



SUSTAINABILITY SUMMARY 2019

# Here for good

Driving commerce and prosperity  
through our unique diversity

# Standard Chartered is a leading international banking group

Our heritage and values are expressed in our brand promise, Here for good. Our operations reflect our purpose, which is to drive commerce and prosperity through our unique diversity.

We offer banking services that help people and companies prosper across Asia, Africa, Europe, the Americas and the Middle East.


## About this report


For more information about our sustainability performance, visit [sc.com/sustainability](https://sc.com/sustainability)


Sustainability reporting is embedded throughout our 2019 Annual Report. Visit [sc.com/annualreport](https://sc.com/annualreport)

### Belt & Road Relay

Our cover photography shows the Belt & Road Relay, which took place over 90 days from February 2019. Eight employees, representing our four regions, ran across 44 markets in the world's first global running event of its kind.

 @StanChart

 [linkedin.com/company/standard-chartered-bank](https://www.linkedin.com/company/standard-chartered-bank)

 [facebook.com/standardchartered](https://www.facebook.com/standardchartered)

Unless another currency is specified, the word 'dollar' or symbol '\$' in this document means US dollar and the word 'cent' or symbol 'c' means one-hundredth of one US dollar.

Unless the context requires, within this document, 'China' refers to the People's Republic of China and, for the purposes of this document only, excludes Hong Kong Special Administrative Region (Hong Kong), Macau Special Administrative Region (Macau) and Taiwan. 'Korea' or 'South Korea' refers to the Republic of Korea. Greater China & North Asia (GCNA) includes Mainland China, Hong Kong, Japan, Korea, Macau and Taiwan; ASEAN & South Asia (ASA) includes Australia, Bangladesh, Brunei, Cambodia, India, Indonesia, Laos, Malaysia, Myanmar, Nepal, Philippines, Singapore, Sri Lanka, Thailand and Vietnam; and Africa & Middle East (AME) includes Angola, Bahrain, Botswana, Cameroon, Cote d'Ivoire, Egypt, The Gambia, Ghana, Iraq, Jordan, Kenya, Lebanon, Mauritius, Nigeria, Oman, Pakistan, Qatar, Saudi Arabia, Sierra Leone, South Africa, Tanzania, the United Arab Emirates (UAE), Uganda, Zambia and Zimbabwe.

Within the tables in this report, blank spaces indicate that the number is not disclosed, dashes indicate that the number is zero and nm stands for not meaningful. Standard Chartered PLC is incorporated in England and Wales with limited liability and is headquartered in London. The Group's head office provides guidance on governance and regulatory standards. Standard Chartered PLC stock codes are: HKSE 02888; LSE STAN.LN; and BSE/NSE STAN.IN.

# Introduction

## Progressing sustainability

### 2019 SUSTAINABILITY HIGHLIGHTS

Funded and facilitated clean technology	Reduced water use since 2008	Committed to cut emissions from our operations by 2030*
\$20bn	72%	Net zero
Women in senior roles	Invested in communities	Girls reached through Goal
28.5%	\$51.1m	108,000

> Read more about our 2019 performance on pages 10-15

### Measuring our progress

Our Sustainability Aspirations continue to provide a robust set of performance targets to support sustainable business outcomes. The Aspirations are a set of annual and multi-year performance targets aligned to the UN Sustainable Development Goals. Each Aspiration contains one or more performance measures. The percentage is the proportion of all measures that have been achieved or are on track to deliver at the end of the period.

### Delivering the Sustainability Aspirations

88.6%

90.9%

93.1%

2017

2018

2019

Sustainability Aspirations achieved or on track

2019

93.1%  
+2%

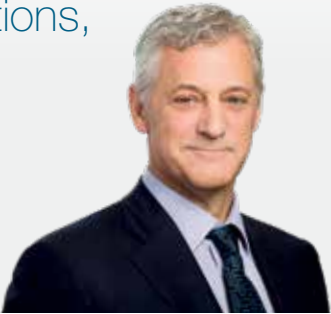
2018

90.9%

\*Net zero: In aggregate, we do not produce any emissions from our operations (Scope 1 & 2)

“We work with our clients and peers, directly and through our participation in the UN Global Compact, to deliver sustainable development in our markets. Anchored in our Sustainability Aspirations, we ensure our actions are aligned to our strategy and the UN Sustainable Development Goals.”

Bill Winters Group Chief Executive

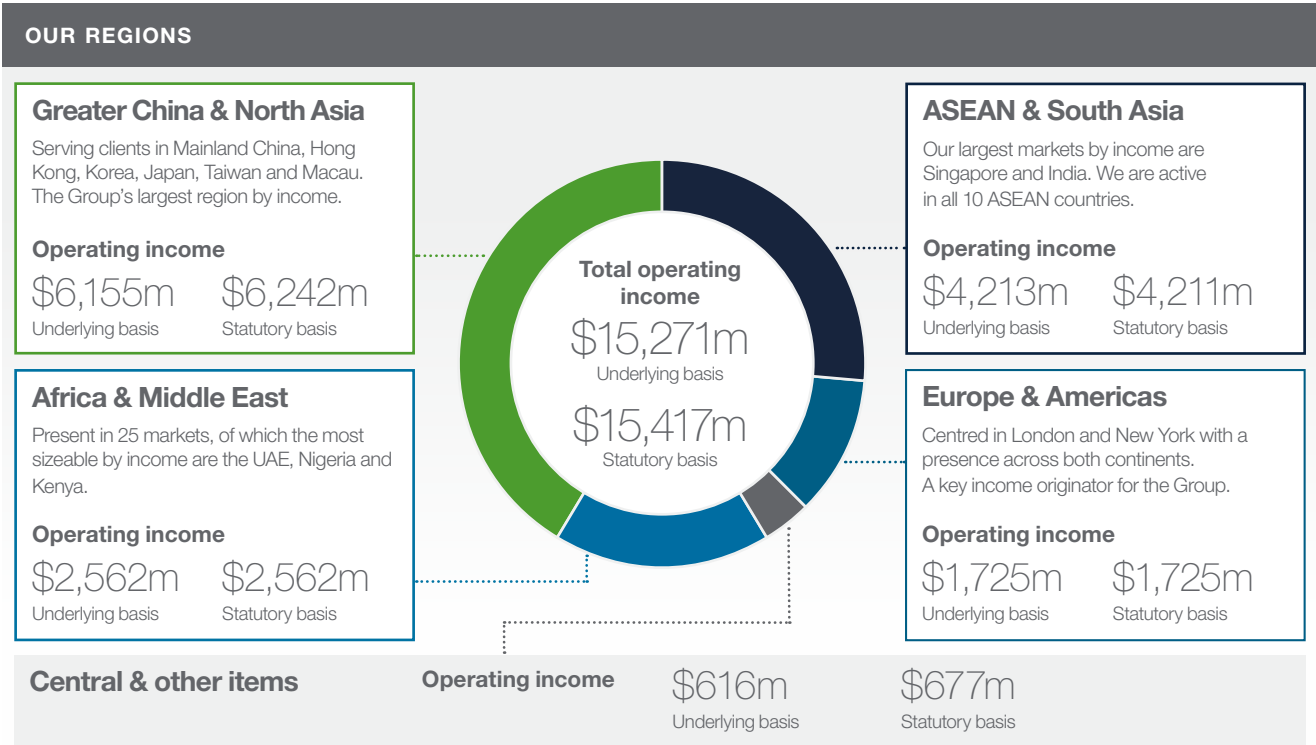
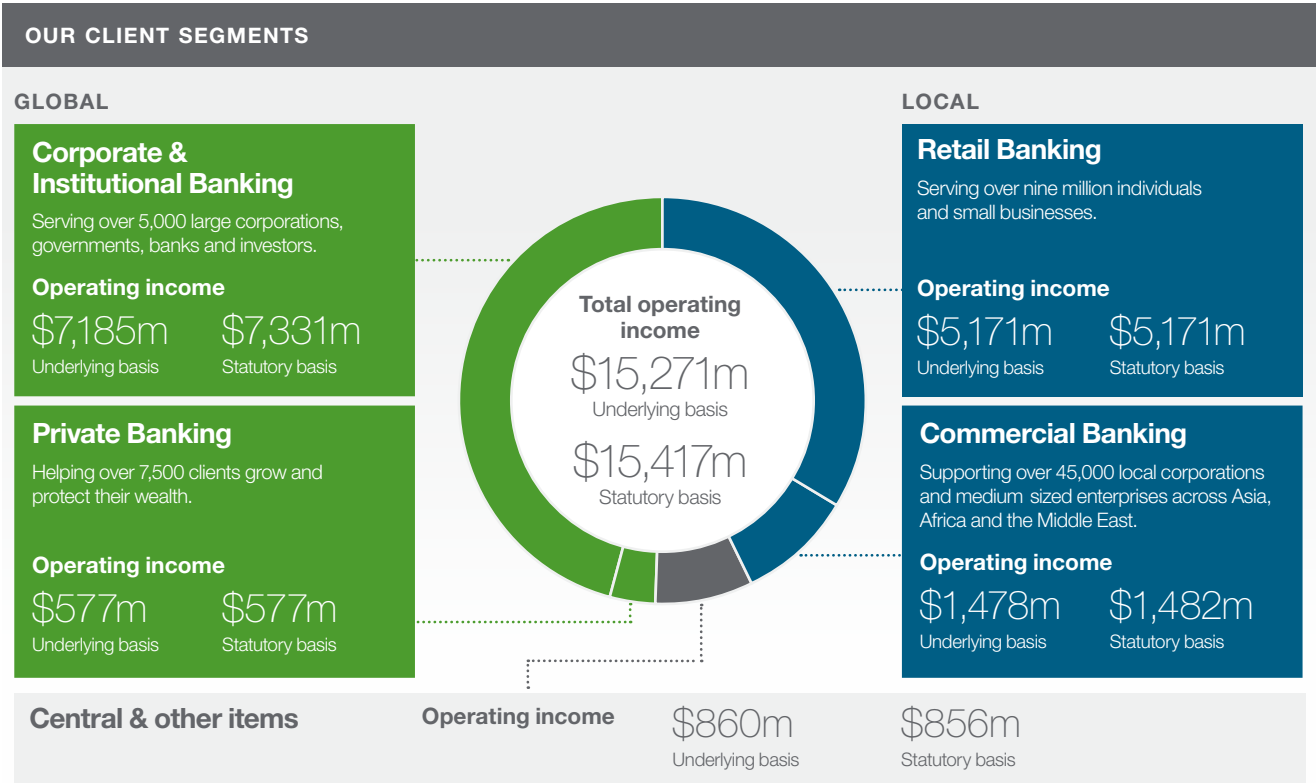




