

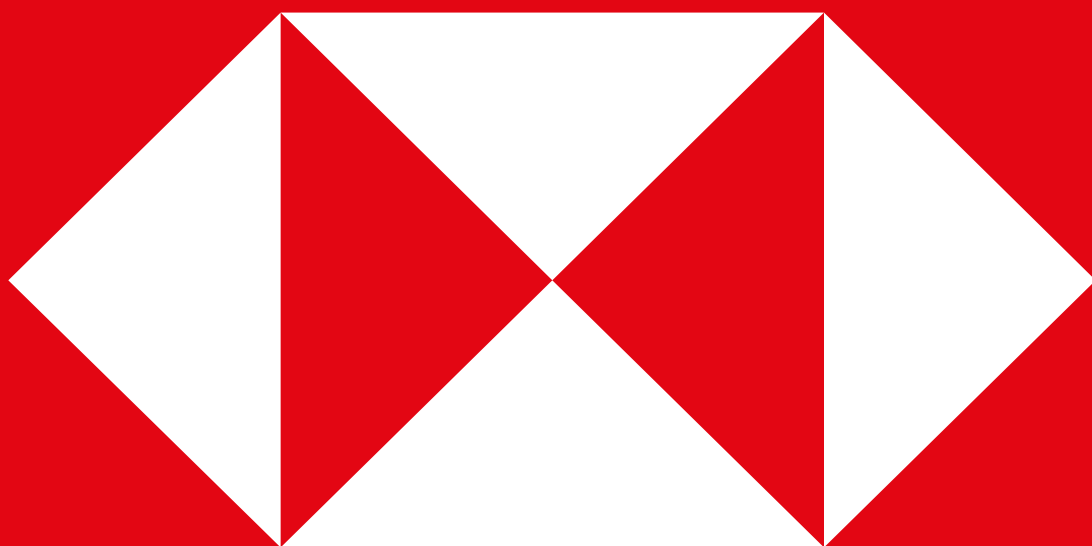
# 2021 Employment Equity Narrative Report

**HSBC Bank Canada**



**HSBC**

| Opening up a world of opportunity



# What's Inside

About this report	4
About HSBC	5
Diversity, equity and inclusion at HSBC	6
Leadership and consultation	7
Recruiting talent from diverse communities	9
Inclusive education and development	10
Women at HSBC Bank Canada	13
Visible minorities at HSBC Bank Canada	15
Indigenous peoples at HSBC Bank Canada	17
Persons with disabilities at HSBC Bank Canada	19
Engagement: Employee resource groups	21
Giving back: HSBC Bank Canada in the community	28
Positive policies and practices	29
2022 and beyond: The future of inclusion at HSBC Bank Canada	31
Key contacts	33

# About this report

This report is compiled and submitted in accordance with HSBC Bank Canada's commitment as a federally regulated employer under the Legislated Employment Equity Program. The program ensures organizations meet and, where possible, exceed their obligations under the 1995 **Employment Equity Act**.

## Purpose of the Act

The purpose of this Act is to achieve equality in the workplace so that no person shall be denied employment opportunities or benefits for reasons unrelated to ability and, in the fulfilment of that goal, to correct the conditions of disadvantage in employment experienced by women, Aboriginal peoples, persons with disabilities and members of visible minorities by giving effect to the principle that employment equity means more than treating persons in the same way but also requires special measures and the accommodation of differences.



Employment equity encourages the establishment of working conditions that are free of barriers, corrects the conditions of disadvantage in employment, and promotes the principle that employment equity requires special measures and the accommodation of differences for four designated groups in Canada.

The **Employment Equity Act** identifies and defines these four designated groups as:

- ◆ Women
- ◆ Indigenous peoples – people who are First Nations, Inuit or Métis
- ◆ Persons with disabilities<sup>1</sup>
- ◆ Visible minorities<sup>2</sup>

This document is submitted as part of HSBC's annual requirement to provide quantitative and qualitative evidence demonstrating our commitment to employment equity and creating a workplace that is inclusive and mindful, and that reflects the communities in which we serve, live and operate.

Amendments to the Employment Equity Regulations came into effect on January 1, 2021, and as a result, federally regulated private-sector employers are required to report pay gap information in annual reports.

<sup>1</sup> People with a long-term or recurring physical, mental, sensory, psychiatric or learning impairment who consider themselves to be disadvantaged in employment by reason of that impairment or who believe that an employer or potential employer is likely to consider them to be disadvantaged in employment by reason of that impairment, as well as individuals with functional limitations due to their impairment that have been accommodated in their current job or workplace.

<sup>2</sup> People, other than Aboriginal peoples, who are non-Caucasian in race or non-white in colour.

# About HSBC

HSBC Holdings plc, the parent company of HSBC Bank Canada, is headquartered in London. With total assets of US\$2,958 billion at December 31, 2021, the HSBC Group serves customers worldwide from offices in 64 countries and territories in Europe, Asia, North America, Latin America, and the Middle East and North Africa.

## HSBC in Canada

HSBC Bank Canada, a subsidiary of HSBC Holdings plc, is Canada's leading international bank and celebrated its 40th anniversary in 2021. With more than 130 branches and total assets of \$120 billion, no international bank has our Canadian presence and no domestic bank has our international reach.

No other bank is better placed to serve Canadian companies that are doing business here at home and internationally, or individuals with a global outlook. We have unique expertise in trade and receivables finance, renminbi, emerging markets funds and sustainable finance and infrastructure financing. We offer unique banking solutions for internationally minded individuals and businesses. We have set plans to prioritize sustainable financing and investment that supports the global transition to a net-zero carbon economy. Managing financial crime and other risks also remains a top priority.

Canada is an important contributor to the HSBC Group strategy and a key player in the Group's work to support customers and drive growth, leveraging our footprint across all key trade corridors.

How we do business is as important as what we do. We build our business for the long term – balancing social, environmental and economic considerations in the decisions we make.

“When we truly value difference, we open up a world of opportunity – for each other, our customers and our communities – and it's how we role model our commitment to diversity and inclusion. Our differences make us stronger and helps us to serve our clients better.”



