

The Power of Engagement: From Wellbeing to High Performance

The People Management Philosophy at Standard Chartered Bank

David Thomas

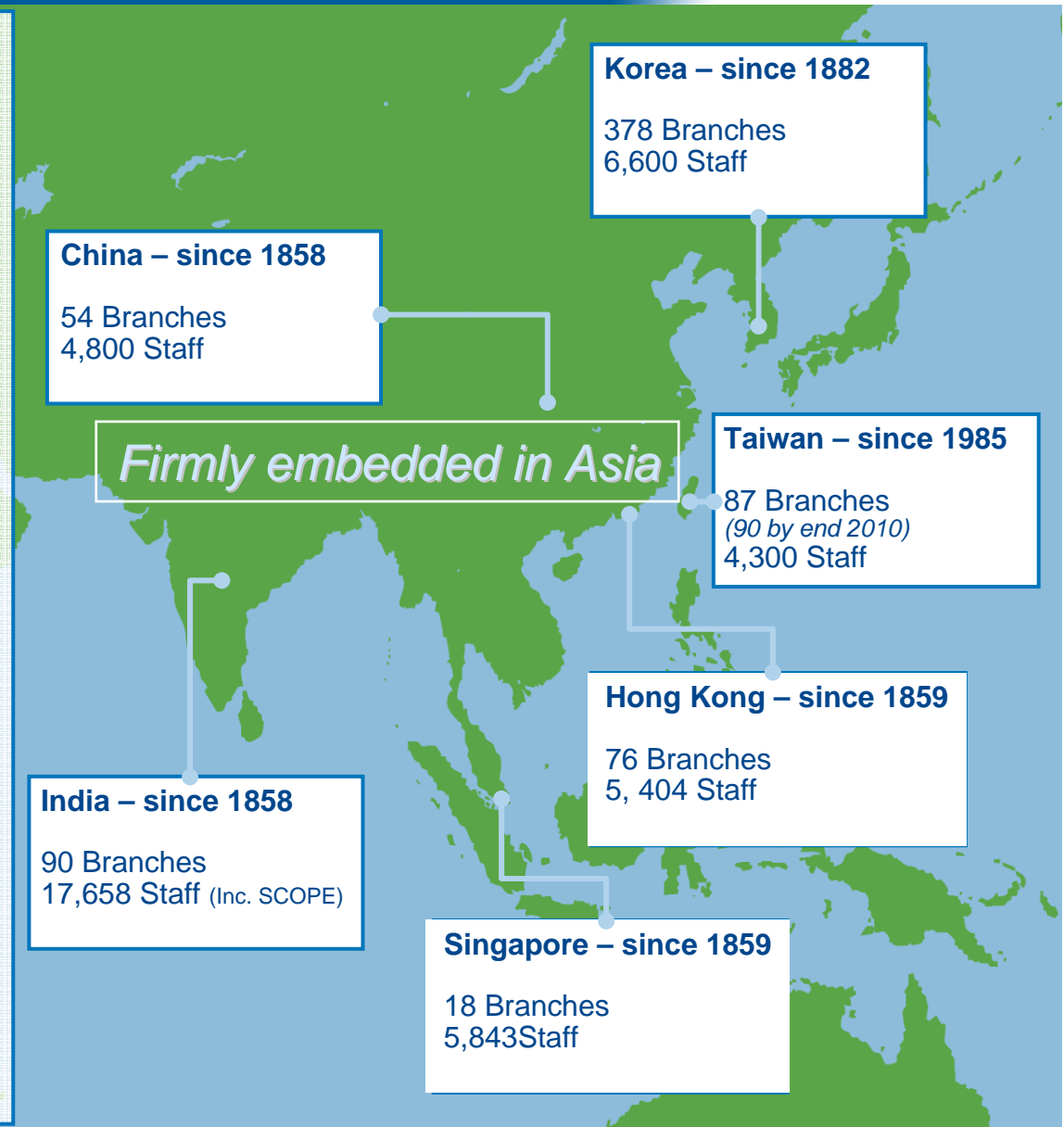
Global Head of Country Human Resources

11th May 2010
HKHA Conference, Hong Kong



Setting the scene - a little about us

- More than **75,000** staff in **75** countries and over **125** nationalities
- Committed to building a **sustainable** business
- **Strong strategic intent** focusing on Africa, Asia and the Middle East
- **Leadership position** in our markets:
 - ✓ Approximately 1,100 branches
 - ✓ Over **\$10 billion** income and **\$3.7 billion** Trading Profit for Asia



Why engagement is important...