# Who we are and what we do

At Standard Chartered our purpose is to drive commerce and prosperity through our unique diversity. Our businesses serve four client segments in four regions, supported by nine global functions.

## How we are organised



## Guiding and supporting our businesses

**GLOBAL FUNCTIONS**

Our client-facing businesses are supported by our global functions, which work together to ensure the Group's operations run smoothly and consistently with our legal and regulatory obligations, our purpose and our risk appetite.

**Human Resources**  
Maximises the value of investment in people through recruitment, development and employee engagement.

**Group CFO**  
Comprises seven support functions: Finance, Treasury, Strategy, Investor Relations, Corporate Development, Supply Chain and Property. The leaders of these functions report directly to the Group Chief Financial Officer.

**Legal**  
Enables sustainable business and protects the Group from legal-related risk.

**Corporate Affairs & Brand and Marketing**  
Manages the Group's communications and engagement with stakeholders in order to protect and promote the Group's reputation, brand and services.

**Technology & Innovation**  
Responsible for the Group's systems development and technology infrastructure.

**Risk**  
Responsible for the sustainability of our business through good management of risk across the Group and ensuring that business is conducted in line with regulatory expectations.

**Group Internal Audit**  
An independent function whose primary role is to help the Board and Executive Management to protect the assets, reputation and sustainability of the Group.

**Operations**  
Responsible for all client operations, end-to-end, and ensures the needs of our clients are at the centre of our operational framework. The function's strategy is supported by consistent performance metrics, standards and practices that are aligned to client outcomes.

**Conduct, Financial Crime and Compliance**  
Enables sustainable business by delivering the right outcomes for our clients and our markets by driving the highest standards in conduct, compliance and fighting financial crime.

**VALUED BEHAVIOURS**

Our valued behaviours demand that we do things differently, in order for us to succeed. Only then will we realise our potential and truly be Here for good.

**Never settle**

- Continuously improve and innovate
- Simplify
- Learn from your successes and failures

**Better together**

- See more in others
- "How can I help?"
- Build for the long term

**Do the right thing**

- Live with integrity
- Think client
- Be brave, be the change

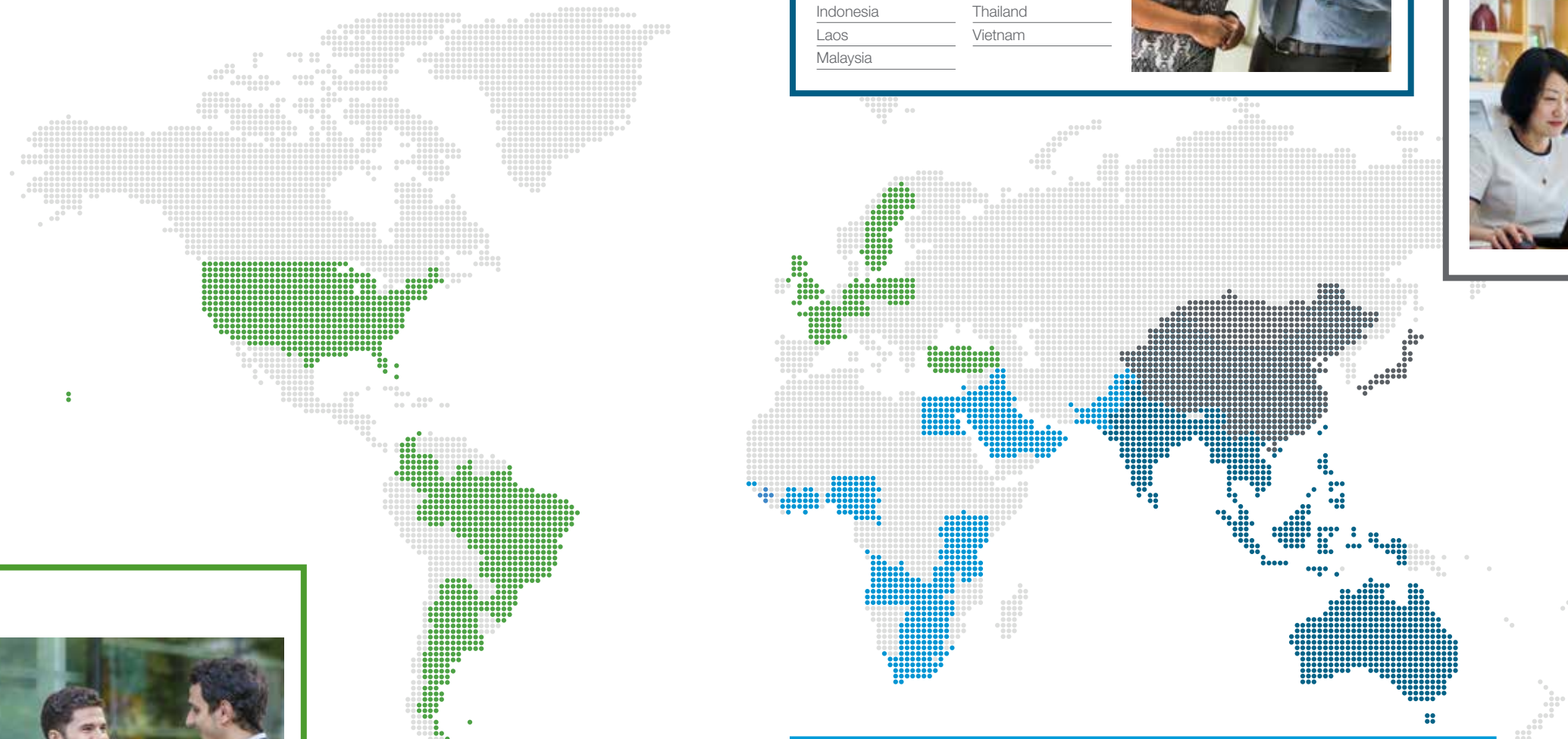
# Where we operate

We are present in 59 markets and serve clients in a further 85

We make the most of our deep roots in rapidly developing Asian, African and Middle Eastern local markets to seek out opportunities at every turn.

We have been operating in these markets for more than 160 years, supporting better lives by providing banking where and when it matters the most.

We place a particular focus on supporting customers who trade, operate or invest across our unique footprint. What sets us apart is our diversity – of people, cultures and networks.



## Europe & Americas

The Group supports clients in Europe & Americas through hubs in London and New York as well as a presence in several European and Latin American markets.

Argentina	Ireland
Brazil	Jersey
Colombia	Sweden
Falkland Islands	Turkey
France	UK
Germany	US
Guernsey	



## ASEAN & South Asia

We are the only international bank present in all 10 ASEAN countries. With meaningful operations across many key South Asian markets, we are in a strong position to be the 'go-to' banking partner for our clients.

Australia	Myanmar
Bangladesh	Nepal
Brunei	Philippines
Cambodia	Singapore
India	Sri Lanka
Indonesia	Thailand
Laos	Vietnam
Malaysia	



## Greater China & North Asia

Greater China & North Asia generated the largest share of the Group's income in 2019, at 40 per cent.

Mainland China	Korea
Hong Kong	Macau
Japan	Taiwan



## Africa & Middle East

We have a deep-rooted heritage of over 160 years in Africa & Middle East and are present in 25 markets. We are present in the largest number of sub-Saharan African markets of any international banking group.