**Linda Seymour**

President & CEO,  
HSBC Bank Canada

## Our values

At HSBC, our values guide us in all our actions – from strategic decisions to day-to-day interactions with customers and each other. They are rooted in HSBC's history, heritage and character, and help us deliver on our purpose. In 2021, we refreshed our values. They are:

**We value  
difference**

Seeking out different  
perspectives

**We succeed  
together**

Collaborating across  
boundaries

**We take  
responsibility**

Holding ourselves  
accountable and  
taking the long view

**We get it  
done**

Moving at pace  
and making things  
happen



# Diversity, equity and inclusion at HSBC



We value difference and were founded on the strengths of different people, experiences and voices. These differences are integral to who we are and how we work. Our global reach is our unique strength. Bringing together diverse people, ideas and perspectives helps us open up opportunities and build a more inclusive world.

## Our commitment

We are better when we reflect the broader world, our customers and the communities in which we operate. We are dedicated to building a diverse workforce where everyone feels a sense of belonging and can learn from and with each other. To help us ensure HSBC is a diverse and inclusive workplace where everyone has the opportunity to develop and progress, we are taking action in four key areas:

- ◆ Fair and inclusive hiring
- ◆ Progression of under-represented talent
- ◆ Building an inclusive culture
- ◆ Supporting an inclusive society

## Diversity & inclusion at HSBC Bank Canada

HSBC Bank Canada is committed to strengthening inclusion in our workplaces and communities. In 2020, we refreshed our

three-year Diversity & Inclusion Strategy to elevate our inclusion efforts in alignment with key recommendations from global diversity and inclusion benchmarks. In 2021, we reinforced our focus on inclusion, mental health and well-being.

Our Diversity & Inclusion strategy is grounded in four strategic pillars:

- ◆ **Leadership and accountability:** We will build diversity and inclusion confidence, behaviours and accountability in our leaders and people managers to help lead and inspire diverse teams as we navigate through constant change.
- ◆ **Workforce composition:** We will build and develop our workforce of the future with an intentional approach to increase diversity representation aligned to labour market availability and HSBC's aspirational goals, with a specific focus on under-represented groups, including Indigenous peoples and persons with disabilities.
- ◆ **Cultural competence:** We will build an inclusive, supportive and safe-to-speak-up culture that enables each of us to thrive and bring our whole self to work.
- ◆ **Marketplace presence:** We will amplify, promote and sustain HSBC Bank Canada's diversity and inclusion brand trust and familiarity in our target communities.

Our Diversity & Inclusion Office is responsible for ensuring all activities, investments and focus from our leaders, senior stakeholders and employees are aligned with these four strategic pillars.

# Leadership and consultation

“The success of any company relies on the strengths of its employees, and that’s why it’s vital that everyone who works here feels valued and empowered to fulfil their potential. At HSBC we truly celebrate difference, and we encourage conversations at every level of our organization to ensure that we embrace diversity.”



**Larry Tomei**

Head of Wealth and Personal Banking and Chair of HSBC Bank Canada’s Diversity & Inclusion Council

## Diversity & Inclusion Council

Our Diversity & Inclusion Council, led and made up of our Executive Committee members, oversees our diversity and inclusion strategy and is a quarterly forum to strategically discuss, debate and action diversity and inclusion issues of impact. The Council also ensures our workforce is representative of changing demographics and that we maintain an inclusive work environment. Members of the Council also act as executive sponsors to our employee resource groups (ERGs). We continue to invite an ERG representative to our Diversity & Inclusion Council meetings to ensure we stay connected to employee voices.

Larry Tomei, HSBC Bank Canada’s Head of Wealth and Personal Banking, is HSBC Bank Canada’s Diversity & Inclusion Council Chair. As the head of our largest business area, Larry

helps inspire new levels of employee engagement across the country and increased diversity and inclusion leadership in the industry. Loreli Buenaventura, the Head of Learning, Talent and Diversity & Inclusion, also continues to work in partnership with executives, business leaders, key stakeholders and designated employee group members to further embed inclusion into our organization.

## Voluntary self-identification

In 2021, we expanded our self-identification capability and technology to improve the quality of our diversity data. While we’ve had a process in place to ensure our employees have the opportunity to voluntarily self-identify as a member of one of the four designated groups in the Legislative Employment Equity Program, these improvements have allowed us to collect more comprehensive data.

Our refreshed self-identification survey, launched mid-2021, included new categories on sexual orientation and gender identity, along with expanded visible minority and Indigenous categories.

In December, we made further improvements by enabling diversity data shared by successful job applicants to automatically become part of their confidential employee profile. In addition to eliminating duplicate requests for self-identification, this improvement will remove potential data discrepancies.

We can now better identify and remove barriers to diversity representation across all levels of the organization, with a focus on the most under-represented groups.

## Employee Snapshot surveys

We were founded on the strength of different experiences, attributes and voices; they are integral to who we are and how we work. Seeking out and listening to the views of our colleagues is a fundamental part of this. This has been especially important in 2021, as we look to define the future of work, support employee well-being and develop the skills to enable future success.

In 2021, we surveyed our employees twice and asked about the future of work, well-being, future skills and the progress of our refreshed purpose, strategy and values. While employees are encouraged to participate, the surveys are voluntary and confidential.



Some highlights from the December 2021 survey include:

- ♦ **79%** favourable score for the Trust Index (up two points from 2020), which measures the degree of trust in management and perception of fairness
- ♦ **78%** favourable score for the Speak-Up Index (up two points from 2020), which measures the level of safety employees feel in voicing opinions
- ♦ **79%** favourable score for the Inclusion Index, a new index introduced in this survey period

The new Inclusion Index includes six questions selected to provide actionable insight for managers to understand areas for improvement for their diverse employees. The female, LGBT+ and ethnic minority sentiment matched the male, non-LGBT+ and non-ethnic minority sentiments for the inclusion index in this survey, but revealed opportunities for us to improve in areas affecting employees with disabilities.

