



**Inclusion and Diversity.
Beyond borders.**



HSBC UK

| Opening up a world of opportunity



Ian Stuart,
CEO, HSBC UK



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At HSBC UK we believe that difference should not be a barrier to success.

Opportunity doesn't do borders and neither should we.

Throughout our history, HSBC has brought different people and cultures together to open up opportunities for our customers, colleagues and our communities.

Our focus is on inclusion first, and from this comes diversity. As we become a more inclusive bank, a more diverse range of people will want to work with us. So we're taking conscious steps to break down borders which inhibit opportunity.

For each of us, our race, gender and other diversity characteristics have combined to form our individual experience and our unique outlook. Acknowledging this 'intersectionality' helps us to communicate better, collaborate and face challenges together, and reap the rewards together. Because when we are inclusive for all, we are better for all.



The actions we are taking aim to drive inclusion for our colleagues, for our customers and for the wider UK community, delivering positive outcomes that benefit everyone.

Our strategy is simple: we aspire to achieve Representation, Respect and Reputation – our 3 Rs.

- We focus on REPRESENTATION: so our colleagues collectively reflect the diversity of the UK population at all levels.
- We treat people with RESPECT: driving an inclusive culture where all people feel that they belong and can reach their full potential.
- We build a positive REPUTATION as an inclusive business which values difference: that our colleagues can be proud of and that our customers, investors, regulators and the wider community trust.

We've developed a range of award winning inclusion programmes and initiatives to support and help colleagues reach their full potential.

We know that the expertise and experiences of our colleagues are valuable resources – we have a great deal to learn from each other. Our 17 Employee Resource Groups, covering a range of diversity strands, faiths and wellbeing-related causes are central to our efforts to become a truly inclusive bank. With their shared passion and lived experiences of the 18,000 members, they champion education and awareness programmes, facilitate open discussion on workplace improvements and actively guide our senior leadership.

We've made great strides on our inclusion agenda but we know more can be done – true inclusion will be achieved when we make significant, measurable changes. We know that when we value difference, we will open up a world of opportunity.

Representation

Our goal: For the workforce and our business to be representative of the diversity of the UK population at all levels.

We want HSBC UK to be a place where diversity is not a barrier to opportunity. So our colleagues see role models who they have something in common with. So our customers can be confident that someone like them is involved in making decisions about the services that we provide.

To achieve this we are undertaking a wide range of actions, including:

- We work in partnership with a range of specialist organisations to support the development of diverse talent within our communities and break down barriers to employment. Our activities include: internships for vulnerable or socially excluded young people; collaboration between universities and our diversity employee groups; outreach with schools.
- We make inclusive recruitment training a requirement for anyone looking to hire someone new to our business. We want to recruit people from a diverse range of backgrounds and to help make this happen, every interview must include inclusive interview questioning.
- We measure the diversity representation of colleagues in our talent programmes. Where we find under-representation, we take action to address it, including establishing accelerator programmes for women and ethnic minorities to address historical barriers to progression.
- We hold our leaders to account for delivery of inclusion. Our Executive Team receive regular reports and are expected to deliver a reduction in representation gaps within their teams.

What's next and where we want to go:

- We know we are not there yet. We are resolved to making sure that everyone is supported at each stage of their employment journey with us.
- We will continue to challenge ourselves and take action to make sure that our recruitment pools more consistently reflect the diversity of the UK community. Our pools are diverse, but we want to do more to support applicants as they progress through the recruitment journey.
- We are committed to ensuring that diverse colleagues who have been identified as high potential have the ongoing support to grow their careers.
- We know that we need to do more to increase representation of people with disabilities and we will deliver focused plans to improve our position.

We'll know we've succeeded when:

- Our workforce diversity matches UK census diversity.
- When the diversity of our senior leaders reflects the diversity of our wider workforce.

Representation in action: Spotlight on Talent Development for Black and Ethnic Minorities

- In response to the growth of the Black Lives Matter movement Noel Quinn, Group CEO, and Ian Stuart, HSBC UK CEO, made public statements detailing commitment to improve the diversity of our senior leadership and increase opportunities for our Black, Asian and Minority Ethnic colleagues, including specific ambitions:
 - To double the population of HSBC's Senior Black Leaders as at 31 December 2020 by 2025, and provide targeted development planning for those colleagues.
 - Ensure Mid-Level Black Managers are participating in our Accelerating into Leadership programme, which includes sponsorship by Senior Leaders.
- Earlier in the year, the UK piloted Unlocking your Potential, specifically for our Black, Asian & Minority Ethnic colleagues. Individuals were invited to opt in to the programme and complete a leadership potential assessment providing a deep personalised insight into individual's potential and development areas. The programme provided 726 participants with assessment insight on their leadership traits, drivers and learning agility, followed by a range of development resources to enable them to translate the outcomes of their assessment into tangible development actions. The content helped individuals understand their potential to develop their career towards larger and/or more complex roles in the near future. A group of 189 colleagues went on to participate in our Accelerating into Leadership programme. Following the ethnicity pilot, a fully inclusive, Unlocking your Potential programme and Accelerating into Leadership programme was rolled out to all eligible Mid-Level Managers in July 2021.

