

Our People

“In the banking industry, our customers are ever more demanding. We will develop a competitive edge through our people – through their relationships with our customers in working together to deliver superior service and by applying their wealth of talent and skills to add value to customers in complex markets and across borders.”

Mervyn Davies, Group Chief Executive - Accounting for People, DTi Report

Our people make a difference

Our focus is on helping our people play to their strengths, through identifying and developing their talents, to improve personal and team performance.

We have established a range of processes and benchmarks to measure and enhance the contribution of our employees. Our work on human capital measurement means we understand the difference that talented and motivated employees make in every area of our business. It also shows that we continue to make progress in building a strong performance culture.

The International Dinner, part of Standard Chartered's intensive Career Development Programme, is an opportunity for management trainees to network (right).



Successful employees

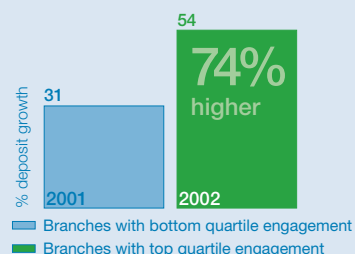
Standard Chartered employees celebrate achieving certification following one of our sales programmes.

Being the Right Partner to our employees is about building a work place which helps our people grow, enables individuals to make a difference and teams to win.



Employee engagement

Our Q12 employee engagement survey asks our employees about 12 key factors that underpin a productive and stimulating place to work, including “Do I have the opportunity to do what I do best every day?” In 2003, the survey covered 53 countries, with an average of 95 per cent of our employees responding.



Engagement and deposits growth

Standard Chartered's human capital measurements studies show that high employee engagement is a leading indicator of business performance. For example, highly engaged staff within branches in Ghana enjoy much greater deposits growth. Continuous engagement improvement remains a key focus of our people strategy.

Global picnics

Picnics were held all over the world to celebrate our employees and their families in our 150th anniversary year.



Human Resources

Tim Miller, Group Head of Human Resources at Standard Chartered, and some of his global team, responsible for best in class people management practices across the Bank.



An international employer

We employ just over 30,000 people in 56 countries and territories, with equal gender representation. Our top 500 managers represent 70 different nationalities. More than half our employees are educated to degree level, while 26 per cent possess a post-graduate qualification.

New talent is vital for our future performance. We have a global graduate recruitment programme that is second to none. Using a global online selection system, in 2003 we recruited 125 graduates split equally between genders and representing 21 different nationalities.

Nurturing talent

Our talent management process, covering 93 per cent of all our employees, identifies and accelerates the development of those who can make a greater contribution in the future.

We take an integrated approach to developing leadership and management capabilities. This includes an intensive individual development process in which over 100 of our top leaders have participated and the 'Leadership Workshop' designed to address individual and collective challenges. The Workshop has been developed with Templeton College, Oxford University and 200 senior managers have participated so far. Our learning providers also include Harvard Business School, INSEAD and The London Business School.

Learning across markets

Continuous development is crucial in helping us outperform the competition.

'Learning Roadmaps' help our people identify the knowledge and skills they need to further their personal and career development. Our 'One Bank' training curriculum means we maintain consistently high standards across our different markets, whilst providing all employees with access to appropriate learning.

This is complemented by an online assessment tool that enables our people to identify and maximise their talents through coaching from one of our 100 qualified internal coaches.

The quality of training we offer our people is reflected by our position as a supplier of learning services to major non-competitor banks.

The right rewards

We want our employees to share in Standard Chartered's success. Our reward programmes are designed to support our business strategy and reinforce our corporate values.

Employees' total remuneration is geared to their performance and we ensure basic pay and benefits are competitive. All employees are also eligible for incentive rewards based on their performance and the Group's results.

We offer a range of equity plans and 40 per cent of employees globally participate in the Save-As-You-Earn Share Save Scheme.

Engaging our people

A committed and engaged workforce is key to performance. Since 2000 we have been systematically improving employee engagement through a process of team based measurement, discussion and action planning.

Central to this is our employee engagement survey. In 2003, 95 per cent of employees across 53 countries responded and our results continue to highlight strong year-on-year increases in our employees' engagement. Our internal modelling, a leading indicator of business performance, shows that teams that enjoy strong or significantly improved levels of engagement outperform others on a range of business outcomes. These include productivity, revenue growth and customer satisfaction.

Additionally, our focus on continuous two-way communication is designed to engage everyone in our Strategic Intent: "to lead the way in Asia, Africa and the Middle East". The launch of Strategic Intent in late 2003 has ensured that every employee within Standard Chartered understands our long-term business goals and how they personally can contribute to them.

Thank you to all employees for their contribution in making 2003 another year of great progress.



Human Capital Roadmap

Standard Chartered's Human Capital Roadmap provides a common and consistent framework for people, management policies and practices around the world.