Angola	Jordan	Sierra Leone
Bahrain	Kenya	South Africa
Botswana	Lebanon	Tanzania
Cameroon	Mauritius	UAE
Cote d'Ivoire	Nigeria	Uganda
Egypt	Oman	Zambia
The Gambia	Pakistan	Zimbabwe
Ghana	Qatar	
Iraq	Saudi Arabia	





# Message from Tracey McDermott

## Creating sustainable prosperity



“We are committed to working together for sustainable prosperity that benefits everyone for the long-term.”

We use the unique skills and expertise of our people and global network to drive prosperity in our markets: fostering commerce and trade; helping individuals to build and manage their wealth; and connecting global capital to markets that need it most.

Global trade has lifted millions out of poverty, yet inequality is a growing challenge across the globe. We believe sustainability must be at the heart of a prosperous society, which is why we aim to support sustainable development that generates wealth, protects our natural environment and enhances the health, wellbeing and dignity of people in our markets.

With just 10 years to achieve the UN Sustainable Development Goals (SDGs), the global community – governments, companies and multi-lateral organisations – must act individually and collectively to create innovative solutions that deliver sustainable prosperity. The transformation of our sustainability performance, which began in 2018, continued at pace in 2019. In a year of exciting ‘firsts’, I am pleased to be able to share our progress with you in this report.

We developed innovative sustainable financing solutions, took bold steps to address major challenges such as inequality and climate change, and set ambitious new targets through refreshed Sustainability Aspirations.

The launch of our inaugural Sustainability Bond and the world’s first Sustainability Deposit to support the SDGs in emerging markets marked sustainable finance milestones for our business. Our new, combined \$75 billion target for sustainable infrastructure and renewable energy will

support clients’ transition to a low-carbon future. Recognising the rising global urgency around climate change, we accelerated our emissions work and took further steps to reduce our financing of coal. We have made good progress, but are not complacent; we know there is more to be done.

Across our operations, we are challenging ourselves to go further to reduce our environmental impact. I am proud of the decision we made in 2019 to target ‘net zero’ emissions from our operations by 2030. We are already mobilising our employees and operations to turn this ambition into reality.

We continue to fight financial crime and build a culture that emphasises sustainability and conduct through our refreshed Sustainability Aspirations. We believe in providing a diverse and inclusive workplace for employees. In 2019, we signed the International Labour Organisation Global Business Disability Network Charter to further reinforce our commitment to be a disability confident organisation, focusing on removing barriers and increasing accessibility for employees.

We are also removing the barriers to opportunity that face young people in our communities through Futuremakers by Standard Chartered, our global initiative to tackle inequality. In 2019, we contributed \$9.4 million through fundraising and Group donations toward our target of \$50 million between 2019 and 2023.

I am looking forward to our first Futuremakers Forum in the second half of 2020 where we will bring programme participants, clients and development experts together to build a shared vision of sustainable prosperity for young people in our markets.

Our employees also play an important role supporting Futuremakers and other community projects through volunteering. They contributed more than 51,300 volunteering days in 2019.

As we start the UN Decade of Action for the SDGs, we are aiming to become the most sustainable and responsible bank, and the leading private sector catalyser of finance for the SDGs where it matters most, across Asia, Africa and the Middle East.

In 2020, we will also continue to engage – through direct dialogue and global platforms such as COP26 in the UK – on a range of topics that matter to stakeholders and our business. Collaboration is the only way we will be able to resolve the world’s major social and environmental challenges. We are committed to working together for prosperity that benefits everyone for the long-term.

**Tracey McDermott**  
Group Head, Corporate Affairs,  
Brand & Marketing, Conduct,  
Financial Crime & Compliance

### CLIMATE CHANGE

## Finding creative solutions for climate change

In 2019, we joined forces with the Centre for Climate Finance & Investment at the UK’s Imperial College Business School to launch the Climate Investment Challenge.

The competition encourages post-graduate students to develop and describe creative financial solutions and innovations to address climate change. Ideas could include identifying untapped climate finance opportunities or

developing innovative financial structures or instruments that improve the bankability of climate investments.

Ideas will be judged on their degree of innovation, implementation feasibility, scalability and climate impact with shortlisted teams invited to pitch their idea to a panel of judges from investment banking, private equity and impact investing.



### SUSTAINABLE FINANCE

## Innovative financing powers solar energy

We believe everyone should have access to safe, reliable and accessible power.

In 2019, an innovative financing deal with GuarantCo, a Private Sector Infrastructure Development Group company, paved the way for the first operational utility-scale solar power plant in Bangladesh.

The project, developed by Technaf Solartech Energy Limited, will increase the share of renewables in the country’s energy mix and benefit almost 140,000 people. At peak production, the plant at Teknaf in Cox’s Bazar District of Bangladesh will produce up to 80 per cent of current electricity demand for the Teknaf region.



### IMPACT INVESTING

## Helping clients make a positive impact

High-net-worth (HNW) investors increasingly want to create a better future with their investment dollar.

A 2019 survey by our Private Bank revealed significant interest among HNW investors in Hong Kong, Singapore, the UK and the UAE to use their savings capital to support the UN SDGs. It found that 37 per cent of investors were interested in supporting affordable and clean energy, 35 per cent in supporting clean water and sanitation and 33 per cent in supporting good health and wellbeing.

To support sustainable and impact investing, Private Bank has launched its new Impact Philosophy, offering HNW

investors a structured way to translate their passions into action. It provides clients with: a basic and practical methodology to identify solutions and map impact; resources to design tangible solutions that contribute toward the Sustainable Development Goals; and guidance on global metrics to evaluate impact. Measurement metrics provided are in line with the global Impact Reporting and Investment Standards.

Private Bank has also incorporated Environmental, Social and Governance (ESG) scores into its wealth management investment advisory trade notes for equities, allowing clients to build ESG considerations into their equity investment.





Our approach to sustainability



Our approach

Our purpose is to drive commerce and prosperity through our unique diversity. Our sustainability vision is to become the most sustainable and responsible bank, and the leading private sector catalyser of finance for the SDGs where it matters most, across Asia, Africa and the Middle East.

We embed sustainability across our business, operations and communities through our sustainability framework. By focusing on three sustainability pillars – Sustainable Finance, Responsible Company and Inclusive Communities – we believe we can deliver sustainable prosperity in line with our valued behaviours and our promise to be Here for good.

This approach is framed around a Sustainability Philosophy that informs our

decision-making, Position Statements that set out our environmental and social client standards, and a list of Prohibited Activities ([sc.com/prohibitedactivities](https://sc.com/prohibitedactivities)) that sets out the activities that the Bank will not finance.

It is underpinned by our Sustainability Aspirations, which provide tangible targets for sustainable business outcomes aligned to the SDGs. Details of our progress is on the following pages and our refreshed Aspirations for 2020 onwards are at the back of this report.

In 2018, we laid the foundations for an ambitious transformation of our sustainability performance and in 2019, we built on this with positive results. We created sustainable finance products and a governance framework that support our commitment to contribute to meeting the SDGs in emerging markets.

We accelerated our response to climate change, publishing our emissions white paper to encourage collaboration across the finance sector, updating our position on coal and integrating climate into our Group's risk framework. As part of our refreshed Sustainable Aspirations, we set stretching new targets for Sustainable Finance, as well as People, Environment, Conduct and Financial Crime Compliance, and we continued to deliver for our communities through volunteering and community programmes.

In 2019, we signed up to the UN Principles for Responsible Banking, supporting our progress and that of the industry as we demonstrate our contribution to achieving society's goals. As part our commitment, we are embarking on third-party, limited assurance on a selection of our Sustainability Aspirations as they represent our most significant impacts.

Our focus on good governance extends to the development of new sustainable finance products. In 2019, we developed a Green and Sustainable Product Framework and a Green and Sustainable Bond Framework that set out all eligible and excluded activities and themes for future sustainable products that help fund the SDGs across our footprint markets, especially in developing countries. The frameworks were developed in collaboration with leading environmental, social and governance research provider Sustainalytics and will be subject to internal review annually.

**Engaging stakeholders**

Open and transparent engagement is an important part of building strong relationships with government, regulators, investors, non-governmental organisations (NGOs) and civil society.

If we are to deliver sustainable prosperity, we need to understand the long-term challenges facing our markets.

During 2019, we increased our dialogue and engagement with stakeholders including civil society, regulators and investors on a range of sustainability themes that matter to them and impact our business, including coal, climate change, sustainable finance and human rights. The key themes, first identified through a limited-scope materiality review in 2017, continue to represent the main topics raised by stakeholders. In 2019, we started developing a new materiality survey, which will be issued in 2020.

We set out how we manage these topics through policies and statements on [sc.com](https://sc.com), progress reported in the Group's Annual Report and this publication. The table below sets out where stakeholders can find responses to the top five topics identified.



Estimated number of elephants poached each year (WWF)

20,000



RESPONSIBLE COMPANY

Tackling the illegal wildlife trade as a financial crime

The illicit poaching of wildlife is driving many species to the edge of extinction. The World Wildlife Fund (WWF) estimates that on average more than 20,000 African elephants and more than 1,000 rhinos are killed each year. But the illegal wildlife trade (IWT) is not just a conservation issue. A report by the United Nations Environmental Programme estimates that it is worth between \$7 billion and \$23 billion annually, making it the fourth most significant trafficking crime behind arms, human and narcotics trafficking.

