have such conversations. While these conversations may be uncomfortable, they are much needed to help us collectively learn, grow and develop further action.

We acknowledge the promotion of ethnic diversity and representation is a multi-year journey and there is more that we need to do. We are committed to regularly reviewing and reporting on our progress on these targeted actions. In the UK, further effort is being put into improving the ethnic self-declaration rate to create a more robust data set for us to conduct further pay and diversity analysis in the future. In the US, an assurance exercise has been conducted for both gender and ethnicity as part of the year-end process to identify any potential unjust bias and ensure equal pay for equal work.



Additional details of our initiatives can be found on our [ethnic diversity page](#).



Appendix A

How are we aligned to the principles of the Fair Pay Charter?

1	Living wage	We commit to pay a living wage in all our markets and seek to go beyond compliance with minimum wage requirements	We continue to conduct an annual exercise in conjunction with the Fair Wage Network to ensure no colleague falls below a living wage.
2	Providing security	We provide an appropriate mix of fixed and variable pay and a core level of benefits to ensure a minimum level of earnings and security for colleagues and to reflect the Group's commitment to wellbeing	We continue to closely monitor market conditions and focus salary increases on high inflation markets and junior colleagues to support the financial security of our employees. Pay decisions are supported by wider programmes for long-term financial wellbeing.
3	Reliable pay administration	Pay is well administered with colleagues paid accurately, on time, and in a way that is convenient for them	Our payroll teams maintained 100 per cent on-time payroll delivery during 2022 with over 99 per cent accuracy rate.
4	Competitive pay opportunities	We provide a competitive total fixed and variable pay opportunity that enables us to attract, motivate and retain colleagues based on market rates for their role, location, performance, skills and experience	We continued to adhere to Group-wide principles, market pay data and salary ranges to inform salary decisions across the Bank, allowing us to provide outcomes that balance what is right for colleagues and affordability.
5	Flexibility for all:	We support colleagues in working flexibly, in ways that balance both business needs and their personal circumstances, and provide colleagues with the opportunity to select the combination and level of benefits that is right for them	We continue to roll out flexi-working to further markets through the Future Workplace, Now programme, and seek opportunities to improve the efficiency of hybrid working in markets under earlier phases.
6	Inclusive environment	We are committed to rewarding colleagues in a way that is free from discrimination on the basis of diversity, as set out in our Group Code of Conduct	Diversity and inclusion considerations are embedded in our hiring, pay and promotion decisions. Assurance checks are in place for the year-end process to identify and correct unjust bias.
7	Consistent reward structure	The structure of pay and benefits is consistent for colleagues based on their location and role, with a clear rationale for exceptions	Our pay and benefits structures aim to be as consistent as possible, whilst recognising the need for flexibility per local requirements and competitive practice. We continue to make incremental enhancements where there are opportunities to harmonise benefits provisions.
8	Performance driven	We ensure pay decisions reflect the performance of the individual, the business they work in and the Group, and recognise the potential, conduct, behaviours and values demonstrated by each individual	The rollout of myPerformance further supports our commitment to continuous improvement and pay for performance. Building on our existing robust framework for performance and reward, the initiative provides greater flexibility to differentiate reward for high performers and to reward innovation.
9	Clear expectations	We set clear expectations for how colleagues are rewarded and the principles guiding decisions, including clear personal objectives and feedback	Clear communications are issued to colleagues and people leaders on goal setting, performance management, and year-end review. myPerformance further enabled and encouraged regular feedback and honest conversations throughout the year to support the achievement of goals.
10	Clear communications	We provide clear communication of pay and performance decisions, and seek feedback and input from colleagues on our pay structures and outcomes	Group communications on year-end review outcomes are sent to all colleagues and people leaders, along with materials to support conversations. Colleague feedback on year-end review and reward is sought through a year-end review survey and My Voice employee engagement surveys.



Appendix B

Statutory gender pay gap disclosure per UK legislative requirements

Hourly pay ¹	Hourly pay gap ³		Bottom quartile ⁴		Lower-Middle quartile ⁴		Upper-Middle quartile ⁴		Top quartile ⁴	
	Mean	Median	Female	Male	Female	Male	Female	Male	Female	Male
Statutory disclosure for the UK										
United Kingdom ²	29%	25%	61%	39%	38%	62%	30%	70%	26%	74%
Additional voluntary disclosure for our hub locations										
Hong Kong	20%	17%	64%	36%	58%	42%	52%	48%	46%	54%
Singapore	30%	35%	67%	33%	52%	48%	38%	62%	29%	71%
United Arab Emirates	30%	34%	56%	44%	53%	47%	36%	64%	18%	82%
United States	25%	22%	58%	42%	47%	53%	43%	57%	29%	71%

Bonus pay ¹	% Receiving Bonus		Bonus pay gap ⁵	
	Female	Male	Mean	Median
Statutory disclosure for the UK				
United Kingdom ²	94%	93%	49%	42%
Additional voluntary disclosure for our hub locations				
Hong Kong	90%	85%	39%	18%
Singapore	90%	90%	41%	34%
United Arab Emirates	94%	94%	57%	47%
United States	93%	93%	44%	33%

¹ Data as of 5 April 2022.

² Disclosure is applicable for our UK entities Standard Chartered Bank and Standard Chartered PLC.

³ The hourly pay gap is calculated by taking the difference between the mean or median female and male hourly pay, expressed as a percentage of the male amount.

⁴ Quartile distribution of hourly pay shows the percent of female or male population within each pay quartile.

⁵ The bonus pay gap is calculated by taking the difference between the mean or median female and male bonus payments received in the 12 months prior to 5 April, expressed as a percentage of the male amount.

I confirm the information provided in this report is accurate.

Tanuj Kapilashrami
Group Head, Human Resources