

## HSBC HOLDINGS PLC

### BOARD DIVERSITY AND INCLUSION POLICY

The objective of the HSBC Holdings plc ('HSBC') Board Diversity and Inclusion Policy (the 'Policy') is to ensure that diversity and inclusion are given serious consideration in the succession planning, selection, nomination, operation and evaluation of the HSBC Board.

The HSBC Board remains committed to an inclusive culture in the Boardroom where Directors are confident 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.

In line with our Purpose and Values, *we value difference* and believe that a diverse and inclusive Board, reflective of the communities we serve, is a critical component of effective decision-making and of developing a sustainable and successful business for HSBC.

We ensure that Board appointments, nominations and succession plans are based on merit and objective criteria which promote and consider various aspects including but not limited to, characteristics such as gender, ethnicity, age, geographical provenance and social, educational and professional backgrounds.

This ensures that the Board is equipped to discharge its responsibilities effectively and fulfil HSBC's purpose of *opening up a world of opportunity*. This aligns with the Group's deep roots in many geographical regions and our global approach.

The responsibilities of the Nomination & Corporate Governance Committee (the 'Committee') in relation to the implementation of this Policy are outlined in its Terms of Reference.

#### **Aspirational Targets**

As a UK headquartered company, HSBC is expected to comply with laws, regulation and market practice, including in relation to diversity targets expected of UK listed boards.

The Board supports the recommendations set out in the Hampton-Alexander and Parker Reviews and the Board's aspirational targets detailed below are reflective of the recommendations from these reviews.

#### *Gender Representation*

- The Board's current target for gender representation is to achieve a minimum of 40% female representation on the Board of Directors by the end of 2023.

#### *Ethnic Representation*

- The Board's current target is to achieve and have a minimum of one "Director of Colour" in line with the definition as set out in the Parker Review.

The Board will report on the application of this Policy in the HSBC Annual Report and Accounts, including progress made against aspirational targets.

30 June 2021