## Exchange sessions

We continue to hold HSBC exchange sessions – meetings where leaders listen and employees share their views on any issue, including those related to diversity, inclusion and workplace culture. Exchange sessions are a great way to share ideas and provide feedback, and are held without an agenda, meaning colleagues can discuss what matters most to them. The insight we collect shapes our approach to employee engagement and support.





# Recruiting talent from diverse communities

We value difference and strive to have a workforce that truly reflects the communities we serve and the world we live in. To ensure we have diversity of thought and represent the communities we serve, it is imperative we attract, hire and develop high-performing diverse talent.

Our holistic diversity recruitment strategy includes, but is not limited to, pipelining and submitting diverse candidates to live requisitions, proactive presentation of diverse candidates, building diverse external partnerships, working with our ERGs and engaging in diversity-focused recruitment marketing and events.

Our Diversity Recruitment Relationship Manager leads the recruitment team in ensuring all candidate slates are as diverse as possible and helps expedite applications and match skill sets to open vacancies for pipelined individuals. In 2021, we held a number of recruitment events and marketing campaigns dedicated to attracting talent from diverse communities:

- ◆ Digital Business Services IT showcased women working in technology during International Women's Day celebrations. During the event, the panel discussed how women are transforming the world of technology as well as the future impact of female technologists in financial services. The audience was able to see first-hand how they can be at the centre of this transformation.
- ◆ Members of Indigenous communities were invited to virtually meet with our Diversity Recruitment Relationship Manager for one-on-one discussions about their career aspirations and skill set. From there, they were matched to open vacancies or retained for consideration for future opportunities. The invitation was distributed to 10 of our Indigenous organization partners to cascade to their network.
- ◆ In preparation for the graduate and internship recruitment cycle, we held an event called "A Day in the Life of an HSBC Graduate." This featured a panel of diverse employees who are either in, or started their HSBC careers, with the program. The event was advertised on LinkedIn, shared among 34 post-secondary educational institutions, 10 Indigenous organizations and 35 disability support organizations.
- ◆ In the fourth quarter of 2021, four female leaders at HSBC were featured in a recruitment social media campaign. The leaders each shared their perspective of working at HSBC, with the call to action encouraging other women to join our talent community. The campaign had a 5.13 per cent engagement rate and yielded some very strong female talent.

## Embedding fair and inclusive recruitment practices

Removing barriers and improving the candidate application process is extremely important as we continue to embed a fair and inclusive recruitment process. Self-identification upon application was expanded and now includes sexual orientation, gender identity, disability, and expanded visible minority and Indigenous categories in line with our employee self-identification survey. Additionally, we are working on improving the experience for candidates who disclose any accommodation requests at the time of application and expect this to be completed in early 2022. We have also invested in a platform that identifies and removes unconscious bias in job postings and inMails, ensuring that our writing is inclusive.

Education goes hand in hand with our inclusive recruitment efforts. Before opening a posting, managers are required to complete training called "Hiring and Selection: Getting it Right" to help them make decisions in line with our inclusive hiring principles. Our recruitment team complements this training by ensuring hiring leaders are mindful of our commitment to increase overall representation from diverse communities and are equipped to provide a Diversity Interviewing Best Practice Guide as a resource. Our recruitment team has also completed additional training, including a focus on COVID-19 impacts and neurodiversity.

As we look towards 2022, we have a number of initiatives planned to recruit from diverse communities, including:

- ◆ A four-year plan with specific hiring goals for each year by diverse community
- ◆ An increased focus on Black heritage with set goals in place
- ◆ A recruitment marketing campaign featuring members of our ERGs
- ◆ Investing over \$50,000 in marketing and events focused on job seekers from diverse communities
- ◆ Increased engagement with corporate sustainability partners with diverse networks
- ◆ Feedback sessions with our ERG members to continue to identify and resolve any identified barriers

# Inclusive education and development



## Employee learning and development

Learning fuels innovation and empowers us to embrace change and break down barriers so everyone has access to opportunities. We're investing in the skills and technology needed across our global network to build an inclusive and sustainable future.

We invest in our employees' development and provide options to train, upskill and obtain qualifications in a way that is right for them. We offer online, virtually led and in-person courses through HSBC University. We are working to ensure everyone has the skills needed for the jobs of today and tomorrow.

In 2021, HSBC invested \$124.6 million globally and \$2.3 million in Canada in employee learning and development, offering employees 20,000 online courses through HSBC University. Throughout the year, HSBC employees engaged in:

- ♦ **5.9 million hours** of training globally
- ♦ **109,000 hours** of training in Canada, averaging **22 hours** of training per employee

## Future skills

As technology advances, human skills will continue to be crucial and we continue to invest heavily in upskilling our workforce for the future. We are supporting our people with the foundational training to develop new skills across digital, data and sustainability. New trends, technologies and sustainable practices are changing the way we live and work and adopting a mindset of continuous learning will enable us to be ready for the future.

In 2021, we amplified our robust Future Skills program, focused on reskilling our workforce to meet the changing needs of the customers and communities we serve. Through strategic partnerships with external vendors, we delivered impactful learning on data, digital and hybrid working.

## Inclusive learning and resources

At HSBC, we offer a range of diversity and inclusion-related learning to employees and managers in a variety of formats, to accommodate learning styles and preferences. Some core learning and resources that launched in 2021 include:

- ◆ **Inclusive leadership challenge:** Launched in 2021, this initiative was designed to activate our value, We Value Difference. Employees were encouraged to sign up in teams to complete the 10 challenges together and track progress online throughout the year. Based on Deloitte's six signature traits for inclusive leaders, this initiative encouraged employees to champion inclusivity, remove barriers and seek out views different from their own.
- ◆ **Diversity and inclusion leadership intensive:** This interactive, virtual instructor-led program dives into what traits make up inclusive leaders, and provides tools and resources for managers to better understand how bias is created and how to mitigate it. The course is available as a three-week core program, or as an abridged version for intact teams.
- ◆ **Hiring and selection - Getting it right:** Designed to further embed inclusive hiring principles and equip managers to be inclusive hiring allies, all hiring managers are required to complete this training module within 14 days of raising a hiring requisition. The training focuses on skills to attract, assess and hire the strongest candidates from diverse talent pools. A live online-learning version is available for managers who are interested in exploring the topic further.
- ◆ **Pride ally:** Promoted and launched during Pride month, this interactive online training course is designed as a first step in making HSBC a more truly inclusive environment for all and takes employees through the fundamental elements of LGBTQ+ allyship.
- ◆ **Making HSBC more inclusive:** A short online course to help employees consider the different types of bias that affect our everyday decision-making.
- ◆ **Inclusive language and imagery toolkit:** Guidance to support employees to think more inclusively as well as actively think and use words, language and imagery that more accurately reflect our colleagues, customers and communities.
- ◆ **Smart guides:** Interactive smart guides are available that include curated learning from various learning platforms for employees to build skill plans and learn at their own pace. Smart guides have been designed that explore diversity and inclusion, disability, ethnicity, gender, LGBTQ+ and well-being.

