

Opening up a world of opportunities for all

HSBC UK Inclusion

January 2024



HSBC UK

Opening up a world of opportunity

HSBC UK is becoming a truly inclusive business

We believe that when we are inclusive of everyone, we are better for everyone. We want to be better at delivering great outcomes for all our customers and colleagues, and the wider communities we serve across the UK.



Ian Stuart
CEO, HSBC UK

Inclusion is a key driver of our success. We believe that when we succeed, we succeed together. Together, we make possible what we cannot do alone.

Valuing difference helps us to be a better bank.

The greater our diversity, the greater our empathy. The more we reflect the worlds of our customers and communities, the better we can serve them.



Coral Taylor
UK Head
of Inclusion

Because we value difference, we know that being inclusive for everyone does not mean that we treat everyone the same. Some of us reap the benefits of our difference, whilst others face challenges due to difference.

Because we are all different, a 'one size fits all' approach just does not work. Instead, we embed inclusion principles and accountability across all areas of our business. From our people management practices to supporting the financial health of our customers, inclusion matters.



Our approach is simple.

We are focused on our 3Rs: Representation, Respect and Reputation



Representation

We are focused on Representation, aiming for our colleagues to reflect the diversity of the UK population at all levels.



Respect

We treat people with Respect, driving an inclusive culture where all people feel that they belong and are able to reach their full potential.



Reputation

We are building a positive Reputation as an inclusive business which our colleagues can be proud of and that our customers and members of the wider UK community can trust.

Our success is measured by the difference we make, not by how much we do.

The activities we are undertaking are fully focused on making a tangible positive difference for our customers, colleagues and communities.

Our approach to inclusion is inclusive.

We collaborate with external experts, community and industry groups, as well as colleagues from different parts of our business to develop and deliver truly inclusive impactful initiatives.

We are making a difference, but there is still more to do.

We know that the approach we are taking is making a difference; we are becoming a more diverse and inclusive business, recognised for delivering ground breaking initiatives.

As we enter the third year of our 3Rs approach to inclusion, we will continue to identify and address areas of inclusion need, whilst working to ensure that the positive changes that we have made over the past three years are embedded into our business practices so that these continue to deliver positive outcomes for many years to come.





Representation

“We continue to take action to increase representation, remove barriers and help open up opportunities for all our colleagues, our customers and the communities we serve”

Ian Stuart CEO

Our goal

For our workforce to be representative of the UK population at all levels.

Representation matters At HSBC UK we believe our colleagues should be able to see role models that they have something in common with, and our customers and colleagues should be confident that someone like them is involved in making decisions about our business and approach.

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



Fair and inclusive recruitment

Our inclusive and accessible recruitment process helps us to recruit from the widest possible range of candidates:

- We work with a wide range of external partners to reach diverse talent.
- Job opportunities are advertised using a diverse range of media.
- Managers must complete training on how to deliver fair, bias free recruitment, before they can advertise new roles.
- People with disabilities who meet our minimal criteria are offered an interview. Reasonable adjustments are offered throughout the recruitment process.



Opening up diverse talent pipelines

All of our colleagues should be able to reach their full potential:

- Inclusion and fairness principles are built into our talent management processes.
- Talent programmes are checked for diversity representation.
- We offer career development support to some colleagues facing particular barriers.
- We address potential bias if we identify it in our talent pipelines.



Accountable leaders

Our leaders are accountable for our Inclusion Strategy across the bank and within their teams:

- Leaders are held to account for inclusion as part of our performance review processes.
- Quarterly reporting keeps our Executive Team informed.
- Executive Team members sponsor specific inclusion programmes, including Employee Resource Groups and Inclusion Spotlights.



Data-driven

We use diversity data to engage, to target actions and to measure progress:

- Representation data, survey results and external assessments inform inclusion plans.
- We publicly report annually gender and ethnicity pay gaps and include progress against our inclusion approach within our Annual Report.



