

Dame Carolyn Fairbairn

Independent non-executive Director, Chair of the Group Remuneration Committee, a member of the Group Risk Committee and a member of the Nomination & Corporate Governance Committee

Appointed to the Board: 1 September 2021

Skills and experience: Carolyn has significant experience across the media, government and finance sectors, and a deep understanding of the macroeconomic, regulatory and political environment.

Career: An economist by training, Carolyn has served as a partner at McKinsey & Company, a member of the UK prime minister John Major's Number 10 Policy Unit, and as Director-General of the Confederation of British Industry, and held senior executive positions at the BBC and ITV plc. She has extensive board experience, having previously served as non-executive Director of Lloyds Banking Group plc, The Vitec Group plc, Capita plc and BAE Systems plc. She has also previously served as Chair of the Board of Trustees of Royal Mencap Society, and as a non-executive Director of the UK Competition and Markets Authority and the Financial Services Authority.

She holds a BA in Economics from Cambridge University, an MA in International Relations from the University of Pennsylvania and an MBA with distinction from INSEAD.

Carolyn currently serves as non-executive Chair of the Group's subsidiary, HSBC UK Bank plc.

External appointments:

- Senior Independent Director of Tesco plc
- Member of the Advisory Council of Frontier Economics