HSBC Technology
Manifesto 1.0
Dear colleagues,

Thank you for taking the time to read our Manifesto 1.0.

This is a deliberately bold and aspirational vision for HSBC Technology. It is designed to provoke conversation and debate, to challenge and inspire us to become the healthiest, highest performing technology team in our industry. We need to build a team and a culture that is capable of delivering our strategy, and ultimately achieving our purpose of transforming the world’s banking experience.

While the Manifesto is inspired by the thinking behind some of the world’s most innovative and successful technology companies, it also embraces what makes us special and unique across HSBC: our global diversity, our connectivity and our humanity, and it reflects our shared HSBC ambition to build the healthiest human system in our industry.

Manifesto 1.0 is our **bold and aspirational vision** for becoming the healthiest, highest performing technology team in our industry – it’s **the start of a conversation**.

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Manifesto 1.0 is the start of the conversation. Over the coming weeks, I’m inviting everyone in HSBC Technology to discuss their personal reaction to it, to give their views, and to help shape and refine it. What resonates with you most? Where are we achieving this vision? Where are we falling short, and what do we need to do to get there?

I’m asking leaders at all levels in Technology to engage in a conversation with their teams, and to share back the themes from those conversations via a simple survey. And for those outside of HSBC who have taken the time to read this version 1.0, thank you, please let me know your views at darryl.west@hsbc.com.

Darryl West

**Group Chief Information Officer**
We are

HSBC Technology

Building a bank for the future is a job for the bold.
We are the team that takes on some of the world’s biggest financial and data challenges for our customers.
We use technology to transform the world’s leading international bank.
We are world-class technologists who drive new ideas in an environment that demands deep expertise.
We are resilient and relentless in our pursuit of excellence.

We are courageous and business-minded, not just defining how our bank works, but constantly redefining how the world banks.
We have the talent and scale to lead what’s emerging, invest in what’s exciting, and assert our place among the worlds most innovative and progressive companies.
The entire universe of technology is within our view, so it’s up to us to build the platforms and partnerships that can positively impact millions of people each day.

Together we will transform the world’s banking experience.
Transforming the world’s banking experience

Technology determines people’s experience of banking. It affects how we attract customers, how they interact with us, how they make decisions and how we meet their needs.

Our purpose is to transform the world’s banking experience:
• to make it simpler, better and faster;
• to make it safe and secure
• to make it easier for people to manage their money and for companies to do business.

We do this by putting customers first. Our people are visionary customer advocates.

Every solution we build, every service we run, wherever it may be across our applications and infrastructure, makes a difference to our customers.

We are driven by a deeply held passionate commitment to constantly improve the banking experience our customers receive.

We deliver on this purpose with a collaborative “together” mindset, within a broad global community.

We deliver together with our expert HSBC technologists and business colleagues, together with external partners from the best technology teams in the world, and together with our customers themselves.
To deliver on our purpose we will need to grow a healthy culture of innovation and high performance. A strong culture is the most critical factor in our ability to adapt to a changing environment.

So how do we describe our high performance culture?

While we have a large global team, with many varying local cultures, there is a core set of healthy behaviours that bind us together:

• Across all our teams we need open, clear and constant communication about the work to be done and the barriers and challenges that slow us down, not only for each local team, but for the company as a whole.

• We aspire to communicate with radical honesty, telling each other the truth in a transparent and timely fashion, through everyday conversations, ideally face to face, as well as 1-1s, team meetings and Exchange sessions.

• We need our leaders to listen to their teams, encourage robust debate, understand what is preventing them from doing great work, and take action to remove the barriers.

• If controls and processes are seen as barriers it is the job of our leaders to explain what they are for, and, where possible, work with their teams to simplify them.

• We all need to adopt a growth mindset. We execute at pace, we take risks, and sometimes we make mistakes. We need to learn from these experiences so we can grow, adapt and improve. We need to embrace failure as an opportunity to learn and grow, not lose our confidence.

• We need our people at all levels to have strong fact-based opinions and to engage in passionate unfiltered debate, testing those opinions rigorously.

• We need our leaders at all levels to prepare their teams for the future by striving to have high performers with the right skills in every role and helping our people to develop and reach their true potential.

We all want a culture of freedom and responsibility, a culture where we are trusted and empowered to get on and do amazing work. If we all have the personal discipline to consistently practise these behaviours, this culture is within our grasp.
“When I first read the Manifesto, I was really impressed with its focus on people and teams, but within the context of our Group strategy and delivering for our customers, our people and our shareholders.

You understand how technology can help us deliver that strategy. My request to everyone in HSBC Technology is therefore to have an opinion, to contribute and to not be afraid to challenge.

By working together we can improve the lives of our customers, shape the future for HSBC and transform the world’s banking experience.”

Noel Quinn, Interim Group Chief Executive
So, in HSBC Technology, what are we like when we are “at our best”? What type of person “fits”? How do we show up for work? What choices do we make as individuals?