## Inclusive talent management

Our talent management practices ensure we have the capabilities and culture required for HSBC to meet its immediate and future goals. At HSBC, our goal is to identify and develop leaders who are diverse and adaptable, who enable change and who foster a culture of performance, feedback and learning where everyone can thrive.

Over the years we have standardized our processes for identifying and developing potential talent to uncover bias and remove barriers:

- ◆ We define what we mean by talent based on learning agility and objective criteria to identify that agility. We apply these criteria through talent reviews.
- ◆ We assess talent to provide more objective evaluation of the identified talent pipeline. We do this through a range of tools including the actual talent identification and program selection processes and formal assessments such as 360 degree feedback, Russell Reynolds Leadership Span and Korn Ferry assessments.
- ◆ We develop talent through the creation of succession and development plans to grow the identified talent.

As we continue to gain feedback on and learn from the impact of our programs and processes, we continuously review and enhance them to ensure they are as diverse and inclusive as possible.

## Diversity days and moments

Throughout the year, we recognized diversity days and moments across HSBC Bank Canada and used them as an opportunity to spread awareness, educate, promote conversation and bring employees together. In 2021, we continued our collaborative approach with Communications, Marketing, Corporate Sustainability and our ERGs to ensure our campaigns were integrated and aligned.

Executive briefing packages and manager guides are provided to help activate these moments, highlighting tangible ways our leaders can support, get involved, engage their teams, learn more and integrate diversity and inclusion and bias-free principles throughout everything we say and do.

<b>February</b>	Black History Month
<b>March</b>	International Women's Day
<b>April</b>	International Day of Pink
<b>May</b>	Asian Heritage Month World Day for Cultural Diversity and Dialogue
<b>June</b>	National Indigenous History Month LGBT+ Pride
<b>September</b>	National Day for Truth and Reconciliation
<b>October</b>	World Mental Health Day
<b>December</b>	International Day of Persons with Disabilities







# Women at HSBC Bank Canada

Representation	HSBC 2018	HSBC 2019	HSBC 2020	HSBC 2021	Labour market availability*
Overall	53.62%	52.66%	51.99%	<b>52.03%</b>	48.20%
Senior management	38.46%	32.14%	35.71%	<b>39.13%</b>	27.60%
Middle management	41.51%	42.72%	43.56%	<b>42.47%</b>	39.40%
Professional	44.28%	42.97%	42.79%	<b>43.60%</b>	55.00%

\* Overall labour market availability as per Employment and Social Development Canada's 2016 Employment Equity Data Report.

Gender diversity continues to be a top strategic priority for HSBC. While HSBC Bank Canada has thrived under a gender-balanced Board of Directors and Executive Committee since 2013, we recognize that there is still more to be done. Overall, the representation of women in our workforce continues to surpass labour market availability, and this also holds true for middle and senior management categories. We are steadfast in our commitment to accelerate progress for women as a whole to meet our aspirational gender targets in all categories. We will continue to focus on women in the professional category where we still fall short of the labour market availability target.

- ◆ The HSBC Group continues to make progress in increasing female representation in senior leadership positions. In 2018 HSBC Group set a target to achieve 30 per cent of our senior leadership roles held by women by 2020, which was achieved that year with 30.3 per cent. We've since increased our target to 35 per cent by 2025 – which we are on track to meet. The inclusion of gender balance goals in each country CEO's performance scorecard continues to make a positive impact on gender representation in senior leadership.
- ◆ HSBC Bank Canada has women in six of eleven board positions. Women also occupy 10 of the 16 top executive roles, which includes Linda Seymour, named President and CEO of HSBC Bank Canada in June 2020. Linda's appointment marked two consecutive women named to the top leadership position at HSBC Bank Canada.
- ◆ We remain committed to building a succession pipeline with a gender-inclusive lens. Three-year 50 per cent female promotions targets were set in 2020 to support the retention and advancement of women at targeted levels for select businesses and functions. Although goals were achieved in 2020, this year we fell short of our promotion goal at 31 percent. We will continue to prioritize this in 2022.

## Advancement of women in leadership

The development and advancement of women at HSBC continues to be a top area of focus. In 2021, we again increased our participation in two global development programs designed to accelerate the successful transition of women leaders into more senior roles at HSBC Bank Canada:

- ◆ Accelerating into leadership: Twenty-eight women in middle management were selected to participate in this program that supports high-potential individuals to make the transition into leadership while building the skills and mindset required to operate successfully.
- ◆ Accelerating female leaders: Ten high-potential women in middle management were selected to participate in this one-year program that provides access to sponsorship and networking opportunities to accelerate their senior leadership progress.

As part of our wider leadership learning programs open to all employees, we formalized delivery of Taking the Stage. Focused on developing leadership presence and communication skills, this program is targeted at emerging female talent. Twenty-five women participated in this training program in 2021.

## Balance network

The Balance network supports gender diversity across HSBC. Balance is committed to creating a diverse work environment where everyone has equal opportunity and choice, inclusive of gender. The network has five Canadian chapters based in British Columbia, Calgary, Edmonton, Ontario and Quebec. These chapters are part of HSBC's global network of Balance ERGs located across the globe, with over 50,000 members globally.