A 10% increase in investment in employee engagement can add up to £1500 in gross profits per employee

www.corpnews.com

The main driver of engagement is a sense of feeling valued and involved

Institute of Employment Studies

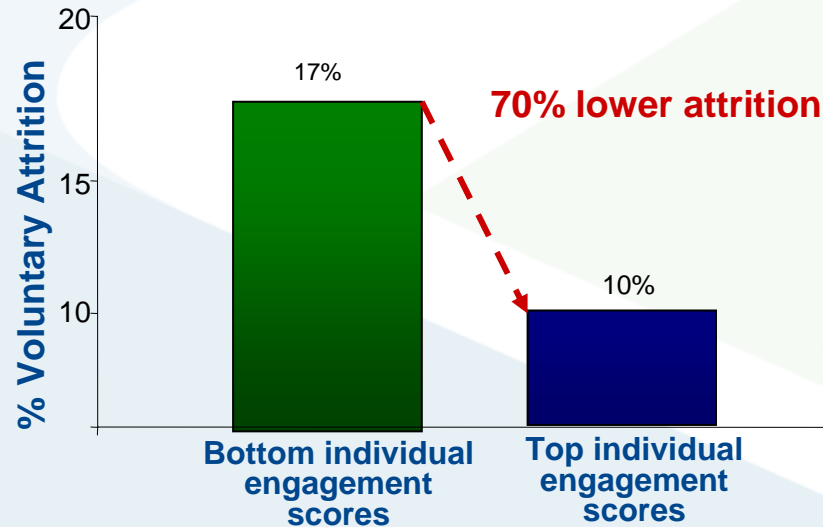
CIPD – employee engagement factsheet

The positive linkages which research has found between employee engagement, advocacy, performance and intention to quit mean that **it is in employers' interests to drive up levels of engagement amongst their workforce.**

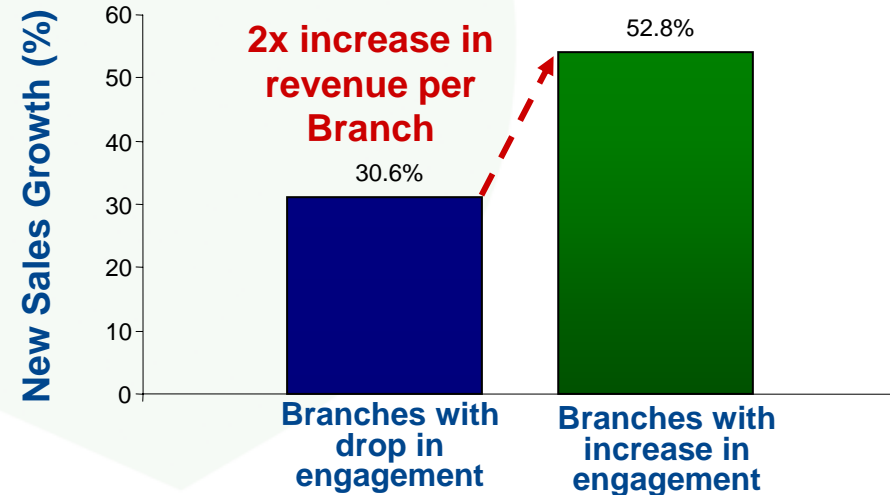
In SCB Hong Kong, branches where engagement increased exhibited twice the revenue growth from new sales when compared to branches where engagement decreased