Many countries within our unique footprint are vulnerable to IWT either as source, transit or destination markets. This puts us on the frontline of the challenge to do our part to disrupt and prevent this illicit activity. We have included IWT-specific content in the anti-money laundering training completed by all employees and delivered targeted awareness sessions in key markets. We have also made IWT a focus for our financial crime investigators, enabling those efforts through new artificial intelligence and machine-learning tools.

We believe that partnering to lead in the fight against financial crime is the best way to protect our business, clients and communities. That's because we recognise that no single company, law enforcement or sovereign acting alone can eradicate financial crime. We will only succeed if we collaborate with each other.

As a member of The Royal Foundation's United for Wildlife (UfW) IWT Financial Taskforce, we are working with other financial institutions around the world, as well as government bodies and NGOs, to raise awareness of the importance of tackling IWT as a financial crime and to build IWT into members' business-as-usual compliance operations. We are sharing what we have learned with our clients by integrating IWT into our correspondent banking academies in countries such as Brazil, Cambodia, South Africa and Vietnam in 2019. We also contributed to the delivery of UfW training workshops on IWT during 2019, including workshops in Beijing, Hong Kong and Nairobi.

Governance

The Board is responsible for ensuring that high standards of responsible business are maintained and receives information to identify and assess significant risks and opportunities related to environmental and social matters, including climate change. Sustainability is overseen by the Brand, Values and Conduct Committee of the Board, which reviews sustainability priorities and oversees the development of, and delivery against, public commitments around sustainability.

At a management level, the CEO, Corporate & Institutional Banking is responsible for Sustainable Finance, which incorporates environmental and social risk management. The Group Head, Corporate Affairs, Brand & Marketing, Conduct, Financial Crime & Compliance leads a cross-business Sustainability Forum to develop and deliver the Group's broader sustainability strategy and champions sustainability across the Group.

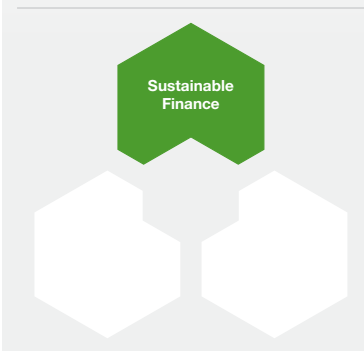
Understanding our sustainability themes

Environmental and social issues	Responses
Climate change	<ul style="list-style-type: none"><li>→ Position Statements (<a href="https://sc.com/positionstatements">sc.com/positionstatements</a>)</li><li>→ 2019 Climate Change /Taskforce for Climated-related Financial Disclosures report (<a href="https://sc.com/tcfd">sc.com/tcfd</a>)</li><li>→ Climate Change Aspiration (p11)</li><li>→ Group Chief Risk Officer's review (2019 Annual Report &amp; Accounts - p38)</li></ul>
Conduct, values and ethics	<ul style="list-style-type: none"><li>→ Group Code of Conduct (<a href="https://sc.com/codeofconduct">sc.com/codeofconduct</a>)</li><li>→ Conduct Aspiration (p13)</li><li>→ Sustainable and responsible business (2019 Annual Report and Accounts - p54)</li></ul>
Environmental and social risk management	<ul style="list-style-type: none"><li>→ Environmental and Social Risk Management (<a href="https://sc.com/positionstatements">sc.com/positionstatements</a>)</li><li>→ Our standards and policies (<a href="https://sc.com/sustainability">sc.com/sustainability</a>)</li></ul>
Human rights	<ul style="list-style-type: none"><li>→ 2019 Modern Slavery Statement (<a href="https://sc.com/modernslavery">sc.com/modernslavery</a>)</li><li>→ Position Statements (<a href="https://sc.com/positionstatements">sc.com/positionstatements</a>)</li><li>→ Sustainable and responsible business (2019 Annual Report and Accounts - p54)</li></ul>
Talent attraction and engagement	<ul style="list-style-type: none"><li>→ People Aspiration (p13)</li><li>→ Employees (2019 Annual Report and Accounts - p47)</li></ul>

Pillar 1: Business Sustainable Finance

**Objective**

We use our core business to promote sustainable development in our markets, while managing the environmental and social risks associated with our financing activities.



Our 2020 Sustainability Aspirations can be found at the back of this document

**Overview**

Our unique footprint across emerging markets enables us to focus sustainable finance where it matters most. We deliver finance that drives positive social and economic impact and manage environmental and social risks associated with our financing activities.

We are increasing sustainable finance to support the SDGs, including the low-carbon transition. In 2019, we issued our inaugural €500 million Sustainability Bond focused on emerging markets. We also launched the world's first Sustainable Deposit in London and Asia's first Sustainable Deposit in Singapore. This was followed by launches in Hong Kong and New York. Every dollar deposited will be referenced against sustainable assets. We mobilised \$22.3 billion for infrastructure development, supported \$20 billion towards clean technology and helped our clients to issue \$18.3 billion in green, social and sustainable bonds. We advised 14 sovereigns and two multilateral agencies on credit ratings.

In 2019, we refreshed our Sustainability Aspirations. Between January 2020 and December 2024, we will fund and facilitate

\$40 billion for infrastructure that supports sustainable development and \$35 billion for renewable energy. We will provide \$15 billion to small business clients and \$3 billion to microfinance institutions.

Our main impact on the environment and society is through the business activities we finance. We closely manage lending to high-impact sectors and in 2019, reviewed 1,127 transactions against our Position Statements. We also announced we would only support clients who actively transition their business to generate less than 10 per cent of earnings from thermal coal by 2030.

During 2019, we continued to evolve our methodology to measure, manage and ultimately reduce our financed emissions, publishing a white paper in May outlining our progress. We have used this to drive conversation and collaboration with industry peers in this area. A new team within Enterprise Risk Management is developing a framework to assess climate risk and build it into our mainstream risk management practices and governance.

See [sc.com/tcf](https://sc.com/tcf) for more on climate change.



**Financing needs for the SDGs being met in low and middle-income countries**

60%

**SUSTAINABLE FINANCE**

## Delivering finance where it matters most

The world is just a decade away from its 2030 deadline to deliver the SDGs. Yet, according to a UN report, just 60 per cent of the financing needed to achieve the Goals in low and middle-income countries is being met. In Africa, this is as low as 10 per cent. In 2019, we launched the world's first Sustainable Deposit where every dollar deposited will be referenced against sustainable assets that support the SDGs.

Corporate and Institutional clients in London, Singapore, Hong Kong and New York, along with Retail clients in Singapore, can now use their money to help address some of the world's biggest threats including climate change, financial exclusion and lack of access to health and education.

The deposit is linked to our new Green and Sustainable Product Framework, which sets out qualifying themes and activities aligned to the SDGs. Liquidity raised from the deposit will provide financing for microfinance institutions, small and medium-sized enterprises and the development of sustainable infrastructure and services that provide clean energy and improve water, health and education services in middle- and low-income countries.

The deposit is just one of the ways we are mobilising private capital to where it matters most. Our aim is to help close the annual \$2.5 trillion gap that the UN estimates exists in relation to the SDGs.

2019 SUSTAINABILITY ASPIRATIONS: SUSTAINABLE FINANCE

Aspirations	Target: We will work with our clients to:	Target date	Progress
<b>Infrastructure</b> Everyone should have access to safe, reliable and affordable power and infrastructure which transforms lives and strengthens economies	→ Provide advisory, financing, debt structuring services and policy advice for \$25 billion of infrastructure projects, including \$4 billion toward clean technology	→ Jan 2017 – Dec 2019 (infrastructure) → Jan 2016 – Dec 2019 (clean technology)	2019: \$22.3 billion 2017-2019: \$55.9 billion 2019: \$20 billion 2016-2019: \$24.9 billion
<b>Climate change</b> Climate change is one of today's greatest challenges and addressing it is essential to promote sustainable economic growth	→ Develop a methodology to measure, manage and ultimately reduce the emissions related to the financing of our clients	→ Jan 2019 – Dec 2020	
<b>Entrepreneurs</b> Entrepreneurs are the heart of local economies, creating jobs and empowering people	→ Provide \$6 billion to Business Banking clients → Grow our lending to smaller business clients in our Commercial Bank by 20%*	→ Jan 2017 – Dec 2019 → Jan 2017 – Dec 2019	2019: \$2.8 billion 2017-2019: \$8.9 billion 2017-2019: 12%
<b>Digital:</b> Everyone should have access to digital banking products enabling safe, efficient and inclusive banking	→ Continue to provide 'last mile' payments and collections to clients in our footprint through our Straight2Bank wallet	→ Jan 2017 – Dec 2019	2019: 53% increase in average mobile money transactions to more than 149,700 per month
<b>Commerce</b> Trade creates jobs and contributes to economies by enabling people to connect across borders	→ Bank 8,000 of our clients' international and domestic networks of suppliers and buyers through banking the ecosystem programmes	→ Jan 2017 – Dec 2020	2019: 2,907 new clients 2017-2019: 7,631 new clients
<b>Impact and sustainable finance</b> Innovative financial products and partnerships can help us solve global development challenges and improve the lives of millions in our markets	→ Provide \$1 billion of financing to microfinance institutions to extend access to finance → Facilitate opportunities for our Private Bank clients to invest in impact investing funds in our markets → Continue to promote blended finance capabilities	→ Jan 2016 – Dec 2020 → Jan 2016 – Dec 2020 → Jan 2016 – Dec 2020	2019: \$710 million 2016-2019: \$2.4 billion 2019: 3 funds available Largest commercial provider of Blended Finance in 2019 (Convergence)

Concluded in the year

Ongoing aspirations

Achieved

Not achieved

On track

Not on track

\*Growth (%) as measured by customer loans and advances between 2017 and 2019



Pillar 2: Operations  
Responsible Company

Objective

We strive to manage our business sustainably and responsibly, drawing on our purpose, brand promise, valued behaviours and Code of Conduct to enable us to make the right decisions.