At the core, we expect people at HSBC to be honest and strive to display the highest degree of ethics and integrity. In all situations we endeavour to “do the right thing”, with the best interests of our customers at the centre of all our actions. We believe that the world would be a better place if more people banked with HSBC.

Each of us strive to be better human beings: it’s a choice we make... we nurture our emotional intelligence so that we can all enjoy a more cohesive and enjoyable working environment.

Each of us works hard to build our self-awareness through feedback, and we learn to positively self-regulate our emotions.

It’s not easy: it requires personal commitment and discipline.

We recognise that we live and work in a competitive and dynamic market, and this means we need to be focused and disciplined in our work. We need to have a strong execution focus, a “get stuff done” attitude, and hold each other to the highest standards of performance and behaviour. This means that from time to time we need to deliver some “tough love” messages to our colleagues, and hold each other accountable. That’s healthy.

We love delivering great products and services to our customers. We love the competitive challenge and we love to win. We approach our work with optimism, realism, bags of energy and enthusiasm, and a positive attitude. No matter what the challenge, the glass is always half-full, never half-empty. Negative people and big egos don’t fit here: humility is a value we cherish.

Our attitude to failure and risk-taking reflects our growth mindset: we work hard, we execute at pace, we expect the highest standards of quality in our work, and yes, sometimes we make mistakes. These mistakes are an opportunity to learn, an opportunity to start over, but more intelligently. We don’t lose our confidence, we have the resilience to get up and do it again, but this time smarter.

When people don’t agree with our point of view, we engage in passionate unfiltered debate, and always with the utmost respect. And after all the discussion is done, we commit and execute as one team.

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We influence people to get things done through the power of our logic, the deep competency we display, and the infectious energy and enthusiasm we show for our work, not through titles and status in the hierarchy. Sometimes the stresses of our work take its toll, and some people can’t cope. Sometimes people are in the wrong job. We are always on the look-out for the well-being of our team members, showing empathy, compassion and respect when things aren’t working and the going gets tough.

And when we do great work, deliver a complex project, improve how we run a service, and delight a customer, then we love to celebrate and recognise the great progress we have made.

These are just some of the ways we can each help to create the healthiest human system in Technology.
Keep what makes us special: **Global, Diverse and Connected**

HSBC has a unique culture: over 150+ years we have grown to become a diverse and global organisation, while remaining collaborative, friendly and great to work with. We consciously maintain this culture while striving for high performance, and embrace the Group values of being dependable, open and connected.

Our technology team reflects an unparalleled diversity of skill, talent, thinking and culture from across the globe. We offer our people the opportunity to fulfil their potential by being part of a truly global technology community, to encounter new cultures and new ways of thinking and working.

Each of our technology centres have the ability to deliver all aspects of technology, from concept and design, to running of the service.

Being open and connected is even more important now, with amazing new technology driving massive changes around us.

The Technology team needs to be at the forefront of innovation, so we need to be great at connecting. And not just internally with each other, but by collaborating with world class partners and communities. We need to build stronger relationships beyond our traditional organisational boundaries connecting more closely with the technology community and industry, with colleagues and with customer groups, to garner new ideas, build our understanding of new practises and enhance our flexibility, speed, agility, learning and growth.

We know that the global technology industry has struggled to achieve diversity – we are prepared to take on this challenge. We believe that no-one is better placed than us to be successful: we aspire to lead the world in technology diversity and inclusion.
Find the **best person** for every job, then get out of their way

Talent wins.

We aim to find and keep the brightest people in the industry. And we tailor our approach to recruitment and reward to do that.

We aim to have high performing people in every job, whether it be in our heritage core banking systems that run the bank every day, to innovative mobile customer channels, or the new emerging areas of data analytics, machine learning and artificial intelligence. All these areas need highly skilled technologists to take the bank forward.

Every individual brings their own distinctive skills, but we all aim to excel in these key qualities and behaviours:

- **Passionate Customer Advocates**: we put the customer at the heart of everything we do, and strive to constantly make our customer experiences simpler, better, faster, and safer.
- **Technology Enthusiasts**: we are optimistic and evangelical about the value that technology brings to our customers and our business.
- **Collaborative Experts**: we each build deep expertise in technology skills and are eager to share that expertise with others, both inside HSBC and in industry communities.
- **Keen Learners**: we are hungry to learn more about technology, to deepen our skills and apply those skills to our business.
- **Business Transformers**: we understand our business deeply, and apply technology to make it better every day.
- **Effective Followers**: we speak our minds and disagree passionately, but commit to the joint mission and deliver together.
- **Proud Owners**: we feel deep personal ownership and pride in the quality of the solutions we build and the services we provide.
Build great teams

We believe that small teams of highly skilled people are the most powerful force for change in the world.

We also believe that building and adapting great teams is an essential skill for team members and their leaders, especially in a fast changing world where we need to create, change, disband and re-form teams at pace.

Every team is different, but the greatest teams have common traits:

**Robustness, with respect:** we cannot afford for people to keep their opinions to themselves. If someone believes that the team is doing it wrong, they challenge firmly, but always respectfully.