Engagement drives performance

India: Attrition



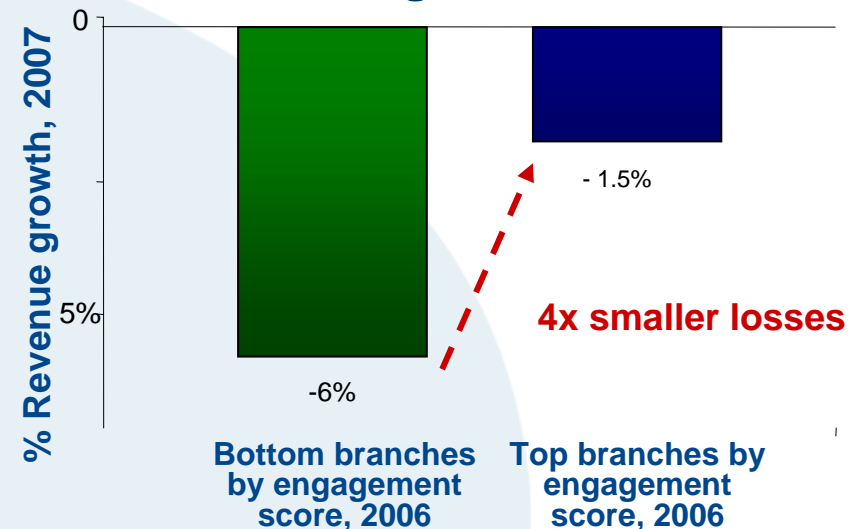
Hong Kong: New sales growth



World-class engagement

- Hong Kong achieved 75th percentile for a third consecutive year
- 33% of teams around the network achieved scores above 75th percentile

Korea: Revenue growth



The unimaginable is not beyond reach

■ Clarity of expectations

- ✓ Daily conversations.
- ✓ Reinforce the link between individual contribution and overall output – Hospital's performance.
- ✓ ePerformance and quality objectives.

■ Leadership

- ✓ Build momentum and driving consistently great management.
- ✓ Demonstrate genuine care to outserve employees & customers
- ✓ Clear recognition and consequence management.