What's next?

- We will review the executive accountability model for inclusion, to identify if there are any opportunities to be even better.
- We will run a bank-wide campaign to increase diversity data disclosure, to make our data even more accurate, to enable us to be even more effective in targeting our plans to where they are most needed.



We'll know we've succeeded when...

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

Next page >





Opening doors to employment for people with complex disabilities

We are taking action to open doors to employment for anyone who wants to work.

Although over 20% of our colleagues have told us in our annual employee survey that they have a disability, we know that not everyone with a disability finds accessing employment easy. In particular, people with complex disabilities can face more barriers than most when looking for paid employment.

To help address this we created a new role in 2022, so that people with complex disabilities who had not been able to find employment, were able to take their first step. We created a team of Meet and Greet Coordinators, who work alongside our Guest Services team, to greet colleagues and visitors as they arrive at our Birmingham and London Head Offices.

Charlotte, Meet and Greet Coordinator at HSBC UK's head office in Birmingham

"What I like about working for HSBC is being in a positive environment with people who support you and being able to support customers and make a difference. In the past, I have faced numerous barriers. I have often been discouraged and told that I wouldn't be able to do simple things in life, let alone get a job. I've had these comments said to me and they've always stuck with me so I've now proved people wrong."

Beyond our own workplace, we wanted to make a difference in the wider community. We partnered with Scope to develop a new online learning platform, to provide employability skills to people with disabilities, some of whom were told that they would never work. As of end of December 2023, the programme had provided learning to 703 people, 210 of who have since found employment.

An inclusion focus for recruitment and talent

We want talented people with a range of different experiences to join and grow their careers with us.



Making our recruitment, development and promotion processes fair and equitable is key.