"AiL was such a comprehensive and invaluable programme; I have thoroughly enjoyed it, and I know that the rest of my group have taken a lot of learnings from it too. I have recently secured a senior management position within my department. For me, I hope this does not end my AiL journey, and I look forward to staying in touch with the rest of the cohort, and continuing to further demonstrate my commitment and career aspirations with the bank"

Rian Sethi, HSBC UK



Respect

Our goal: For our business to have an inclusive culture.
We're working hard to make sure all of our colleagues are given equal opportunities.

Our actions are focused on making HSBC a place where people feel valued, respected and supported to fulfil their full potential. This creates an environment where all our customers are treated with respect and in turn are helped to thrive.

To achieve this we are taking a wide range of actions, including:

- We listen and talk openly, honestly and frequently with our colleagues about the progress we're making and the challenges faced when it comes to inclusion.
- During our Global Induction programme, mandatory annual training and leadership development opportunities, colleagues continually improve their knowledge on inclusion.
- Our Employee Resource Groups (ERGs) bring together colleagues with shared characteristics and interests, allowing them to champion education and awareness programmes, facilitating open discussions of workplace issues, and consulting with senior leadership on ways we can improve. Groups in the UK include those focused on age, gender, ethnicity, faith, LGBT+, working parents and carers, and ability. Additionally, a wide range of employee communities have been formed, including those focused on flexible working, mindfulness, different cultures, and the military, among others.
- We have a Diversity and Inclusion Action Group of over 50 inclusion champions that ensure inclusion is embedded within individual business areas, opening up opportunities for employees and customers.
- Our ERGs and inclusion champions work with executive leaders to deliver change through collaboration, breaking down barriers faced by colleagues and customers throughout the bank.

What's next and where we want to go:

- We recognise that to create the fully inclusive working culture we aspire to, it will take a team effort across the bank.
- Our plans for the future include working with our leaders to help them further improve their capabilities, so that when a colleague speaks up, they listen and feel confident taking action.
- We will continue to strive for inclusivity within our day to day interactions between colleagues and with customers. We will continue to focus on colleague awareness about bias, so that they feel comfortable to discuss and confident to challenge.

We'll know we've succeeded when:

- Our colleagues consistently rate our organisation positively for inclusion in our employee survey.
- Engagement of colleagues is consistent across all genders, ethnicities, abilities, situation or other characteristics.





Respect in Action: Spotlight on Carer's Charter

During the COVID-19 pandemic, over 80% of our employees found themselves working from home, often for the first time. This was an adjustment for everyone, but for one group, carers, the impact was extreme.

Our carers told us about their experiences and the barriers that they faced:

- They felt extremely worried about the vulnerable people that they cared for.
- It was difficult to find a balance between work and caring.
- They missed the respite work offered, away from caring responsibilities.
- They had concerns that they would be perceived as not performing effectively in their roles.

Throughout the pandemic, our Ability Employee Group hosted a regular virtual "coffee with carers". This was a place where carers could be open about their frustrations in an environment where they were confident that others would be supportive. This activity provided a much needed safe space.

We listened to the carers' concerns and pledged to provide support. Carers and the Ability Employee Group received the bank's commitment to develop our Carers Charter.

The Carers Charter provides UK colleagues and their managers with extra support, and strives to make caring visible and valued by drawing attention to the responsibilities and challenges of being a carer.



Reputation

Our goal: To be a bank our customers, investors, regulators and local communities trust to be an inclusive business which values difference.

It's not enough that we take action to be inclusive within our business; we want to be inclusive in our interactions externally.

To achieve this we are taking a wide range of actions, including:

- We have a responsibility to ensure fair outcomes for every customer, particularly those in vulnerable circumstances. We have dedicated members of our product development teams who are continuously improving our products and services so that they break down barriers that may have previously excluded people regardless of who they are or what their situation is. These efforts have produced ground-breaking initiatives such as our No Fixed Address service, our accessible bank cards, and our inclusive customer service training.
- As a major business in the UK, we use our position of influence to support the efforts of others to increase inclusion within communities. We have partnered with inclusion innovators nationally, including #Merky (founded by rapper Stormzy). This foundation is improving access to higher education for young Black people. We also provide our support to local communities, including our sponsorship of Birmingham Pride.
- Our brand will continue to challenge barriers in favour of opening up a world of opportunity. As part of this effort, we will continue to amplify diverse voices and demonstrate our value of difference in our marketing and communications.
- HSBC UK participates in external assessments of our diversity and inclusion efforts. These are delivered through independent sources to track our progress over time, and to compare our performance with that of others. Before we submit a response, we test it with our colleagues to ensure this meets their lived experience. When we receive our assessments, we work with our employee groups to address the gaps.

