

Boosting diversity in our senior leadership across the US and UK

At Standard Chartered we know that fostering an inclusive culture allows us to harness the potential of our diverse workforce. This is encapsulated in our purpose statement “Driving commerce and prosperity through our unique diversity”. Diversity of thought and views not only help our clients and communities prosper, but diversity of thought also benefits our business.

We recognise the value of a fully diverse and representative workforce at all levels. 71 per cent of all our market CEOs are of African, Asian or middle Eastern heritage. Some of our largest markets by income – Hong Kong, India, China, and the UAE – have female CEOs from those regions.

Recent events have made it even clearer that, for us to be truly inclusive, we need to listen carefully to individual’s experiences. We have hosted listening sessions globally that have provided senior leaders with the opportunity to reflect and drive targeted action to change necessary behaviours. We recognise that creating the environment to have constructive dialogue on race is an important first step and, as part of embracing this, we have launched a toolkit on [‘How to have conversations about race’](#).

We also continue to champion activities focussed on nurturing and developing local talent in other markets such as Africa, China, Singapore and the UAE, ensuring we reflect the diversity of our global clients.

In addition, we have committed to ethnicity targets for senior leadership in both the UK and the US. While the Bank’s policy is to ensure that all people decisions are fair, open and transparent, and hiring decisions are always made based on a candidate’s skills and suitability for the job, we recognise the need to set goals to drive progress. These targets will enable us to track progress against the actions we take to creating a more diverse workplace and to highlight areas for improvement in building a workforce more representative of our client base so we can be Here for Good.

Targets (%)

Market	Ethnic Group	Current senior leadership ¹	2025 Senior leadership target
US	% Black or African American	4%	8%
	% Hispanic or Latino	10.4%	14%
UK	% Black	1.3%	5%
	% Black, Asian and Minority Ethnic	12.7%	20%

Our ethnicity aspirations extend to the highest level of the organisation, where we have amended our Board Diversity Policy to adopt an ethnicity aspiration of a minimum of 30 per cent on our Board from an ethnic minority background.

As we work towards these targets in the US and UK, we will be focussing on interventions to better support our Black, African American, Hispanic, Asian and Minority Ethnic colleagues and candidates. This includes:

- Launching a partnership with the Leadership Enterprise for a Diverse America (LEDA), to empower youths from under-represented backgrounds and identify potential pipeline talent from LEDA Scholars for Standard Chartered.
- Selectively forged strategic partnerships in the US with ethnically diverse schools and colleges.
- Committing to the “10,000 Black Interns” initiative, enabling more opportunities for black students in the UK.
- Signing the UK Race at Work Charter.

¹ Figures are based on data currently available.

- Continuing, as part of Futuremakers by Standard Chartered, to work with our partners at the East London Business Alliance (ELBA) to support the Parity Project, a programme to support young black men who disproportionately struggle with unemployment or 'underemployment'. We are also continuing our partnership with Upwardly Global in the US, host employability workshops and provide mentoring and networking opportunities.
- Using targeted job boards in the US, which partner and engage with diverse communities, to advertise our career opportunities to help us continue to build a diverse workforce.

More broadly, we have also:

- Reviewed recruitment practices to make sure there are no barriers for, and that we proactively reach, a wider pool of ethnic minority candidates.
- Engaged diversity-focussed recruitment firms for senior leadership roles.
- Initiated the roll out racial harassment prevention and anti-discrimination training globally.
- Launched targeted development programmes, such as mentoring, reciprocal mentoring, coaching and sponsorship.

These targets will be reinforced by our ongoing focus on creating a culture of inclusion, through strategic alignment and integration with people and business processes. This has included a global roll-out of our Inclusive Leadership Programme to develop 16,000 people leaders, emphasising awareness of unconscious bias in decision making and creating a culture of inclusion. To date, over 98% of our EA people leaders have completed this programme and are leading by example in role modelling inclusive behaviours and actively considering diversity and inclusion in key people decisions.

We will continue to implement policies, programmes, initiatives and activities that promote a diverse and inclusive environment and recognise that we are not alone in facing these challenges. However, we hope that our enhanced focus on local talent in key markets, and by setting targets in the US and the UK, we can accelerate the progress we make against our Diversity and Inclusion strategy, where everyone can be themselves and feel appreciated for who they are and what they bring.