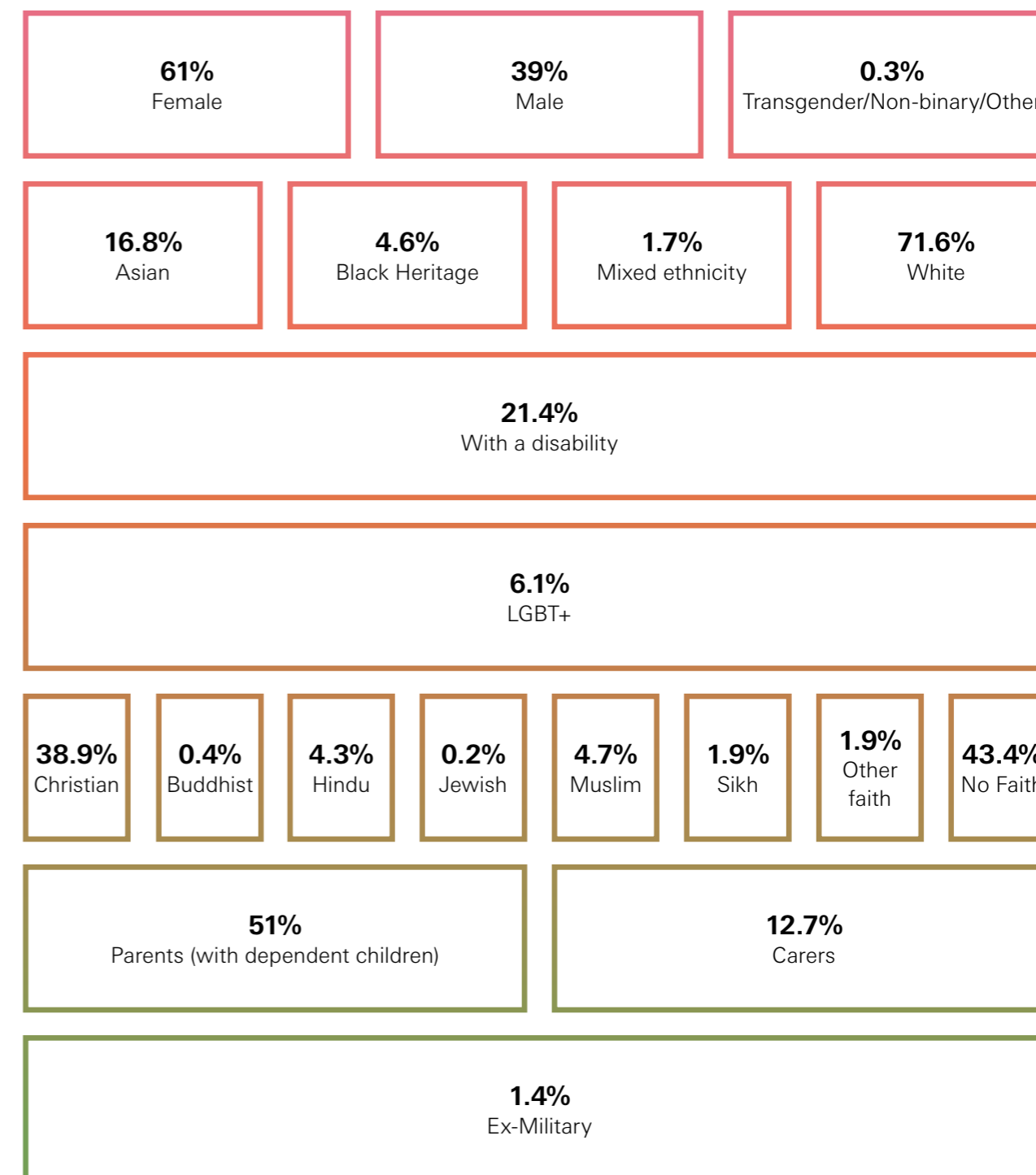
- We require all Recruiting Managers to complete training in fair recruitment practices; 1,460 Managers completed this training in 2023.
- We provide applicants with disabilities/neurodiversity access to a dedicated Recruitment Candidate Care officer; in 2023, we supported 2,150 candidates in this way.
- Career Awareness training is available to existing colleagues, and we supported over 5,000 in this way in 2023.
- We apply inclusion principles throughout our annual succession planning conversations and review performance assessments for fairness.
- We check that our talent programmes are representative of diversity.



In addition, we have introduced programmes to address areas of under-representation.

- Our outreach programmes with schools, colleges and universities include activities to support diverse groups.
- Specialist talent spotters help us to attract diverse talent.
- Our traditional talent development programmes are supplemented by specific support for under-represented groups. Since 2020, we have supported over 1,500 under-represented colleagues, through bespoke talent and career development opportunities.

Our interventions have helped us to deliver year-on-year improvements in our representation. As of the end of 2023, our declared colleague diversity was



Respect

“We are making HSBC UK a better place to work, by improving systems, introducing new initiatives and working with our Employee Resource Groups to build an environment where everyone feels free to achieve their goals”

Coral Taylor Head of Diversity and Inclusion



Our goal

A culture of respect and belonging

We continue to take steps to ensure all colleagues feel respected.

We all deserve to feel able to be our best at work. We should all feel supported, safe, and able to Speak Up if we need to. We all should feel valued, respected, and that we belong.

We treat colleagues with respect. We expect our colleagues to respect each other, our customers, and the wider community we serve. And we expect our colleagues to be respected back.

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



Creating opportunities to talk and listen to each other

We are driving an open and honest culture of inclusion:

- Our Communications and Inclusion Teams work together to keep colleagues, customers and the wider community informed and engaged.
- Roundtables, focus groups, and employee surveys, help us to listen to diverse employees.
- Our 18 Employee Resource Groups (ERGs) bring together colleagues with shared characteristics or interests. With over 20,000 members, ERGs champion awareness, facilitate discussion, provide support to individuals, bring a diverse perspective to product and service development, and provide a diverse voice to leaders as to how our business could improve.
- Colleagues are encouraged to Speak Up if they feel that something is wrong. Our Speak Up culture is supported by a wide range of channels, including, education and awareness, access to confidential advice and reporting, and ERG Speak Up Guardians - providing colleagues with an option to Speak Up to someone like themselves.



