Group Chief Executive

The Group Chief Executive chairs and provides leadership to the Group Management Board ('GMB') which under delegated authority from the Board is responsible for the day to day running of the Group and leads and directs the implementation of business strategy, performance delivery and safe and compliant execution of the Group's business. All members of the Group Management Board report directly to the Group Chief Executive who is accountable on behalf of the Group Management Board for the establishment, execution and delivery of agreed performance targets.

The overriding accountability of the Group Management Board, led by the Group Chief Executive is to deliver sustainable long term value for shareholders through consistent performance delivery and safe and compliant execution of the Group's business in a manner that, at the same time, maintains the confidence of all other key stakeholders in the business including depositors, counterparties, long term creditors, customers, regulators, employees and governments. Long term value creation will be measured and reported with reference to key indicators determined by the Board from time to time.

The Group Chief Executive is responsible for:

- Defining a long term vision for the Group in terms of its structure, business mix, geographic presence, and positioning within the international banking and financial services industry and agreeing this with the Group Chairman for recommendation to and approval by the Board ; to be refreshed and confirmed periodically by the Board;

- Developing Group strategy to deliver the long term vision and agreeing it with the Group Chairman for recommendation to and approval by the Board;

- In conjunction with the Group's Chief Risk Officer and GMB, the definition and quantification of risk appetite, the allocation of risk appetite amongst geographic regions and customer groups, the adequacy of measurement, monitoring, control, integrity and reporting of risk information and exposures internally and externally and the maintenance of sound and compliant operations;

- In conjunction with the Group Finance Director and GMB, the integrity of all financial information and regulatory reporting, the allocation of capital in line with the approved Group strategy and 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; in addition to maintain and keep fresh plans to address recovery from extreme and not reasonably foreseeable stress scenarios;

- Leading business development and client relationship management as the most senior banker responsible for building sustainable, compliant and profitable revenue streams from the Group's most important clients and client segments;

- Building, protecting and enhancing the Group's brand value;

- In conjunction with the Group Chairman, building sustainability into the way HSBC conducts business, tracking progress against Board determined priorities and reporting thereon in a transparent way to stakeholders;

- Performance management of all direct reports;

- Recommending to the Group Chairman for his concurrence prior to being submitted for Board approval, detailed succession planning for all Group Managing Director and Group General Manager roles, including having detailed succession plans in place in case any such individual becomes unavailable or fails to meet performance expectations;

- In conjunction with the Head of Human Resources and GMB, the maintenance of policies to secure a high level of employee engagement and smooth internal succession through the recruitment, retention and training of high quality talent and through equitable and market benchmarked remuneration and motivation practices;

- The approval within limits delegated by the Board of project and fixed asset investments;

- Maintaining a close working relationship with the Group Chairman keeping him routinely informed of key developments and opportunities, performance, risk and human resourcing concerns and seeking guidance and support as necessary;

- Implementation of the Group Values initiative – Courageous Integrity;

- Supporting the Group Chairman in maintaining top level relationships with the Group's principal regulators/Governments/investors;

- Direct Reports; Members of GMB, Group General Counsel, Group Head of Regulatory Policy and Development (jointly with the Group Chairman), Head of Internal Audit (jointly with the Group Chairman), Adviser to the Board (on Acquisitions and Disposals).