What's next and where we want to go:

- We will continue to earn the trust of our customers whilst playing our part to create an inclusive society.
- We will continue to engage with trusted community partners, using our leverage as a leading UK business to be a positive advocate for social change.
- We will continue to take steps to ensure that we are meeting the needs of all our customers, with a focus on accessibility, product and service.

We'll know we've succeeded when:

- Key independent authorities recognise us as a leading business for inclusion.
- Feedback from our customers demonstrates trust in our position as an inclusive business.
- Our support for community groups are helping them to open opportunities.

Reputation in Action: Spotlight on Accessible Bank Cards

We've updated our debit and credit card design to make them more accessible for our customers and removing barriers. We've worked closely with the Alzheimer's Society, RNIB and our customers to ensure they are suitable for a range of different needs.

New features include:

- A vertical design, combining innovation with practicality and reflecting how cards are used in practice every day.
- An arrow and carved-out notch to indicate which way the card should be inserted.
- Tactile features (raised dots) to help visually impaired customers differentiate their debit cards from their credit cards.
- Larger, clearer card details on the back of the card to make reading card details easier.
- Better contrasting colours to help identify card details more clearly.
- The cards are designed with sustainability in mind and are made of 85 per cent recycled plastic, with an aim to increase to 100 per cent recycled.

This inclusive design has become our standard issue, making sure that we deliver accessibility for all customers.



HSBC UK: Inclusion 2021

We want to be a truly inclusive business - opening a world of opportunity for our colleagues, our customers, and the wider communities we serve. To achieve this, we're focusing our efforts in three areas which we call our 3 Rs:

- 1 We aim for Representation:** for our colleagues to reflect the diversity of the UK population at all levels.
- 2 We treat people with Respect:** driving an inclusive culture, where everybody feels that they belong, can reach their full potential, and are able to speak up.
- 3 We aspire for a positive Reputation:** to be recognised as an inclusive organisation that is trusted by colleagues, customers and the wider communities we serve.

We have made some great strides towards becoming a truly inclusive business, and we will continue to take action.



Representation

More than
1,100
colleagues

taking part in Black and Ethnic Minority development programmes this year

3,500

managers completed recruitment training, addressing inclusion awareness so far this year

15% of Black and Ethnic Minority colleagues

participating in our new **Accelerate Into Leadership** programme have progressed their career this year



143

individuals who identified as having a disability supported into employment over the last 18 months

Published our Ethnicity Pay Gap data for first time in 2021



1,153 workplace adjustments
provided to colleagues year to date

Respect

30,000

colleagues completed Inclusion & Vulnerability Awareness training this year



Launched Carers Charter

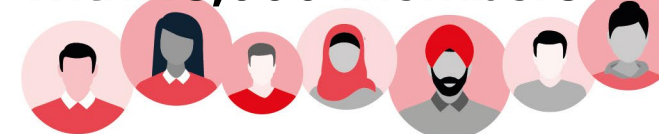
to make caring more visible and valued



1st Menopause Friendly Accredited Employer in the UK



17 Employee Resource Groups with 18,000 members



486
leaders

have completed our Inclusive Leadership Programme

Reputation



£1,000,000

in support to **The Prince's Trust, Scope and Shelter UK** to launch three new projects to create a more inclusive society.

More than
1,700

people experiencing homelessness have opened a bank account through our No Fixed Address service since 2019

Top 10 employer

at the 2021 UK Ethnicity Awards



£2,000,000

to support **30 Stormzy Scholarships** at the University of Cambridge over the next 3 years



Award winning programme

Embrace UK, winner of **Ethnicity Awards Network of the Year**
Step Forward career acceleration programme, winner of **European Diversity Awards Team of the Year**



2,500,000+
cards with **accessible features** sent to customers

Simplified change of name journey
to better support trans customers



Accessibility

If you need any of this information in a different format, please let us know. **This includes large print, braille, or audio.** You can speak to us using the live chat on our website, visiting one of our branches, or by giving us a call.

There are also lots of other options available to help you communicate with us. Some of these are provided by third parties who are responsible for the service. These include a Text Relay Service and a British Sign Language (BSL) Video Relay Service, to find out more please get in touch. You can also visit: **[hsbc.co.uk/accessibility](https://www.hsbc.co.uk/accessibility)** or: **[hsbc.co.uk/contact](https://www.hsbc.co.uk/contact)**.

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