Increasing inclusion confidence amongst colleagues

We are taking steps to grow colleague confidence in diversity and inclusion:

- Inclusion is red threaded throughout our employee learning, including in our Global induction, mandatory learning and leadership learning.
- Customer-facing colleagues are supported to understand how to support the needs of the diverse people they serve.
- A wide range of further learning on diversity and inclusion topics is free for all colleagues to access, via our virtual university or ERG awareness sessions.



Being consciously inclusive in our actions

We aim to be consciously inclusive in our everyday activities:

- Guidelines, co-created by the Inclusion Team, ERGs and external experts, ensure inclusion and accessibility are considered in our People Policies.
- Fairness reviews are applied to performance, pay and reward.
- Communications, including learning, and customer engagement are tested for accessibility.
- Processes make large-scale colleague events representative and accessible.



Shining a spotlight where most needed

Evidence shows that some people face more barriers than others:

- At HSBC UK we have identified a need to increase our focus upon ethnicity and disability and decided to shine a spotlight on these.
- Each Inclusion Spotlight is led by an Executive who partners with our Inclusion Team and ERGs to deliver targeted plans for improvement.



What's next?

- Listening to our diverse colleagues will continue to be important, and in 2024, we will add to our existing channels with a programme of focus groups to hear more from disabled colleagues.
- Inclusion is always evolving. As new inclusion themes arise, we will update our learning.
- We will continue to review our people policies and practices for opportunities to improve.
- We will introduce two new Inclusion Spotlights: female representation, and social mobility.



We'll know we've succeeded when...

- Colleagues consistently rate HSBC UK positively for inclusion in our employee survey.
- Diverse colleagues consistently rate our culture positively in our annual employee survey.

Next page >





Shining a spotlight where it is most needed

Some people have more barriers to overcome than others.

At times we increase our focus and support to particular groups of colleagues and customers. We shine an Inclusion Spotlight where it is most needed.

Our Inclusion Spotlights are strategic programmes of work focused on one particular area of diversity and inclusion. Each is led by an Executive on behalf of the Executive Team, in partnership with our ERGs and Inclusion Team. Each Inclusion Spotlight is tasked with speeding up the pace of change and delivering significant measurable improvements in outcomes experienced by a diverse group and does so against a dedicated 3Rs plan including Key Performance Indicators. Progress is reported regularly to the Executive team and through twice yearly updates, to all colleagues.

HSBC UK currently has two Inclusion Spotlights, delivering focused programmes of work for ethnicity and disability. In the three years since the ethnicity Spotlight, and 18 months since the disability spotlight were launched, the impact has been significant.

In 2024, we will add to our portfolio with two new Spotlights, to help us step up focus on increasing female representation and growing social mobility.

Disability

Representation

- Creation of bespoke paid roles for 12 people with complex disabilities at our UK and Global Headquarters.
- Enhanced disability support throughout recruitment.
- Bespoke career development and support for colleagues with disabilities.
- In 2023, 21% of colleagues identified as having a disability (in anonymous survey).

Respect

- The Sunflower Lanyard is available to colleagues and customers.
- The UK workplace adjustments principles are going global.
- Accessibility is being built into communications, learning and events.

Reputation

- Opened in December 2023, and designed with support from our Ability ERG, our Sheffield branch was recognised by the Construction Industry Council for inclusive and accessible design.
- Our approach to disability has received multiple awards, including recognition for our Ability ERG.
- We are a Business Disability Gold Standard Employer.
- In 2023, we achieved the Department for Work and Pensions Disability Confident Leader standard.