## International Women's Day

In recognition of International Women's Day (IWD), HSBC and the Balance network were proud to join organizations around the world to celebrate the social, economic, cultural and political achievements of women, and raise awareness of what more can be done to achieve gender balance globally. At HSBC, we encouraged employees to #ChooseToChallenge and participate in the Balance network's International Women's Day events that were focused on inspiring change:

- ♦ **IWD virtual networking series with senior leaders:** All mid-level women at HSBC Bank Canada were invited to celebrate IWD through a networking series with senior leaders. Fourteen sessions were hosted by members of our Executive Committee and 150 women were matched one-on-one to network and discuss career aspirations with 120 senior leaders over a week in March.
- ♦ **Global Balance IWD panel event:** Hosted by global Balance co-sponsor Terecina Kwong, Chief Operating Officer, HSBC Europe, a panel of four leaders who are at the forefront on thought leadership helped us learn more about specific issues faced by women who also identify as part of other under-represented groups.
- ♦ **Canada Balance IWD signature event "It's not about the medal":** Canada Balance invited Olympians Sami Jo Small and Billy Bridges for a chat about teamwork. They shared their journeys in coming to understand that a team needs all of its members, regardless of their role, if they are to succeed as a team and as individuals; the two also shared insights about their incredible success, their resilience and facing feelings about failure.

## Women's networks and engagement

### Women in Capital Markets

Over the last few years, HSBC has built a collaborative partnership with Women in Capital Markets (WCM), a non-profit organization that promotes the entry, advancement and development of women in the field of Canadian capital markets. WCM is a key partner in our intent to build a strong pipeline of female talent at HSBC, improve company culture and accelerate growth within our Global Banking and Markets and Commercial Banking lines of business in Canada.

In 2021, HSBC participated in several WCM-led initiatives to influence our business leaders and improve female representation in the Global Banking and Markets and Commercial Banking frontline teams:

- ♦ **WCM Champions of Change Award (external industry award):** Scott Lampard, EVP, Head of Global Banking at HSBC Bank Canada, and Linda Seymour, President and CEO of HSBC Bank Canada, were recognized as WCM's 2021 Champions of Change. This award is presented to individuals within finance firms who drive change and are accelerating gender diversity within the industry.
- ♦ **WCM emerging leaders program:** As a 2021 Emerging Leaders award recipient, HSBC Bank Canada's Genevieve Payette was selected for an integrated leadership program that provides high-potential women with a unique and valuable professional development opportunity and positions them for success in their careers by equipping them to compete for progressively senior roles. This eight-month program offers personal and group professional coaching sessions to women who have an average of 10 years of capital markets experience.

### Catalyst

HSBC is a global supporter of Catalyst Inc., a non-profit organization working with some of the world's most powerful CEOs and leading companies to build workplaces that work for women. As a supporter member alongside an impactful global community, HSBC shares leading practices and contributes to building positive change.

In 2021, HSBC Bank Canada was a sponsor of the Catalyst Honours awards, a virtual gathering of leaders and practitioners passionate about diversity, equity and inclusion. The daily themes for the event were Equity & Inclusion and Women and the Future of Work.

HSBC Bank Canada is also a signatory to the Catalyst Accord 2022, which calls on Canadian boards and CEOs to pledge to accelerate the advancement of women in business by:

1. Increasing the average percentage of women on boards and women in executive positions in corporate Canada to 30 per cent or greater by 2022; and
2. Sharing key metrics with Catalyst for annual benchmarking of our collective progress.

# Visible minorities at HSBC Bank Canada

Representation	HSBC 2018	HSBC 2019	HSBC 2020	HSBC 2021	Labour market availability*
Overall	44.36%	43.87%	43.96%	<b>43.61%</b>	21.30%
Senior management	11.54%	14.29%	14.29%	<b>13.04%</b>	11.50%
Middle management	33.33%	35.92%	35.64%	<b>36.21%</b>	17.60%
Professional	47.60%	47.23%	47.27%	<b>47.48%</b>	23.20%

\* Overall labour market availability as per Employment and Social Development Canada's 2016 Employment Equity Data Report.

We have more than 40 million customers around the world and our staff speak 144 different languages. As a global organization, our customers are diverse by nature and we are committed to building, sustaining and advancing an employee population that reflects the communities we serve to ensure we understand and meet their needs. A successful working culture with ethnic diversity also allows for a wide range of views and opinions from people of different backgrounds and helps us to

innovate, manage risk and do better business, especially as we open up a world of opportunity for everyone.

Overall, HSBC Bank Canada has a large proportion of visible minorities at 43.61 per cent – well above labour market availability – although overall representation has decreased slightly (-0.35 per cent) since 2020.





- ◆ At the global level, we are working to increase ethnic diversity across the organization to reflect the world around us. In July 2020, HSBC made a global commitment to diversify the ethnicity of our senior leadership. We set a target to double the number of Black colleagues in senior leadership positions by 2025. In 2021, we grew our number of Black senior leaders by 17.5 per cent.
- ◆ To ensure ethnicity representation and inclusion remains a priority, HSBC's Global Ethnicity Inclusion workstream builds on the global ethnicity commitments through an ethnicity action plan that aims to raise ethnicity awareness, improve understanding, conduct assessments and remove barriers. Members of Canada's and the Americas' leadership team provide strategic direction by participating in the workstream's Global Ethnicity Steering Committee, ensuring the ethnicity inclusion workstream deliverables align with the bank's strategic vision and objectives and monitoring progress across geographies and all areas of the bank.
- ◆ Although still lagging, we continue to make progress on promotion rates for visible minorities, with 38.8 per cent of total promotions going to this population in 2021 (up 5.8 per cent from 2020) and 23.1 per cent of senior-level promotions going to visible minorities (up 8.8 per cent). We will continue to build on this positive trend as we look to create aspirational promotion targets for visible minorities in 2022.
- ◆ Of our nine active Employee Resource Groups, three focus on members of visible minorities:
  - Asian & Pacific Islanders Committee (APIC)
  - Caribbean and African Network for Diversity & Inclusion (CANDI)
  - South Asian Network for Diversity & Inclusion (SANDI)
- ◆ In 2020, HSBC Bank Canada signed the BlackNorth Initiative's CEO Pledge to end anti-Black and all forms of systemic racism and create more opportunities for under-represented groups. HSBC also became a signatory to the Business Council of British Columbia's Statement Against Racism, denouncing the recent rise of racist attacks in BC. In 2021, HSBC continues to make progress on our commitment to stand against all forms of racism and discrimination, including achieving five per cent Black representation within student hires and allocating three per cent of corporate donations to promote investment and create opportunities in the Black community. We also reviewed key processes against the BlackNorth Racial Equity Playbook.