**Confidence, with humility:** every team should be proud of what they do and confident in their own abilities. However, when the team is stretched beyond its abilities, they ask for help and guidance.

**Challenge, with loyalty:** every team member should challenge the team to improve itself and do better every day, but should be loyal to the mission and leadership of the team.

**Ambition, with focus:** we set ourselves big, ambitious goals, but focus our attention on the tasks in front of us to achieve those goals.

**Accountability, without question:** every team owns a service, system or capability, and takes complete ownership and accountability for its performance, and continuous improvement.

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Leadership Excellence

Leading technology for an organisation so large and geographically diverse is a challenge, a privilege and a huge responsibility. Our leaders have the ability to make or break our organisation, so we expect a lot from those who choose to lead:

Build Great Teams: The primary role of our leaders is to build great teams of highly talented people, and create the environment for them to do amazing work, listening actively and removing barriers.

Ownership: leaders are owners, they think long-term and don’t sacrifice value for short-term results. They act on behalf of the entire company, beyond just their own team. They never say “that’s not my job.”

Learn and be curious: leaders are never done learning and always seek to improve themselves. They are curious about new possibilities and act to explore them.

Insist on the highest standards: leaders have relentlessly high standards - many people may think these standards are unreasonably high. Leaders are continually raising the bar and driving their teams to deliver high quality products, services and processes. Leaders ensure that defects do not get sent down the line and that problems are fixed so they stay fixed.

Think big: thinking small is a self-fulfilling prophecy. Leaders create and communicate a bold direction that inspires results. They think differently and look around corners for ways to serve customers.

Dive deep: leaders operate at all levels, stay connected to the details, audit frequently and are sceptical when metrics and anecdote differ. No task is beneath them.

Learn from the best: leaders track the best in the industry and learn all they can from them. For example, we have drawn from leading thinking from across the technology industry to create this Manifesto.

Aim to be better: leaders aspire to lead their industry. They are not content with being followers and enjoy helping others learn from them.

One team: leaders understand and recognise the value of collaboration. As a global organisation, we share our solutions and knowledge, for the benefit of our customers. We are an integrated part of the business that focuses on its customers: It’s about all of us, not “them and us”.

Bright ideas: leaders create an ideal environment for creative thought, free flow thinking and ideation. They recognise the best ideas and encourage their development. They also praise and recognise shared success.
Discipline equals freedom

Delivering great technology to our customers requires focus and discipline. We aspire to have a culture of high trust and empowerment. But this desired culture of freedom requires a high degree of personal responsibility...it requires discipline and commitment to live the right behaviours.

We believe that mastery of some fundamental core disciplines will give us the right to unconstrained freedom and autonomy.

Loosely coupled but highly aligned: although our businesses and markets have diverse needs, they are supported by common capabilities. We actively seek opportunities for re-use and collaboration, looking to leverage and share the best ideas, from wherever they originate.

Evolving our Processes: We know that in a large enterprise there are many processes and controls we need to follow. We know that these processes can easily become slow and inefficient. We therefore value judgment over blind adherence to process, and encourage all our people to constructively challenge the way we do things. We maintain constant vigilance over our processes and controls and are not afraid to discard them if they are not needed.

Execution discipline: We aspire to be the best in the world at “Getting Stuff Done”, and consistently delivering high quality products and services. Great execution requires a personal commitment to strong basic disciplines of budgeting, planning, organising, and delivering on our commitments, with an “on-time, on-budget” ethos.

Frugal in the midst of plenty: Although we have abundant funding and resources, we always seek to do more with less. We deliberately constrain our resources and deliver through small teams: we give money back when we don’t need it, and we spend money as if it was our own.

Radical honesty: we tell the truth about our successes, our failures and our performance, and we do so in the moment and face to face, even when it is uncomfortable.

Driven by data: we base our opinions on data rather than opinion or anecdote. We do the work to find the data we need, and we believe what it tells us, even when it contradicts our expectations and beliefs.

Smart about risk and controls: we never forget how much our customers and our business rely on us. We know that we cannot eliminate risk, so we measure it, manage it, build practical mechanisms to control it, and continuously test whether we have done enough.
Be proud of who we are

Technology is changing the world, and we are proud to be technology professionals, in an innovative high performance culture.

The work we do is critical to the success of our business. We operate as equal partners with our business colleagues, and we have a duty to ensure our voice is heard in shaping our future.

We are curious and enthusiastic about technology and its power to transform HSBC.

We will continue learning and improving to lead the thinking in our industry.

We will recognise and celebrate our successes, proudly share the credit across our teams, and ensure our customers admire us for being industry innovators.

We are a key enabler for the transformation of HSBC. We will have the pride, courage, and boldness of vision to step up and lead.

Together we will transform the world’s banking experience.
Now it’s over to you

Now you’ve read the Manifesto, have an exchange with your colleagues, teams and in your networks:

• What here resonates most with you personally?
• Where are we already realising this vision, and how?
• Where are we not, and what do we need to change?

Then share what you discussed with your colleagues via the global discussion.