Ethnicity

Representation

- We engaged external agencies to reach Black and ethnic minority talent.
- Published our ethnicity pay gap every year since 2021.
- Provided bespoke career development to over 1,000 Black and ethnic minority colleagues since 2021.
- In 2023, 89% of colleagues declared ethnicity.

Respect

- We talk about race in teams across the bank.
- Black History Month, Lunar New Year, South Asian Heritage Month, Windrush Day, and many other events, are celebrated.
- We are reducing the ethnicity sentiment gap in our employee survey.

Reputation

- Our Banking services include mentoring for Black and ethnic minority entrepreneurs.
- We are founder sponsors of the UK Ethnicity Awards.
- We are headline sponsors of the UK Black Business Shows.
- We committed to continue our support of #Merky Stormzy Scholars programme.
- In 2023, we were named a Top Ten Employer by Investing in Ethnicity.

Next page >

Conscious inclusion

We are taking a range of actions to consciously embed inclusion within the way we work at HSBC UK

Making people policies consciously inclusive

In 2023, working with our HR Policy Writers, Employee Resource Groups (ERGs) and external diversity and inclusion experts we created new guidelines for inclusive and accessible policy writing. These guidelines are drawn upon each time a policy is reviewed or created and when we consider potential changes to our colleagues working environment.

Growing colleague awareness of difference through learning

Inclusion learning is required for HSBC UK colleagues every year. Inclusion is a key theme of our induction, required of all new colleagues to HSBC UK. Our annual all colleague mandatory training always includes a section dedicated to inclusion awareness and expected behaviours. And colleagues in customer-facing roles receive additional learning to help them understand and support the specific needs of diverse customers.

As colleagues progress their careers at HSBC UK, inclusion learning is available to help them in their new role. People leaders learn to manage difference, senior leaders can learn from the lived experiences of reciprocal ERG mentors, and HR colleagues are “getting comfortable with the uncomfortable” through safe space conversations. Anyone looking to learn more can do so through ERG awareness sessions or through a course from our virtual HSBC university.

Maintaining a constant conversation about inclusion

Our Inclusion Communication Plan helps to ensure timely clear and consistent messaging throughout the year. Inclusion is discussed at least quarterly by our Executive, and features throughout the year on our People Leader calls. Individual teams host frequent Inclusion Conversations, allowing colleagues to explore diverse concepts in safe spaces.

Creating safe spaces which recognise difference

Even in the most inclusive culture, things can go wrong. It is important to us that our colleagues know that should they need to Speak Up, they are safe and supported to do so. We talk about speaking up often, in our communications and in our mandatory training. We provide a wide range of Speak Up channels, whether a person wishes to speak directly to a known person or make contact anonymously. We also know that there are times when it is easier to Speak Up to someone who is like you, and to support this, our ERGs provide Speak Up Guardians, for members or anyone looking for extra support.

Providing reasonable adjustments throughout the UK

A centrally ring-fenced budget ensures that any colleague requiring a reasonable adjustment to do their job is able to access this. In 2023 we provided 3,932 workplace adjustments.

Embedding accessibility

Our dedicated accessibility team review content for colleague communications, learning and other materials to make them accessible to all.

Holding events which value difference

We have introduced inclusion guidelines for colleague events. This year, HSBC UK hosted half-day workshops entitled Future Fit for Customers, which were attended by all colleagues who support HSBC UK in the UK and overseas. Inclusion and accessibility were a priority. Particular interventions included:

- Ensuring speakers at events and on films were representative.
- Testing all materials for accessibility, including addition of subtitles.
- Accessible features integrated into events, including mixture of standing and seated exercises.
- All delegates were asked if they needed additional support. Where these were requested, these were provided, from simply allowing people to sit nearer to the front of the stage, or accommodating dietary requests, to sourcing adaptive seating or providing dedicated support to an individual at the event.