## Embrace network

HSBC's Embrace network for ethnicity and race helps us attract, retain and engage a more diverse range of talent, and educates colleagues on how embracing inclusion can support a more ethnic and multicultural workforce. Canada's Embrace network, made up of APIC, CANDI, SANDI and ICERG, our Indigenous Canadian ERG, collaborated on initiatives throughout the year that focused on cultural and ethnicity education and awareness for employees and managers.





# Indigenous peoples at HSBC Bank Canada

Representation**	HSBC 2018	HSBC 2019	HSBC 2020	HSBC 2021	Labour market availability*
Overall	1.19%	1.25%	1.17%	<b>0.98%</b>	4.00%
Professional	1.08%	1.31%	1.27%	<b>1.15%</b>	2.40%

\*Overall labour market availability as per Employment and Social Development Canada's 2016 Employment Equity Data Report.

\*\*Only occupational groups with representation over 1 per cent included to preserve confidentiality.

Recruitment of Indigenous candidates continues to be an area of focus to meet our representation goals for this population. While the total number of Indigenous peoples at HSBC Bank Canada is small, we are focused on providing development opportunities to ensure increased engagement and retention along with an environment for Indigenous colleagues to realize their full potential in the workplace.

- ◆ Overall representation of Indigenous peoples in permanent full-time and part-time positions decreased from 1.17 per cent to 0.98 per cent by the end of 2021 (-0.19 per cent from 2020) as a result of attrition and transformation activities outpacing hiring.
- ◆ We see opportunities to increase our focus on hiring and retaining this population, especially those in higher-level positions who tend to stay with us longer. It is important we continue to provide them with equitable opportunities to be hired and to advance at all levels within the organization.
- ◆ HSBC Bank Canada's Diversity Recruitment Relationship Manager hosted one-on-one virtual chats focused on career aspirations and skill sets with the Indigenous community. The invitation was distributed to 10 Indigenous partner organization to cascade to their network. The event yielded new Indigenous candidates for our recruitment pipeline and we continue to explore ways to diversify our outreach.
- ◆ The introduction of National Day for Truth and Reconciliation as a federal statutory holiday in 2021 was an opportunity for us to reflect and raise awareness of the history and legacy of the Indigenous residential school system across HSBC Bank Canada and examine how we can all participate in reconciliation.

## Indigenous Canadian Employee Resource Group

The Indigenous Canadian Employee Resource Group (ICERG) connects and unites Indigenous and non-Indigenous employees across HSBC. ICERG supports an inclusive environment where Indigenous employees can grow personally and professionally and contribute to the success of the organization, our customers, shareholders and community. ICERG continues to be an invaluable source of leadership, consultation and partner in bringing awareness to and in supporting our Indigenous inclusion efforts. delivered essential winter supplies to the organization.

## National Indigenous History Month & National Day for Truth and Reconciliation

During National Indigenous History Month in June, together with ICERG, HSBC Bank Canada took time to reflect on and learn about the history and contributions that First Nations, Inuit and Métis people have made in shaping Canada and to gain a perspective on their lived experiences. ICERG organized a lineup of engaging virtual events that connected employees across the bank and honoured the diversity of the Indigenous community:

- ◆ **Sharing circle with an Indigenous Elder:** ICERG and the Nurture ERG collaborated on an educational virtual event that invited employees and their children to learn about Indigenous teachings together.





- ♦ **Fireside chat with an Indigenous Elder:** A fireside chat between Indigenous Elder Cat Criger and Head of Regulatory Compliance, Shawn Graham, to educate participants on the Indian Act and what truth and reconciliation means for us as a financial institution in Canada.
- ♦ **Showcase of Indigenous artists:** National Indigenous People's Day celebrations featured a showcase of Indigenous dancers, singers, poets and other Indigenous talent for an entertaining and educational event that celebrated Indigenous culture across the country.

In September, HSBC Bank Canada, along with ICERG, commemorated the inaugural National Day for Truth and Reconciliation. In honour of the victims and survivors of the residential school system, we participated in a moment of silence followed by a discussion on truth and reconciliation. Our employees were encouraged to show support by wearing orange, engage in education and conversation about the injustices inflicted on Indigenous people, and examine how we all can participate in reconciliation. Several of our HSBC buildings across the country were also lit up in orange on September 30 in recognition of this country-wide observance.

## Community partnerships

HSBC Bank Canada has a long history of supporting the communities we call home, contributing to community programs including those in the Indigenous community.

In 2021, HSBC Bank Canada was proud to join the Gord Downie & Chanie Wenjack Fund as a Legacy Space Partner. We recognize the history and impact of residential schools in Canada and understand that the effects are still felt to this day. The Gord Downie & Chanie Wenjack Fund aims to build cultural understanding and create a path toward reconciliation between Indigenous and non-Indigenous peoples. Through this partnership, we committed to moving reconciliation forward by creating a safe, welcoming space that provides education and awareness about Indigenous history. Together with ICERG, we have been designing our Legacy Space in Toronto that will be available to employees and customers at our new corporate office and will serve as a reminder of the important work we all need to do to advance reconciliation.



# Persons with disabilities at HSBC Bank Canada

Representation**	HSBC 2018	HSBC 2019	HSBC 2020	HSBC 2021	Labour market availability*
Overall	3.81%	3.67%	3.50%	<b>3.15%</b>	9.10%
Professional	3.68%	3.62%	3.28%	<b>3.03%</b>	8.90%

\*Overall labour market availability as per Employment and Social Development Canada's 2016 Employment Equity Data Report.

\*\*Only occupational groups with representation over 1 per cent included to preserve confidentiality.

