

Mental Health at HSBC

At HSBC, we are committed to supporting positive mental health for all our people (including contingent workers) at every stage of their career, and in every region in which we operate. Everyone at HSBC has a responsibility to help make HSBC a workplace where people feel supported and are empowered to take ownership of their own mental health.

HSBC is committed to meeting recognised good practice standards. We align our global approach to employee wellbeing with the World Health Organization (WHO) Healthy Workplace Model, use the MindForward Alliance's Thriving at Work framework to benchmark our strategy, and where needed we tailor mental health initiatives to meet country-specific requirements, such as our US-specific mental health awareness module.

Our commitment includes making sure that all our people (and contingent workers where local legislation allows) can access support services such as mental health education courses, self-help and guidance via employee networks and communications, and treatment via employee assistance programmes and medical plans.

Day-to-day operational management of workplace mental health support services is owned by the People function, with global and regional leads meeting monthly to discuss engagement and priorities. Wellbeing outcomes are reported to our Group Operating Committee and the Board as part of annual reporting to provide context and inform the Board's workforce engagement activities, as the Board acknowledges the importance of engaging with the Group's workforce through various forums to gain insights, including those on workforce wellbeing and mental health.

From 2019 to 2024, awareness of how to get mental health support increased from 61% to 79%, and the percentage of employees confident in talking to their line manager about mental health increased from 58% to 73%. Whilst this suggests that our wellbeing strategy is improving the mental health culture at HSBC, we recognise there is more to do, including how we measure wellbeing.

In 2025, we introduced a 'Wellbeing Index' to our annual Snapshot survey to focus on where we can make the most positive impact – happiness at work, stress levels, job satisfaction, and sense of purpose – aligning our methodology with the Organisation for Economic Co-operation and Development's (OECD) measures of wellbeing.

In partnership with the University of Oxford's Wellbeing Research Centre, we have used our Snapshot survey to identify the most impactful drivers of wellbeing within the organisation, shaping our immediate wellbeing priorities. Throughout 2026 and 2027, our Group Wellbeing team will deliver on our priorities and support colleagues to feel and perform at their best by updating the wellbeing content within our global mandatory training; leveraging AI tools to provide timely wellbeing support; expanding our peer-to-peer recognition programme; and continuing to provide free access to market-leading wellbeing technology and professional experts.

Further to our immediate priorities, HSBC has set the following long-term objectives to achieve our commitments:

- ◆ Regularly review and deliver an action plan to support good mental health in the organisation.
- ◆ Take proactive steps to develop and promote our culture and ways of working towards creating positive mental health.
- ◆ Empower all our people, including contingent workers, to manage and prioritise their own mental health, and to support one another.

- ◆ Signpost our people to mental health tools and support.

We will measure our impact via our annual employee survey and aim to maintain positive results in:

- ◆ Workplace wellbeing; with a $\geq 65\%$ score in the 'Wellbeing Index'.
 - In 2025, our Wellbeing Index was 66%, up 1ppt vs 2024.
- ◆ Psychological safety; with a $\geq 75\%$ score in the 'Inclusion Index'.
 - In 2025, our Inclusion Index was 78%, unchanged vs 2024.

HSBC acknowledges that our employees' feelings of physical and mental wellbeing may be affected – both positively and negatively – by their working conditions. HSBC's approach to creating positive, healthy working conditions is aligned with our values, standards and policies in relation to, for example, Diversity and Inclusion; Health and Safety; Bullying and Harassment; Career Progression; and Flexible Working, as we recognise the connection that each has with mental wellbeing.