Our 2020 Sustainability Aspirations can be found at the back of this document

Overview

Good governance is a priority for us and our stakeholders. Along with our purpose, brand promise and valued behaviours, our Code of Conduct sets out our conduct expectations and supports good decision-making. In 2019, 99.5 per cent of employees recommitted to the Code. During 2019, 1,383 concerns were raised through our confidential and anonymous whistleblowing channel, Speaking Up, of which 528 were in scope of the programme and were investigated or resolved.

Financial crime has serious social and economic consequences, which is why we believe partnering to lead in the fight against financial crime and making the financial system a hostile environment for criminals. All eligible Bank employees complete relevant training for financial crime compliance. In 2019, 99.9 per cent of employees completed anti-bribery and corruption (ABC) training, 99.9 per cent completed anti-money laundering (AML) training and 99.9 per cent completed sanctions training.

We continue to progress toward an inclusive, innovative performance culture. We are committed to providing employees with

interesting and impactful jobs and opportunities to prepare themselves for the changing world of work. We are on track to have 30 per cent female representation in senior roles by the end of 2020 and have set a new target of 35 per cent by the end of 2024. We achieved our market-leading ambition to assure that we pay all our employed workers a living wage in 2019. This follows an extensive exercise with an NGO partner to understand living wages across our 59 markets. During 2020, we will continue this work, assessing the feasibility of extending the living wage to contractors and third parties.

We aim to minimise the environmental impact of our operations. We have met our long-term energy and water reduction targets. Between 2008 and 2019, we reduced energy use by 63 per cent and water use by 72 per cent. Our new Aspirations include achieving 'net zero' emissions from our operations and sourcing only renewable energy by 2030.

In 2020, we will develop a Bank-wide Climate Action Plan to ensure that we meet our commitments under the Paris Climate Agreement.



Water blade units installed

200



RESPONSIBLE COMPANY

Reducing our environmental impact in West Africa

Many of our markets in West Africa lack reliable and consistent access to clean electricity; instead they must rely on diesel generators. While this can make energy reduction efforts challenging, we are leading the drive for more sustainable standards. In 2019, our property teams in Sierra Leone, The Gambia, Ghana, Nigeria and Côte d'Ivoire reduced energy use by 30 per cent across the region, cut water use and reduced waste.

Sierra Leone has seen energy use drop by 90 per cent since 2017 by upgrading air conditioning units, fitting LED lights and right-sizing generators. The Gambia cut its diesel consumption by replacing generators with inverters and battery storage solutions across its branches. Nigeria installed solar photovoltaic panels across seven locations, avoiding 17 tons of CO<sub>2</sub> emissions and, together with Ghana, replaced more than 220 air-conditioning units with energy-efficient alternatives.

To save water, Nigeria and Ghana installed more than 200 water blade units cutting usage by 20 per cent while Côte d'Ivoire tackled the plastics challenge, removing plastic cutlery and installing water dispensers to replace plastic bottles. A new partnership with a local recycling company has already resulted in approximately 114 kilograms of plastics recycled in the past eight months.

2019 SUSTAINABILITY ASPIRATIONS: RESPONSIBLE COMPANY

Aspirations	Target: We will	Target date	Progress
<b>People</b> Our people are our greatest asset, and our diversity drives our business success 	<ul style="list-style-type: none"><li>→ Increase gender representation: 30% women in senior roles</li><li>→ Defining and implementing a Living Wage for all employed workers</li><li>→ Conduct a feasibility analysis for incorporating a Living Wage into agreements for non-employed workers</li></ul>	<ul style="list-style-type: none"><li>→ Sept 2016 – Dec 2020</li><li>→ Jan 2019 – Dec 2019</li><li>→ Jan 2019 - Dec 2020</li></ul>	<ul style="list-style-type: none"><li>2019: 28.5% women in senior roles</li><li></li><li></li></ul>
<b>Environment</b> Reducing our own impact on the environment will protect our planet for the benefit of our communities 	<ul style="list-style-type: none"><li>→ Reduce annual energy use by 35% to 230 kWh/m<sup>2</sup>/year in our tropical climate locations (80% of portfolio)</li><li>→ Reduce annual energy use by 31% to 275 kWh/m<sup>2</sup>/year in our temperate climate locations (20% of portfolio)</li><li>→ Reduce our annual water use by 72% to 0.5kL/m<sup>2</sup>/year</li><li>→ Reduce annual office paper use by 57% to 10kg/FTE/year</li><li>→ Reduce annual greenhouse gas emissions by 90% to 18,000 tonnes by 2050* with interim targets: – 2025: 121,000 tonnes – 2030: 84,000 tonnes</li></ul>	<ul style="list-style-type: none"><li>→ Jan 2008 – Dec 2019</li><li>→ Jan 2008 – Dec 2019</li><li>→ Jan 2008 – Dec 2019</li><li>→ Jan 2012 – Dec 2020</li><li>→ Jan 2019 - Dec 2050</li></ul>	<ul style="list-style-type: none"><li>2008-2019: 38% reduction</li><li>2008-2019: 44% reduction</li><li>2008-2019: 72% reduction</li><li>2012-2019: 27% reduction</li><li>2019: 22% reduction</li></ul>
<b>Conduct</b> Good conduct and high ethical standards are essential in achieving fair outcomes for our clients 	<ul style="list-style-type: none"><li>→ Effectively embed conduct risk considerations into the Group's product governance activities with all businesses expected to implement the revised standards</li></ul>	<ul style="list-style-type: none"><li>→ Jan 2019 – Dec 2019</li></ul>	<ul style="list-style-type: none"><li>99.5% of employees reconfirmed commitment to the Code of Conduct in September 2019</li></ul>
<b>Financial crime compliance</b> Financial crime has serious social and economic consequences, harming individuals and communities 	<ul style="list-style-type: none"><li>→ All eligible Bank staff to complete relevant ABC, AML and sanctions training with less than 2% overdue</li><li>→ Deliver at least 10 correspondent banking academies</li></ul>	<ul style="list-style-type: none"><li>→ Ongoing</li><li>→ Jan 2019 – Dec 2019</li></ul>	<ul style="list-style-type: none"><li>99.9% of employees completed ABC training</li><li>99.9% of employees completed AML training</li><li>99.9% of employees completed sanctions training</li><li>19 correspondent banking academies delivered</li></ul>

Concluded in the year  
Achieved Not achieved  
Ongoing aspirations  
On track Not on track

\* From a 2017 baseline of 187,936 tonnes.



# Pillar 3: Communities

## Inclusive Communities

**Objective**

We aim to create more inclusive economies by sharing our skills and expertise and developing community programmes that transform lives.



Our 2020 Sustainability Aspirations can be found at the back of this document

**Overview**

In 2019, we invested \$51.1 million in communities and employees contributed more than 51,300 volunteering days.

In the first year of Futuremakers by Standard Chartered, our new global initiative to tackle inequality, we contributed \$9.4 million through fundraising and Group donations and delivered projects in 34 markets. Our target is to raise \$50 million between 2019 and 2023 through fundraising and Group donations to empower the next generation to learn, earn and grow.

As part of Futuremakers, we expanded Goal, our existing girls' empowerment programme, which reached more than 108,400 girls and young women in 2019. We also launched new global programmes in 2019.

Youth to Work reached 1,834 young people through employability projects. In addition, we reached 9,269 young people, micro and small businesses through entrepreneurship activities, including our Women in Tech (WIT) incubators. In 2019, we launched WIT in Pakistan, Dubai and Nigeria to support women-led ventures enabled by technology.

We are continuing to support the delivery of eye health projects as part of Seeing is Believing (SiB), our global initiative to tackle avoidable blindness. Between 2003 and 2019, we reached 212.7 million people through SiB and raised and matched a total of \$104.2 million. We are using our knowledge and experience from SiB to mobilise support for the Vision Catalyst Fund (VCF), which aims to raise \$1 billion to fund sustainable eye care projects. We are also supporting people with visual impairments through Futuremakers.

In 2020, we will scale-up and roll-out Futuremakers programmes, continue to support the creation of the VCF and develop and implement a robust measurement and evaluation framework. We will host our first Futuremakers Forum bringing together programme participants, clients and development experts.

