

## 1. Role profile

The Group Chief Executive (also referred to as the 'GCEO'), with delegated authority from the Board of HSBC Holdings plc (the "Board"), is responsible for the day to day operations of the HSBC Group ("HSBC" or the "Group"); leading and directing the implementation of the Group's business strategies; embedding HSBC culture and values and supporting behaviours; acting as Risk Owner in alignment with the HSBC Enterprise Risk Management Framework to manage the risks associated with the Group's business activities, ensuring these remain within the stated risk appetite; and for ensuring that the Group's corporate responsibilities are fulfilled in all communities in which it operates.

The GCEO is responsible for directing the Group's resources towards the fulfilment of HSBC's purpose and strategy in adherence to all relevant laws, regulations and standards.

In accordance with HSBC values and supporting behaviours, the GCEO is responsible for: driving the delivery of fair outcomes for customers; promoting observance of appropriate standards of market conduct; the employment of staff with the required skills and integrity; the compliant execution of commercial products and services; and enhancing the reputation and securing the legacy of the Group, engendering trust and regard from HSBC's external stakeholders, e.g. shareholders, and maintaining an open and cooperative relationship with the Group's regulators.

The GCEO is a Senior Manager under the Senior Managers and Certification Regimes established in the UK by the Prudential Regulation Authority and Financial Conduct Authority.

## 2. Principal Responsibilities

The GCEO has a primary responsibility to protect the Group's reputation and develop its strategy.

The GCEO is accountable for (and has authorities to ensure) continued compliance with all applicable laws and regulations, decision-making in relation to inputting and executing strategy, deploying capital, planning and policy for the Group and reconciling priorities and constraints.

The GCEO leads the Group Management Board ("GMB"). All members of the GMB will typically report to the GCEO.

Specifically, the GCEO is responsible for:

- a. Defining a long term strategy for the Group in terms of its structure, business mix, allocation of capital and geographic presence for approval by the Board.
- b. Driving sustainable long term value to the Group with a focus on consistent performance and appropriate balancing of the needs of the Group's stakeholders.
- c. Leading business development and client relationship management as the Group's most senior banker, responsible for building sustainable, compliant and profitable revenue streams and responsible for setting standards for appropriate treatment of and outcomes for the Group's customers.
- d. Building, protecting and enhancing the Group's overall brand value.
- e. Maintaining senior relationships with the Group's principal regulators, Governments and investors with the Group Chairman.

- f. Acting as the senior HSBC representative with media.
- g. Effectively and efficiently executing strategies, plans, policies and priorities in support of the Group's Sustainability objectives.
- h. The approval within delegated limits of project and fixed asset investments.
- i. With the Group Chief Risk Officer and the Group Head of Financial Crime Risk, managing within the Group Risk Appetite Framework set by the Board, the operational, reputational, market, credit, people, financial crime, tax, and other risks and the Internal Control environment and for setting and maintaining HSBC's control standards and policies.
- j. With the Group Finance Director, the maintenance of capital, funding and liquidity frameworks that would, in addition to meeting all regulatory requirements, remain sound in all reasonably foreseeable stress scenarios; and furthermore maintaining plans to address recovery from extreme and not reasonably foreseeable stress scenarios.
- k. Overseeing the adoption of HSBC's culture in the day to day management of the Group.
- l. Displaying HSBC values and supporting behaviours, demonstrating a high standard of business conduct and ethics and sponsoring the implementation of HSBC's values and supporting behaviours throughout the Group.
- m. Responsibility and accountability for the Group and its staff's compliance with the letter and spirit of applicable laws, codes, rules and regulations (including financial crime), good market practice and HSBC's own standards, values, supporting behaviours and policies.
- n. Effective performance management of all direct reports.
- o. Recommending detailed succession planning for all Group Managing Director, Group General Manager and key senior management roles in the Group Succession Plan.
- p. Oversight to ensure appropriate business continuity plans and arrangements are in place.

19 April 2018