Reputation

“We understand the important role our bank plays in society. We continue to lean in to support the financial health of individuals and businesses across the UK, helping them to find the right opportunities to achieve their goals.”

Ian Stuart CEO



Our goal

For customers, colleagues and the wider community to trust our approach to inclusion

We want our colleagues to be proud to work for an inclusive business and for our 14.5 million active customers and people across the wider community to trust that we act inclusively, recognise difference, and aim to drive good outcomes for all.

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



Supporting vulnerable customers and communities

We take steps to support our customers in times of vulnerability:

- Customer-facing colleagues receive training to help them to recognise and support difference. This includes increasing awareness of mental health, domestic abuse, human trafficking, Alzheimer’s, and gambling issues.
- We look for signs of potentially damaging banking behaviours to help us identify and support customers who may be at high risk of financial abuse and gambling harm.
- All branches provide safe spaces, for people living through domestic or financial abuse.



Making banking inclusive and accessible

We are making banking more accessible and inclusive to people with different experiences:

- We provide bespoke bank accounts for people without a fixed address, for refugees, and, for survivors of human trafficking.
- We have implemented processes to open up Banking to people of different disabilities, different sexual orientations or gender identities.
- And last year, the sunflower lanyard scheme was rolled out throughout our business, helping colleagues and customers feel confident about finding support for visible and hidden disabilities.



Opening up opportunities for diverse and inclusive business

We want to help diverse and inclusive businesses to thrive and are taking action to support this:

- We are headline sponsors of the UK Black Business Shows in London and Birmingham.
- We provide a sustainable finance option for business clients looking to reinvest returns in projects which tackle social issues or achieve positive social outcomes, such as creating affordable housing, employment programmes or access to education and training.
- Our procurement processes aim to increase our spend with diverse and inclusive business.



Using our public position to champion change

As a major business, we have a highly public platform, that we utilise to support inclusion:

- As a core theme of our brand, our inclusion messaging is amplifying diverse voices and challenging barriers to help open up a world of opportunities.
- We partner with community groups who align to our aims, supporting their diversity and inclusion work.



Hold ourselves publicly to account

We test our inclusion progress through external assessment and internal audit:

- We participate in external inclusion assessments, aspiring for top performance in all.
- We celebrate the difference our colleagues are making and when a project or an individual is making a particular impact, we recognise them through internal or external awards.



What's next?

- We will continue to identify opportunities to make our products and services inclusive of different customer needs.
- Our Community Outreach and Brand will continue to show support for inclusion.
- We will continue to hold ourselves to account to the highest standards through internal and external reviews.



We'll know we've succeeded when...

- We are recognised through independent assessments as a top performer for inclusion.
- Customer feedback demonstrates trust in our position as an inclusive business.
- Community partners tell us that our interventions are helping them to open up opportunities for inclusion.

Next page >





Opening a world of opportunities for UK Black Business

HSBC UK is proud to be the headline sponsor of the UK Black Business Shows.

In our third year of partnership, we have worked with the organisers so that we can have an even greater positive impact upon Black business in the UK. In 2023, our partnership supported:

Birmingham Black Business Show

With over 3,000 attendees, 50+ inspirational speakers and 100+ exhibitors, HSBC UK is proud to take a lead on providing support through this event, to Black entrepreneurs in the Midlands.

UK Black Business Show (London)

The UK Black Business Show has been created to inspire and connect Black business entrepreneurs and professionals. Even bigger than Birmingham, this event is attended by over 6,000 visitors, 100+ inspirational speakers and 200+ exhibitors.

25 Entrepreneurs to Watch

For the third year, we supported the Black Business Show to shine a spotlight on 25 Black entrepreneurs. These entrepreneurs possess remarkable attributes and have demonstrated tremendous resilience in business.

SOAR

Black entrepreneurs often encounter a distinct set of hurdles in their journey towards scaling their businesses. By signing up to SOAR, Black entrepreneurs and professionals are able to access a network of support, business webinars and regular (virtual) meet ups with community managers.