The Standard Chartered Foundation was set up in 2019 to advance charitable purposes. It will be the Group's lead partner in delivering its philanthropic activities, including Futuremakers by Standard Chartered.

### 2019 SUSTAINABILITY ASPIRATIONS: INCLUSIVE COMMUNITIES

Aspiration	Target: We will:	Target date	Progress
<b>Communities</b> Community engagement: Health and education are vital for thriving and prosperous communities 	→ Invest 0.75% of prior year operating profit (PYOP) in our communities	→ Jan 2006 – Dec 2020	2019: \$51.1 million community expenditure, which represents 2% of PYOP
	→ Raise \$50m for Futuremakers by Standard Chartered	→ Jan 2019 – Dec 2023	2019: \$9.4 million contributed through fundraising and donations by the Group
	→ Education: Reach one million girls and young women through Goal	→ Jan 2006 – Dec 2023	2019: 108,400 girls participated in Goal 2006 – 2019: 590,380 girls participated in Goal
	→ Employability: Reach 100,000 young people	→ Jan 2019 – Dec 2023	2019: 1,834 young people
	→ Entrepreneurship: Reach 50,000 young people, micro and small businesses	→ Jan 2019 – Dec 2023	2019: 9,269 young people, micro and small businesses
	→ Support the development of the Vision Catalyst Fund	→ Jan 2019 – Dec 2020	

**Concluded in the year**  
 Achieved Not achieved

**Ongoing aspirations**  
 On track Not on track



Girls reached through Goal between 2006 and 2019

590,300

**INCLUSIVE COMMUNITIES**

## Measuring the impact of Goal

We are committed to supporting girls and young women in our markets to gain the skills they need to become integral leaders in their communities through Goal, our girls' empowerment programme. Between 2006 and 2019, Goal reached more than 590,300 adolescent girls with its sports-based curriculum, which is designed to build life skills and confidence.

To support our ambition to reach one million girls through Goal by 2023, we have brought the programme into Futuremakers by Standard Chartered as its flagship education programme. In 2019, we extended the programme to the UK, Korea, Nepal and Zimbabwe. Through Goal, we can offer girls the opportunity to develop leadership and work-readiness skills. In 2019, 240 girls had paid roles as staff, coaches, facilitators and referees, and 941 girls had unpaid roles as Goal Champions, peer leaders or volunteers.

During the year, we commissioned global development think tank Overseas Development Institute (ODI) to assess Goal's impact. Using survey data from more than 18,000 girls and interviews and focus groups with 300 girls, parents, teachers, community leaders and boys, ODI found strong evidence of Goal's positive and lasting impact.

After completing Goal, girls reported a 14 per cent increase in self-confidence, a 28 per cent increase in knowledge about health and a 18 per cent increase in knowledge about savings and finance. We will share the full report as part of our celebrations for International Women's Day in March 2020.



Community members who have received financial training

129

**INCLUSIVE COMMUNITIES**

## Changing lives in Sri Lanka

Tea plucking is largely done by women in Sri Lanka, the world's third largest tea producer. Despite working long hours and contributing more to the household income than men, female tea pluckers have limited control over their wages and lack access to basic financial services.

To help address this, we are empowering women and young people on Sri Lanka's tea estates to take control of their finances and increase their income as part of Futuremakers by Standard Chartered, our new global initiative to promote economic inclusion.

Working with partners such as charity Chrysalis, an affiliate of CARE International in Sri Lanka, we are providing tea pluckers with basic financial skills, such as saving and budgeting. We also offer micro-loans and business mentoring so they can set up small-scale businesses. The project is delivered by Standard Chartered employee volunteers who travel to the tea estates to train workers, review business proposals and act as mentors to help ensure the businesses succeed.

To date, 129 community members from 11 estates have received financial training and 14 businesses are being supported. By helping tea pluckers to become entrepreneurs, we aim to create more prosperous and inclusive communities where we operate.

2020 Sustainability Aspirations

Our Sustainability Aspirations build on our three sustainability pillars with measurable targets to show how we are achieving sustainable outcomes across our business. These also allow us to demonstrate how we support the United Nations Sustainable Development Goals (SDGs).

Pillar one: Sustainable Finance

Aspirations	Targets: We will work with our clients to:	Target date
<b>Infrastructure</b> Everyone should have access to safe, reliable and affordable power and infrastructure which transforms lives and strengthens economies	<div>→ Provide project financing services for \$40 billion of infrastructure projects that promote sustainable development that align to our verified Green and Sustainable Product Framework</div> <div>→ Catalyse \$5 billion of finance via blended finance transactions</div>	<div>Jan 2020 – Dec 2024</div> <div>Jan 2020 – Dec 2024</div>
<b>Climate change</b> Climate change is one of today's greatest challenges and addressing it is essential to promote sustainable economic growth	<div>→ Provide \$35 billion worth of project financing services, M&amp;A advisory, debt structuring, transaction banking and lending services for renewable energy that align to our verified Green and Sustainable Product Framework</div> <div>→ Develop a methodology to measure, manage and ultimately reduce the CO<sub>2</sub> emissions from the activities we finance</div> <div>→ Only provide financial services to clients who are:<ul style="list-style-type: none"><li>- By Jan 2021, less than 100% dependent on earnings from thermal coal (based on % EBITDA at group level)</li><li>- By Jan 2025, less than 60% dependent on earnings from thermal coal (based on % EBITDA at group level)</li><li>- By Jan 2027, less than 40% dependent on earnings from thermal coal (based on % EBITDA at group level)</li><li>- By Jan 2030, less than 10% dependent on earnings from thermal coal (based on % EBITDA at group level)</li></ul></div>	<div>Jan 2020 – Dec 2024</div> <div>Jan 2019 – Dec 2020</div> <div>Jan 2020 – Jan 2030</div>
<b>Entrepreneurs</b> Entrepreneurs are the heart of local economies, creating jobs and empowering people	<div>→ Provide \$15 billion of financing to small business clients (Business Banking)</div> <div>→ Provide \$3 billion of financing to microfinance institutions</div>	<div>Jan 2020 – Dec 2024</div> <div>Jan 2020 – Dec 2024</div>
<b>Commerce</b> Trade creates jobs and contributes to economies by enabling people to connect across borders	<div>→ Bank 10,000 of our clients' international and domestic networks of suppliers and buyers through banking the ecosystem programmes</div>	<div>Jan 2020 – Dec 2024</div>
<b>Digital</b> Everyone should have access to digital banking products enabling safe, efficient and inclusive banking	<div>→ Roll out digital-only bank in a total of 12 markets and double the number of clients we bank in Africa to 3.2 million</div>	<div>Jan 2020 – Dec 2021</div>
<b>Impact finance</b> Innovative financial products and partnerships can help us solve global development challenges and improve the lives of millions in our markets	<div>→ Introduce ESG scores for equity investments for Private Banking clients allowing them to tailor their investment choices in a sustainable manner</div> <div>→ Develop a tailored Impact Profile for all Private Bank clients providing a framework that enables them to understand their passions and harness capital market solutions to support the SDGs</div> <div>→ Increase the proportion of Private Bank investment solutions (across funds, bonds, structured products and discretionary mandates) with a sustainability lens from below 10% to 50%</div>	<div>Jan 2020 – Dec 2020</div> <div>Jan 2020 – Dec 2024</div> <div>Jan 2020 – Dec 2024</div>

Pillar 2: Responsible Company

Aspirations	Targets: We will:	Target date
<b>People</b> Our people are our greatest asset, and our diversity drives our business success	<div>→ Conduct a feasibility analysis to incorporate a Living Wage into agreements for all non-employed workers</div> <div>→ Complete disability confidence assessments for 44 of our larger markets</div> <div>→ Embed an integrated health and wellbeing strategy to support building and re-skilling a future-ready, diverse workforce</div> <div>→ Support all employees to develop a personalised growth plan to reflect the future skills needed to respond to the changing and digitised nature of work</div> <div>→ Increase gender representation: 35% women in senior roles with an interim target:<ul style="list-style-type: none"><li>- Dec 2020: 30%</li></ul></div> <div>→ Increase our 'Culture of Inclusion' score to 84.5% with an interim target:<ul style="list-style-type: none"><li>- Dec 2021: 80%</li></ul></div>	<div>Jan 2019 – Dec 2020</div> <div>Jan 2020 – Dec 2020</div> <div>Jan 2020 – Dec 2021</div> <div>Jan 2020 – Dec 2021</div> <div>Sept 2016 – Dec 2024</div> <div>Jan 2020 – Dec 2024</div>
<b>Environment</b> Reducing our own impact on the environment will protect our planet for the benefit of our communities	<div>→ Reduce annual greenhouse gas emissions (Scope 1 and 2) to net zero by 2030 with an interim target:<ul style="list-style-type: none"><li>- Dec 2025: 60,000 tCO<sub>2</sub>e</li></ul></div> <div>→ Source all energy from renewable sources</div> <div>→ Join the Climate Group 'RE100'</div> <div>→ Reduce our Scope 3 value chain emissions from business travel by 7%</div> <div>→ Introduce an emissions offset programme for Scope 3 travel emissions</div> <div>→ Reduce annual office paper use by 57% to 10kg/headcount/year</div> <div>→ Reduce waste per colleague to 40kg</div> <div>→ Recycle 90% of waste</div>	<div>Jan 2019 – Dec 2030</div> <div>Jan 2020 – Dec 2030</div> <div>Jan 2020 – Dec 2020</div> <div>Jan 2020 – Dec 2020</div> <div>Jan 2020 – Dec 2020</div> <div>Jan 2012 – Dec 2020</div> <div>Jan 2020 – Dec 2025</div> <div>Jan 2020 – Dec 2025</div>
<b>Conduct</b> Good conduct and high ethical standards are essential in achieving fair outcomes for our clients	<div>→ Learn from risks identified through concerns raised via our Speaking Up programme and conduct plans and publish an annual Threats and Themes Report</div> <div>→ Develop enhanced internal policies and guidelines on privacy, data ethics and algorithmic fairness, and embed a new governance framework for all data-related risks</div>	<div>Ongoing</div> <div>Jan 2020 – Dec 2021</div>
<b>Financial crime compliance</b> Financial crime has serious social and economic consequences, harming individuals and communities	<div>→ Tackle financial crimes such as illegal wildlife trade (IWT) by developing red flags for financial flows, training frontline staff to identify potential suspicious transactions and participating in public-private partnerships to share intelligence and good practices</div> <div>→ Deliver at least 18 correspondent banking academies</div>	<div>Ongoing</div> <div>Jan 2020 – Dec 2020</div>