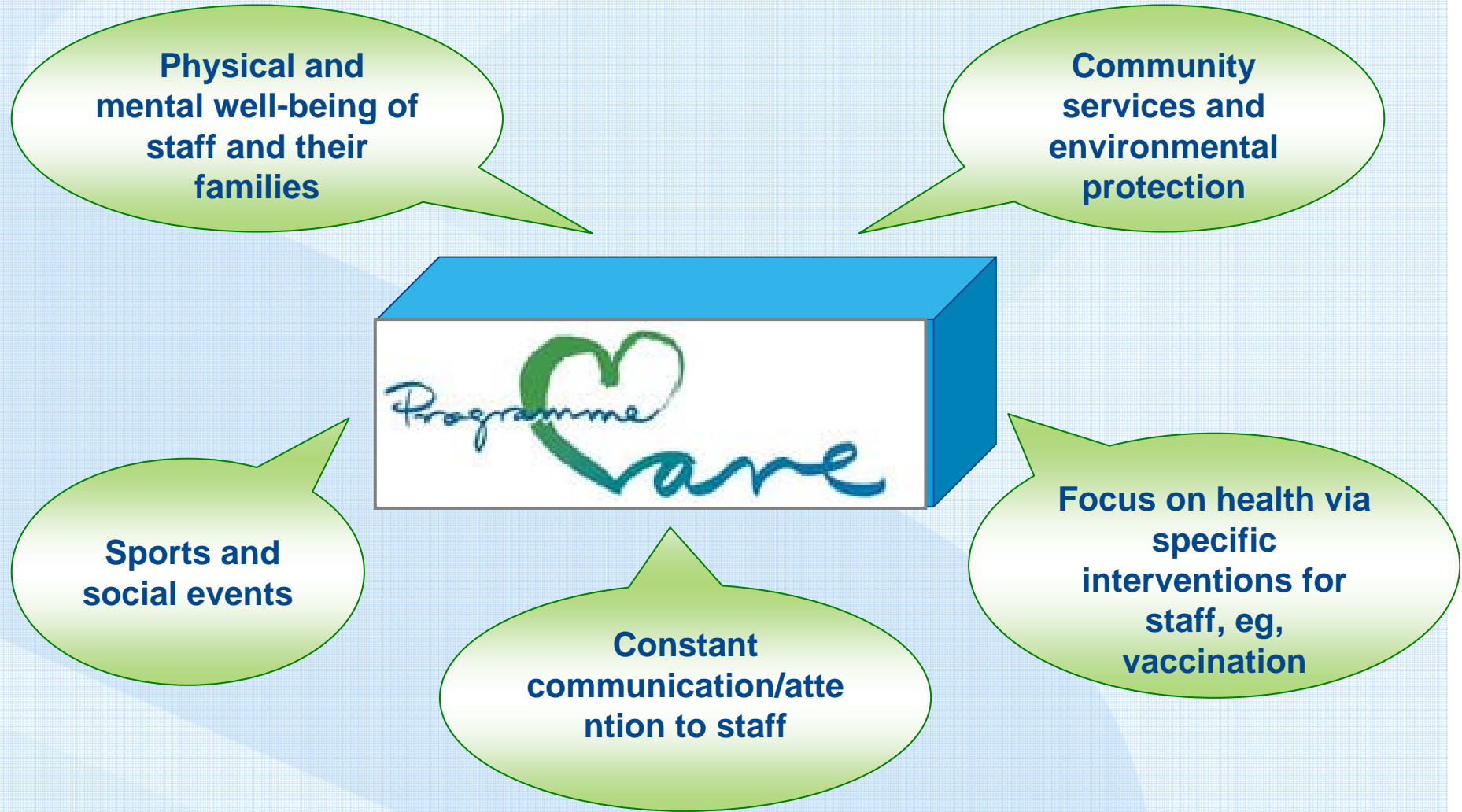
■ Un-moving middle

- ✓ Hold managers accountable for building engagement.

■ Follow- through

- ✓ Continue to accelerate Follow-through for better results this year.

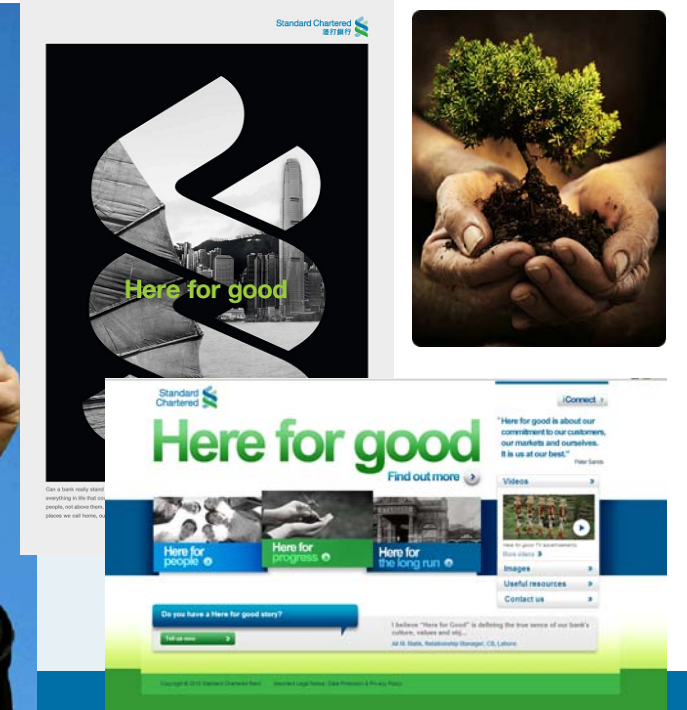
Best Practice in Hong Kong: Example - “*Programme Care*”



Increasing engagement... ... more than a “nice to have” ; it is PRIORITY



Employee Relations to
employee engagement



A sustainable business to wellbeing

Seeing is Believing



- Already saved sight of >1m people
- Target help 10 million people across 20 countries

Nets for Life



- Distributing 1 million insecticide-treated nets across 16 countries in Africa by end of 2008



Living with HIV



- Educate 1 million people on HIV/AIDS by 2011

Environment

- \$800m invested in renewable energy projects
- €50m invested in a Carbon Fund
- \$8-\$10 billion renewable energy pledge at 2007 Clinton Global Initiative

Standard Chartered pledges \$8-10 billion to renewable energy at Clinton Global Initiative