Beyond banking – supporting communities

At HSBC UK, we don't just sponsor community activities; we partner with organisations who align to our aims so we can work together to drive positive change.



Some examples of this include:



HSBC UK has sponsored Birmingham Pride since 2015. The Pride parade starts at our head office and over 600 HSBC UK colleagues and community friends take part. The city is proud to support the event, and over 75,000 people either participate or watch the parade as it temporarily takes over the city centre.



Last year we pledged a further £2m to fund an additional 30 scholarships for Black heritage students at the University of Cambridge, as part of our partnership with the #MERKY Foundation - the UK charity set up by British musician Stormzy. In addition, HSBC UK supports #Merky Books, created by Penguin Random House and #Merky, to help young people build the financial and employability skills they need to overcome barriers to opportunity. Together, we travelled to schools across the UK with some insightful authors, delivering practical guidance and inspiration about money matters, entrepreneurship and employability. Because opportunity starts with education.



We funded and provided expertise to help Scope, the UK disability charity create "Learn with Scope", a virtual learning tool to help people with disabilities to gain the skills needed to find work. In its first year, the programme supported 210 people into employment.



We launched a new multi-year partnership with homelessness charity Shelter to better support people and communities with their financial health. This partnership builds on the success of our ground-breaking No Fixed Address bank account service, which has helped more than 5,500 people access essential financial services.

We recognise champions of diversity and inclusion in the wider community. In 2023, over 1,500 people attended the UK Ethnicity Awards, UK LGBT Awards and Menopause Awards, sponsored by HSBC UK.



3Rs in numbers: 2023

We are determined to deliver our 3Rs: Representation, Respect and Reputation.

We are fully focused on improving inclusion outcomes for our customers, colleagues and the wider communities we serve. To ensure we deliver, we set ourselves stretching 3Rs goals and report progress against these four times a year to our Executive Committee.

Representation

Aiming for a workforce which is representative of the UK

 **3,932 workplace adjustments**

provided to colleagues in 2023

 **107, the number of nationalities**

our colleagues represent

 **On target, we met 100%**

of globally set goals for inclusion

 **2 Executive led "spotlight"**

programmes for Ethnicity and Disability with 2 more coming in 2024, for Women's Representation and Social Mobility

 **1,460 Recruiting Managers**

completed Fair and Inclusive Recruitment Training in 2023

 **5,000+ colleagues**


took part in career awareness training provided by our Recruitment team in partnership with our ERGs

 **100 Ethnic minority and female junior managers**


completed our dedicated talent development programmes this year

Respect


Aiming for a culture of respect and belonging

 **83%, of colleagues**

say they can be themselves at work, according to our employee survey

 **23,952 customer facing colleagues**


have received training to support vulnerable customers


 **20,000+ total membership**

of our 18 Employee Resource Groups (ERGs)

 **Most accessible branch yet**

our new Sheffield Branch has been designed with a range of inclusion facilities


 **First UK Employer** accredited as Menopause Friendly

 **Free period products** available at HSBC UK offices and branches


Reputation

Aiming to be trusted as an inclusive business


 **9000+ attendees at Black Business Shows** in Birmingham and London, sponsored by HSBC UK

 **15 awards won** for our inclusion programme and inclusion heroes


 **Top 10 ethnicity business** according to Investing in Ethnicity

 **12th best UK business** for LGBTQ+ inclusion, according to Stonewall

 **A Safe Space** provided at every branch for people escaping domestic abuse

 **£2 million** additional funds pledged to #MERKY to support Black heritage students at Cambridge University

 **7,600+ customers** supported across our No Fixed Address and Survivor Bank Programmes

 **Disability Leader** according to the Government's Disability Confident scheme

 **10,400+ Bank accounts** opened for Ukraine and Afghan refugees

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, by 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).

hsbc.co.uk

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