Pillar 3: Inclusive Communities

Aspirations	Targets: We will:	Target dates
<b>Community engagement</b> Health and education are vital for thriving and prosperous communities	<div>→ Invest 0.75% of prior year operating profit (PYOP) in our communities</div> <div>→ Raise \$50m for Futuremakers by Standard Chartered</div> <div>→ Education: Reach one million girls and young women through Goal</div> <div>→ Employability: Reach 100,000 young people</div> <div>→ Entrepreneurship: Reach 50,000 young people, and micro and small businesses</div> <div>→ Support the development of the Vision Catalyst Fund</div> <div>→ Increase participation for employee volunteering to 55%</div>	<div>Jan 2006 – Dec 2020</div> <div>Jan 2019 – Dec 2023</div> <div>Jan 2006 – Dec 2023</div> <div>Jan 2019 – Dec 2023</div> <div>Jan 2019 – Dec 2023</div> <div>Jan 2019 – Dec 2020</div> <div>Jan 2020 – Dec 2023</div>



Sustainability data

Pillar 1: Business

Sustainable Finance

Microfinance

	2019	2018	2017
Loans extended (\$million)	710	690	591

Clean technology

	2019	2018	2017
Value of funds provided and facilitated (\$million)	19,990	2,860	1,228

Employees trained in environmental and social risk management (ESRM)

	2019	2018	2017
Employees trained	1,149	1,308	568

ESRM clients and transactions

	2019	2018	2017
ESRM clients and transactions reviewed	1,127	827	487

Transactions reviewed by sector

	2019 (%)	2018 (%)	2017 (%)
Chemicals & Manufacturing	20	24.4	17.9
Infrastructure & Transport	17.2	11.6	11.7
Oil & Gas	9.9	8.7	9.2
Mining and Metals	8.7	8.8	11.9
Fossil Fuel Power	8.3	12.7	14.8
Forestry	1.1	0.4	0.0
Palm Oil	1.8	1.6	1.2
Agribusiness	9.0	7.4	9.0
Ship Breaking	0.1	0.1	0.2
Nuclear Energy	0.4	0.5	1.0
Renewables	4.2	2.5	1.9
Dams & Hydropower	1.4	1.6	1.4
Other	17.6	19.6	19.3
Tobacco	0.3	0.1	0.4

Equator Principles

	Project finance mandates			Project-related corporate loans			Project advisory mandates
	Cat A <sup>1</sup>	Cat B <sup>2</sup>	Cat C <sup>3</sup>	Cat A	Cat B	Cat C	
Total 2017	1	9	1	1	2	–	1
Total 2018	4	7	–	–	–	–	3
Total 2019	5	7	–	2	1	2	–

2019

Sector							
Mining	–	–	–	–	–	–	–
Infrastructure	–	2	–	–	–	2	–
Oil & Gas	1	2	–	1	1	–	–
Renewables	1	2	–	–	–	–	–
Telecoms	–	–	–	–	–	–	–
Power	3	1	–	1	–	–	–
Other	–	–	–	–	–	–	–

Region

Greater China	–	–	–	–	–	–	–
North East Asia	–	–	–	–	–	2	–
South Asia	1	–	–	–	–	–	–
ASEAN	1	2	–	–	–	–	–
MENAP	3	3	–	2	–	–	–
Africa	–	1	–	–	–	–	–
Americas	–	1	–	–	1	–	–
Europe	–	–	–	–	–	–	–

Designation<sup>4</sup>

Designated	–	1	–	–	1	2	–
Non-designated	5	6	–	2	–	–	–

Independent review

Yes	5	7	–	2	1	–	–
No	–	–	–	–	–	2	–

- 1 'Cat A' or Category A are projects with potential significant adverse environmental and social risks and/or impacts that are diverse, irreversible or unprecedented
- 2 'Cat B' or Category B are projects with potential limited adverse environmental and social risks and/or impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures
- 3 'Cat C' or Category C are projects with minimal or no adverse environmental and social risks and/or impacts
- 4 'Designation' is split into designated and non-designated countries. Designated countries are deemed by the Equator Principles to have robust environmental and social governance, legislation systems and institutional capacity designed to protect their people and the natural environment. Non-designated countries are countries that are not found on the list of designated countries. The list of countries can be found at [www.equator-principles.com](http://www.equator-principles.com)

Pillar 3: Communities

Inclusive Communities

Community Expenditure

Total (\$million)	2019	2018	2017
Cash contributions	27.5	22.9	22.1
Employee time (non-cash item)	16.9	18.8	18.1
Gifts in kind (non-cash item) <sup>1</sup>	0.3	0.1	0.1
Management costs	4.5	4.5	4.5
Total (direct investment by the Group)	49.2	46.3	44.8
Leverage <sup>2</sup>	1.9	2.9	5.0
Total (incl. leverage)	51.1	49.2	49.8
Percentage of prior year operating profit (PYOP)	2.01	2.04	12.18

- 1 Gifts in kind comprises all non-monetary donations
- 2 Leverage data relates to the proceeds from staff and other fundraising activity

Pillar 2: Operations

Responsible Company

People

Global	2019	2018	% change <sup>1</sup>
Full-time equivalent (FTE)	84,332	85,336	(1.2)
Headcount (year end)	84,398	85,402	(1.2)
Employed workers	82,494	82,827	(0.4)
Fixed term workers	1,904	2,575	(26.1)
Non-employed workers	11,104	12,064	(8.0)
Headcount (12-month average)	83,938	86,269	(2.7)
Male			
FTE	45,504	46,139	(1.4)
Headcount	45,518	46,153	(1.4)
Female			
FTE	38,828	39,198	(0.9)
Headcount	38,880	39,249	(0.9)
Nationalities	129	125	3.2
Position type	2019	2018	% change
Executive and non-executive director	13	13	–
Female executive and non-executive director	4	4	–
Senior management <sup>2</sup>	4,076	4,094	(0.4)
Female senior management	1,162	1,135	2.4
Rest of employees	80,322	81,308	(1.2)
Female rest of employees	37,718	38,114	(1.0)
Employment type	2019	2018	% change
Business FTE	37,091	38,598	(3.9)
Business headcount	37,117	38,621	(3.9)
Business female headcount	19,254	19,586	(1.7)
Support services FTE	47,241	46,739	1.1
Support services headcount	47,281	46,781	1.1
Female support services headcount	19,626	19,663	(0.2)
Region	2019	2018	% change
GCNA FTE	20,842	20,757	0.4
GCNA headcount	20,857	20,771	0.4
GCNA female headcount	13,244	13,128	0.9
ASA FTE	47,597	47,350	0.5
ASA headcount	47,619	47,371	0.5
ASA female headcount	18,909	18,748	0.9
AME FTE	11,579	13,182	(12.2)
AME headcount	11,581	13,184	(12.2)
AME female headcount	4,966	5,594	(11.2)
EA FTE	4,314	4,047	6.6
EA headcount	4,341	4,076	6.5
EA female headcount	1,761	1,779	(1.0)