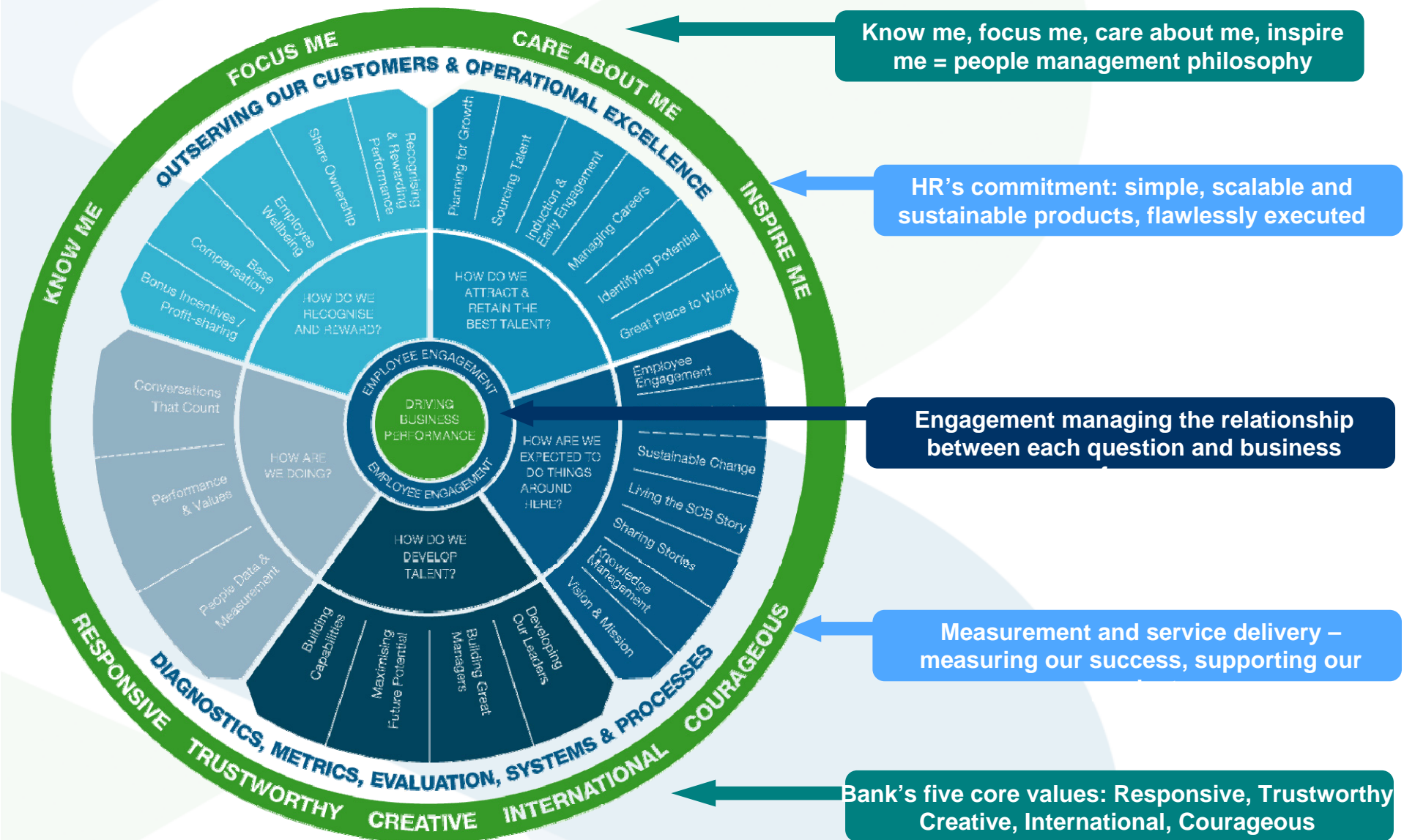


"We have just scratched the surface of what we can do, and we can't do anything without financing. I predict that this commitment by Standard Chartered will not only result in a dramatic reduction of greenhouse gas emissions, but an extraordinary explosion of new sectors of economic development in the developing world." - **Bill Clinton**

"We believe we really can make a difference to the environment and climate change. Businesses need to do more and with this pledge we are leading by example."

- **Peter Sands, Group Chief Executive**

Managing our People - Human Capital Roadmap



Know me

‘Take time to understand my talents and strengths - what I do best’

Focus me

‘Help me get really clear on what excellence looks like’

Care about me

‘Help me achieve excellence by doing what I do best’

Inspire me

‘Constantly let me know how I’m doing and help me stay on track’

‘Get to know me as a person and make me feel valued for who I am’

‘Help me understand my significance in the bank’s mission’

‘Create conditions for team-working and a fun environment’

Our definition of talent...

Aspiration

Extent to which you want: recognition, advancement, influence, financial rewards, work life balance, job enjoyment etc.

1. Aspiration

2. Ability

Ability

Combination of innate talents e.g. cognitive ability, emotional intelligence *and* learned skills e.g. technical and functional knowledge



3. Engagement

Engagement

Extent to which you are: emotionally and rationally committed to applying discretionary effort

3 Key Takeaways:

✓ **Wellbeing at work begins with engagement; and engagement drives performance!**

✓ **Engagement and wellbeing is **too important to wait**; look for opportunities and share.**

✓ **Use the **Q12 survey** to create a great place to work. “Great Managers Drive Engagement”**

Q&A

Contact Details



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