



HSBC HOLDINGS PLC

BOARD DIVERSITY AND INCLUSION POLICY

The objective of HSBC's Board Diversity and Inclusion Policy is to ensure diversity and inclusion is taken into consideration in the succession planning, selection, nomination, operation and evaluation of the Board.

Building a more diverse and inclusive workforce is a critical component to developing a sustainable and successful business for HSBC, informed by the Group's deep roots in many geographical regions and our international approach. We are focussed on:

- improving the diversity of our workforce
- fostering open, inclusive and, where appropriate, challenging discussion
- leveraging diversity of thought to reduce the risk of groupthink

The same principles apply to the composition of our Board and improving the diversity in Chair, Senior Independent Director and Executive Director positions, with consideration of a wide range of backgrounds including the gender, ethnicity, age, geographical provenance and social, educational and professional backgrounds of candidates.

We remain committed to an inclusive culture in the Boardroom where Directors believe that their views are heard, their concerns are attended to and they serve in an environment where bias, discrimination, bullying and harassment on any matter are not tolerated.

The responsibilities of the Nomination & Corporate Governance Committee in the implementation of this policy are outlined in its Terms of Reference.

Aspirational Targets

HSBC aspires to meet diversity targets recommended by the Hampton-Alexander Review and Parker Review:

- 33% female share of Board Directors by 2020
- Minimum of one Board Director from an ethnic minority background by 2021

Progress will be reported in the HSBC Annual Report and Accounts with a description of this policy.

23 April 2020