Age	2019	2018	% change <sup>1</sup>
< 30 years FTE	19,079	20,812	(8.3)
< 30 years headcount	19,087	20,819	(8.3)
< 30 years female headcount	10,163	10,962	(7.3)
30-50 years FTE	59,027	58,652	0.6
30-50 years headcount	59,063	58,692	0.6
30-50 years female headcount	25,965	25,647	1.2
> 50 years FTE	6,226	5,872	6.0
> 50 years headcount	6,248	5,891	6.1
> 50 years female headcount	2,752	2,640	4.2
Talent management	2019	2018	% change
Global voluntary turnover rate (%)	12.7	13.2	(3.5)
Global turnover rate (%)	16.1	16.4	(1.8)
Male (%)	16.8	16.7	0.4
Female (%)	15.3	16.0	(4.4)
GCNA (%)	15.1	16.5	(8.6)
ASA (%)	17.0	17.7	(4.0)
AME (%)	14.7	12.3	19.5
EA (%)	15.4	13.9	10.3
< 30 years (%)	23.6	23.9	(1.6)
30-50 years (%)	13.6	13.7	(0.5)
> 50 years (%)	15.3	14.6	4.7
Average tenure (years) – Male	6.7	6.4	3.8
Average tenure (years) – Female	7.0	6.7	4.2
Roles filled internally <sup>3</sup> (%)	34.2	35.8	(4.4)
of which filled by females (%)	42.6	43.7	(2.6)
New female employees (%)	45.2	46.7	(3.2)
Employees with completed performance appraisal (%)	99.9	99.7	0.2
Absenteeism rate <sup>4</sup> (%)	1.51	1.48	2.1
Learning	2019	2018	% change
Employees receiving training (%)	93.3	95.6	(2.4)
Employees receiving training (excluding mandatory learning) (%)	92.7	82.7	12.1
Senior management <sup>2</sup> (%)	96.1	97.0	(0.9)
Average number of training days per employee (including mandatory learning)	2.81	2.88	(2.4)
Average cost of training per employee <sup>5</sup>	773	769	0.6
Health & Safety	2019	2018	% change
Fatalities <sup>6</sup>	3	3	–
Major injuries <sup>7</sup>	44	68	(34.3)

1 For all metrics expressed as a percentage, percentage change means percentage point change

2 Senior management is defined as Managing Directors and Bands 4 (including Management Team). 2018 has been updated for comparison

3 Roles filled internally has been updated in 2019 to reflect whole year rather than quarterly. 2018 updated for comparison

4 Excludes Korea. Absenteeism rate has been updated to include other sickness leave types. 2018 updated for comparison

5 Average cost of training per employee updated to include cost of learning management system. 2018 updated for comparison

6 Road traffic accidents were the sole cause of fatalities in 2019 and 2018. Figures include accidents that occurred during commuting (employees' direct travel to and from work)

7 As per the UK Health and Safety Executive definition



## Environment

In 2019, our measured Scope 1 and Scope 2 emissions and water and waste data was assured by Global Documentation, our independent third-party assurance provider for greenhouse gas (GHG) emissions.

Review the methodology used to measure and assess our environmental performance data at [sc.com/environmentcriteria](https://sc.com/environmentcriteria)  
Download the independent assurance report for 2019 performance at [sc.com/environmentalassurance](https://sc.com/environmentalassurance)

	2019		2018		2017	
	Measured	Scaled Up	Measured	Scaled Up	Measured	Scaled Up
Offices reporting	164	–	174	–	188	–
Net internal area of occupied property (m <sup>2</sup> )	825,088	1,154,999	822,623	1,185,929	814,886	1,194,363
Green lease clause inclusion <sup>1</sup> (%)	82	–	78	–	76	–
Occupied net internal area where data is collected (%)	71	–	69	–	85	–
Headcount <sup>2</sup>	73,094	84,398	62,420	85,402	64,648	86,021
Annual operating income from 1 October to 30 September (\$m)	–	15,200	–	14,958	–	14,614
<b>Greenhouse gas emissions – Absolute (tonnes CO<sub>2</sub>eq/year)</b>						
Scope 1 emissions (combustion of fuels)	3,435	4,542	4,467	8,584	5,870	7,922
Scope 2 emissions (purchased electricity)	98,383	141,771	104,267	139,366	113,908	180,014
Scope 1 & 2 emissions	101,818	146,313	108,734	147,950	119,777	187,936
Scope 3 emissions with distance uplift (air travel) <sup>3</sup>	87,295	96,196	106,636	124,966	102,257	120,710
Scope 1, 2 & 3 emissions	189,113	242,509	215,370	272,917	222,034	308,646
Scope 3 emissions (Global Data Centre) <sup>4</sup>	–	46,362	–	21,523	–	23,904
<b>Greenhouse gas emissions – Intensity</b>						
Scope 1 & 2 emissions/m <sup>2</sup> (kg CO <sub>2</sub> eq/m <sup>2</sup> /year)	123	127	132	125	147	157
Scope 1 & 2 emissions/headcount (tonnes CO <sub>2</sub> eq/headcount/year)	1.39	1.73	1.74	1.73	1.85	2.18
Scope 3 emissions/headcount with distance uplift (tonnes CO <sub>2</sub> eq/headcount/year)	1.14	1.14	1.46	1.46	1.40	1.40
Scope 1, 2 & 3 emissions/m <sup>2</sup> (kg CO <sub>2</sub> eq/m <sup>2</sup> /year)	229	210	262	230	272	258
Scope 1, 2 & 3 emissions/headcount (tonnes CO <sub>2</sub> eq/headcount/year)	2.53	2.87	3.21	3.20	3.26	3.59
Scope 1 & 2 emissions/\$m operating income (tonnes CO <sub>2</sub> eq/\$m/year)	–	9.63	–	9.89	–	12.86
Scope 1, 2 & 3 emissions/\$m operating income (tonnes CO <sub>2</sub> eq/\$m/year)	–	15.95	–	18.25	–	21.12
<b>Environmental resource efficiency</b>						
<b>Energy</b>						
Indirect non-renewable energy consumption <sup>5</sup> (GWh/year)	154	223	162	224	168	277
Indirect renewable energy consumption <sup>6</sup> (GWh/year)	16	17	17	17	21	19
Direct non-renewable energy consumption <sup>7</sup> (GWh/year)	14	19	18	31	24	32
Direct renewable energy consumption <sup>8</sup> (GWh/year)	–	–	–	–	–	–
On-site renewable energy consumption <sup>9</sup> (MWh/year)	537	555	458	458	330	330
Energy consumption (GWh/year)	184	258	198	272	213	327
Energy consumption/headcount (kWh/headcount/year)	2,522	3,061	3,167	3,187	3,291	3,807
Energy consumption/m <sup>2</sup> (kWh/m <sup>2</sup> /year)	223	224	240	230	261	274
<b>Water</b>						
Water consumption (ML/year)	425	654	605	916	649	1,149
Water consumption/headcount (m <sup>3</sup> /headcount/year)	6	8	10	11	10	13
Water consumption/m <sup>2</sup> (kL/m <sup>2</sup> /year)	0.51	0.57	0.74	0.77	0.80	0.96
<b>Paper</b>						
Print paper consumption (ktonnes/year)	1.41	1.41	1.05	1.49	1.62	1.89
Print paper consumption/headcount (kg/headcount/year)	16.96	–	17.70	–	21.97	–
<b>Waste<sup>10</sup></b>						
Waste (ktonnes/year)	4.8	–	5.1	–	4.8	–
Waste/FTE (kg/headcount/year)	66	–	81	–	74	–
Waste reused or recycled (%)	35	–	46	–	24	–
Retired IT equipment reused or recycled (ktonnes/year)	0.33	–	0.19	–	0.19	–

<sup>1</sup> Percentage of green lease clause inclusion in all new and renewed leases within the reporting year. Refer to the eco-efficiency criteria for more information

<sup>2</sup> This reflects the Group's headcount (formerly labelled full-time employees (FTE) at 31 December 2019

<sup>3</sup> In 2019, we updated our Scope 3 methodology to reflect the impact of radiative forcing. As a result, we have restated Scope 3 emissions for 2018 and 2017

<sup>4</sup> Scope 3 emissions calculated from total energy consumption from our outsourced global data centres

<sup>5</sup> Indirect non-renewable energy refers to purchased electricity from non-renewable sources

<sup>6</sup> Indirect renewable energy refers to purchased electricity from off-site renewable sources

<sup>7</sup> Direct non-renewable energy refers to the gross calorific values of fuels consumed on-site

<sup>8</sup> Direct renewable energy refers to the gross calorific values of renewable fuels consumed on-site

<sup>9</sup> On-site renewable energy refers to renewable energy generated and consumed on-site

<sup>10</sup> In 2019, we reviewed our methodology for measured and scaled-up waste. Scaled-up waste data is not representative and is therefore not shown

### Further information

Our online resources provide further information to support this document.

### Annual Report

For a full review of our performance during 2019 visit [sc.com/annualreport](https://sc.com/annualreport)

### Approach to sustainability

You can learn more about our sustainability philosophy and our approach at [sc.com/sustainability](https://sc.com/sustainability)

### Position Statements

For details of our environmental and social standards and how we apply these in our work with clients, visit [sc.com/positionstatements](https://sc.com/positionstatements)

### Code of Conduct

You can download our Code of Conduct at [sc.com/codeofconduct](https://sc.com/codeofconduct)

### Tax reporting

You can find complete country by country tax reporting at [sc.com/cbcr](https://sc.com/cbcr)

### Included in

FTSE4Good

### Contact us

If you have any comments or questions about the information in this report, contact us at [sustainability.feedback@sc.com](mailto:sustainability.feedback@sc.com)



### Belt & Road Relay

The photographs on the cover were taken during the Standard Chartered Belt & Road Relay.

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