HSBC Bank Canada remains committed to identifying, hiring, advancing and retaining persons with disabilities. We are a member of the Presidents Group, a network of change-driven British Columbia business leaders whose mission is to model and champion inclusive employment practices to make accessibility a hallmark of how British Columbia does business. Any best practice learnings are leveraged across the bank, both in Canada and globally.

We exceeded our hiring goal for this population in 2021, although the representation of persons with disabilities slightly decreased year over year. As our representation still falls short of labour market availability and continues to decline year over year, in 2022 we will focus on stretching our aspirational hiring goals and continue building disability confidence while attracting and retaining this population.

- ◆ Overall representation of persons with disabilities in permanent full-time and part-time positions slightly decreased from 3.5 per cent to 3.15 per cent by the end of 2021 (-0.35 per cent from 2020) as a result of attrition and transformation activities outpacing hiring.
- ◆ In partnership with the Ability ERG, a career development session was hosted to support employees with disabilities with developing their careers. The session introduced them to some of HSBC's internal initiatives such as joining talent communities and updating their talent profiles, to support them in finding internal roles.
- ◆ In partnership with the Business Disability Forum, building disability confidence continues to be a key focus for HSBC. HSBC's global Disability Confidence Program is committed to improving disability inclusion and confidence across the bank and increasing awareness of the challenges faced by people with disabilities and how we can address them. In line with

this program, Canada's Wealth and Personal Banking team is working through the recommendations raised in global research findings to better understand and accommodate the experiences of Wealth and Personal Banking colleagues and customers with disabilities.

- ◆ Globally and in Canada, we've increased awareness and focus on neurodiversity across HSBC, and launched new neurodiversity guidelines designed to complement our existing accessibility standards. These guidelines provide members of HSBC's teams, including the digital teams, with guidance for how they should design, code and create digital content to support customers or employees who are neurodiverse. Since no single solution exists for all neurodivergent conditions, no single set of recognized neurodiversity guidelines exist either. Members of our Ability ERG contributed to building these guidelines.
- ◆ In partnership with our businesses and functions, we reviewed our processes, programs, services and locations to meet compliance standards of the Accessibility for Ontarians with Disabilities Act. Under the Information and Communications Standards, we ensured our external websites, including web-based apps, were accessible and compliant with Web Content Accessibility Guidelines 2.0, Level AA. We also updated our workplace accommodation policy and process and created a new Accessibility resource page as a one-stop shop for employees and managers to understand our commitment to accessibility and the accessibility support available.
- ◆ In March, Accessibility Standards Canada released, for the first time, accessibility guidelines on how to identify and remove barriers for employees during the COVID-19 pandemic or other emergencies. With the pandemic still underway, we conducted a review of our processes against these new guidelines in preparation for when we return to the workplace.

## Ability ERG

The Ability ERG is dedicated to leveraging the diverse skills and abilities of employees with visible and non-visible disabilities as well as those who are caregivers of individuals with disabilities. They are committed to creating a more equitable bank for colleagues and customers with disabilities, and empowering employees with a disability to achieve their potential at HSBC. The Ability ERG continues to be a valuable source of leadership, consultation and partner in bringing awareness to and support for HSBC's accessibility efforts for customers and employees.

## International Day of Persons with Disabilities

In recognition of International Day of Persons with Disabilities in December, together with the Ability ERG, HSBC Bank Canada took time to support and recognize the contributions of individuals with disabilities. The day is a reminder of our everyday commitment to promote the rights and well-being of persons with disabilities, as well as celebrate and recognize their contributions in the workforce and wider community.

The Ability ERG supported initiatives for employees across the bank that raised awareness about disabilities and celebrated the contributions from this community:

- ♦ **Americas Ability town hall:** A cross-Americas virtual event that celebrated the contribution that colleagues with disabilities make to HSBC was held to raise awareness of HSBC's progress and future goals for building disability confidence, and to build empathy and allyship through personal stories from people with disabilities.
- ♦ **Communication tips, FAQs and resources:** Quick tips were circulated to support employees with exercising compassionate customer service. These tips, an FAQ page and other resources to raise awareness on the types of disabilities and how to support employees and customers with disabilities was circulated to all employees across Canada.
- ♦ **Wear purple and use HSBC's purple Zoom background:** Our employees were encouraged to show support on December 3, the International Day of Persons with Disabilities, by wearing purple and updating their Zoom background with our purple hexagon. HSBC buildings across the country were lit up in purple to support the #PurpleLightUp movement initiated by PurpleSpace to raise awareness and drive conversation on disability inclusion.





# Engagement:

## Employee Resource Groups

Employee networks are part of HSBC's DNA. Our first network was founded in London in 1975 and we now have more than 100 groups around the world that connect employees and embody our commitment to helping people and communities thrive. In Canada, we have nine employee resource groups (ERGs). These voluntary groups bring together employees with shared characteristics and common interests and provide an important space where colleagues can speak up about internal and commercial issues and opportunities, create connections and learn from others. The groups focus on gender, age, ethnicity and culture, ability, LGBTQ+ and support for parents and carers.

ERGs play a critical role in achieving HSBC's ambitions for diversity and inclusion. Together they help to create a culture where everyone feels included and aligned to our HSBC values and behaviours. They are also an invaluable source of leadership and consultation. Working with leaders and teams across the bank, they provide valuable feedback and insights that help us adopt more inclusive working and banking practices at HSBC.

In 2021, ERG efforts continued virtually due to the COVID-19 pandemic, with a focus on engaging employees to keep them connected. Throughout the year, ERG events provided opportunities for dynamic virtual engagement, and they continue to have a deep impact in supporting our employees by connecting them and reinforcing a sense of community.

### Ability ERG

HSBC Bank Canada's Ability ERG is dedicated to leveraging the diverse skills and abilities of employees with visible and non-visible disabilities, as well as those who are caregivers of individuals with disabilities. Members of the Ability ERG are committed to creating a more equitable bank for colleagues and customers with disabilities, and empowering employees with a disability to achieve their potential at HSBC. The Ability ERG continues to be an invaluable source of leadership and consultation, and is an important partner in bringing awareness to and support of HSBC's accessibility efforts for customers and employees with disabilities.

Some highlights from the Ability ERG's 2021 initiatives include:

- ◆ **Deaf call centre project:** In collaboration with HSBC's Contact Centre leads, the Ability ERG created videos to educate our Canada Call Centre staff about new accessible technology that provides an improved customer experience for sign language interpreters. The new process and video have led to faster customer service for deaf and hard of hearing customers who use interpreters.
- ◆ **New office building reviews:** Representatives from the Ability ERG contributed to HSBC's Future of Work planning by reviewing design plans and providing feedback for our two new – and largest – office locations in Toronto and Vancouver. The Ability ERG provided suggestions on disability-friendly building designs and principles as HSBC builds and renovates accessible spaces to support a new, hybrid workplace. As a result of their contribution, new emergency lights were installed to alert deaf customers and employees to emergencies.
- ◆ **International Day of Persons with Disabilities:** In December, the Ability ERG promoted initiatives for employees across the bank to raise awareness about disabilities and educated employees on how to support colleagues and customers with disabilities.

## Balance network

The Balance network supports gender diversity across HSBC. Balance is committed to creating a diverse work environment where everyone has equal opportunity and choice inclusive of gender. The network has five Canadian chapters based in British Columbia, Calgary, Edmonton, Ontario and Quebec. These chapters are part of HSBC's global network of Balance ERGs located across the globe, with over 50,000 employees globally.

Some of Balance network's virtual events in 2021 to connect members included:

- ♦ **Balance book club series:** This book club series connected Balance members across Canada over the bestselling business classic *Never Eat Alone* by Keith Ferrazzi and Tahl Raz.
- ♦ **Breaking gender barriers:** This cross-border Americas Balance network event featured Linda Seymour, CEO of HSBC Bank Canada, Michael Roberts, CEO of HSBC US and Americas, and Mónica Duwe, CEO of HSBC Chile, discussing gender equality with HSBC clients from the Americas.
- ♦ **Emotional intelligence and performance psychology:** This virtual event featured Isabelle Fontaine, an expert in performance psychology and emotional intelligence, who explored themes of creativity, courage and finding meaning in work and life. Isabelle encouraged participants to use tools they likely already possess to boost energy and reduce stress hormones.
- ♦ **Women's health and hormones:** This virtual event featured a functional diagnostic nutritionist, registered holistic nutritionist, certified yoga and Pilates instructor, and a medical exercise specialist who specializes in women's health and hormones.

## Asian & Pacific Islanders Committee

The Asian & Pacific Islanders Committee (APIC) aims to have a positive impact on employee engagement, promote wellness and raise awareness of HSBC's talented and diverse workforce and the various cultures originating from the Asian Pacific Island region. APIC hosted many virtual events in 2021, including:

- ♦ **Asian Heritage Month:** APIC organized a lineup of virtual events throughout May to celebrate and learn about the history, heritage, experiences and contributions of Asian Canadians. Embracing the theme of "togetherness," APIC hosted an intimate conversation with Sophia Tsui, Chief Risk Officer, on how she has navigated challenges and successes throughout her career; held an Asian Identities Executive Committee panel discussion with APIC US to explore and understand the perceptions of Asian North Americans; and capped off the month with a fun virtual tour of Vancouver's Chinatown and held a dumpling lesson to highlight Asian cuisine.
- ♦ **Mid-Autumn Festival tea tasting:** In September, APIC welcomed members to celebrate the Mid-Autumn Festival with a virtual tea tasting and tea demonstration hosted by a tea sommelier.
- ♦ **Commercial Banking career development:** In October, along with members from the Commercial Banking leadership team, APIC organized an informative networking opportunity to introduce APIC members to what a career in Commercial Banking is like.
- ♦ **Focus on wellness:** Co-hosted with Canada Compliance, APIC organized a wellness webinar that focused on nutrition and mindful eating to promote healthy habits.

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## Caribbean and African Network for Diversity and Inclusion

The Caribbean and African Network for Diversity and Inclusion (CANDI) ERG strives to offer an inclusive workplace for Caribbean and African employees at HSBC and is open to all HSBC employees interested in participating in inclusive dialogue and events. CANDI's mission is to achieve ethnic and racial equality for employees, customers and the community of the Caribbean and African diaspora.

CANDI's programs, events and initiatives focus on career development, aiming to increase the visibility and representation of Caribbean and African talent within the organization, and building a sense of community and support. CANDI hosted many virtual events in 2021 to support these goals, including:

- ♦ **Black History Month:** CANDI organized a lineup of virtual events and activities throughout February dedicated to sharing, celebrating and understanding the impact of Black heritage and culture in Canada. CANDI's dynamic series of events brought the ERG community and HSBC employees together for education, recognition and connection. Some highlights from February include:
  - **"How to be an effective ally"** signature event that featured Lekan Olawoye, Founder and CEO of the Black Professionals in Tech Network.
  - **"Embrace Individuality"** joint panel discussion with US and Bermuda ERGs that highlighted the importance of representation, identity and diversity.
  - **Mois de L'histoire des Noirs: Pause café** French event that featured Diane Gistal, activist for Afro communities and founder of the Nigra Luventa platform.
  - **Discussion on micro-aggressions** joint event with US and Bermuda ERGs that focused on the negative impact of micro-aggressions in the workplace and a group discussion on what to do differently.
  - **"Succeeding through challenges"** with embRACE Bermuda that featured a panel of Black business owners and entrepreneurs who spoke about their experiences, challenges and opportunities in establishing their business and finding a banking partner.
- ♦ **CANDI connections:** Throughout the year, CANDI organized monthly connection sessions to keep members engaged on a variety of important topics such as managing finances and mindfulness.
- ♦ **Mentoring youth with BBPA:** In partnership with the Black Business and Professional Association (BBPA), CANDI organized employees to volunteer as mentors to support BBPA's youth mentorship program that provides mentorship and workshops for youth in the areas of employability, entrepreneurship and technology.



## Indigenous Canadian Employee Resource Group

The Indigenous Canadian Employee Resource Group (ICERG) connects and unites Indigenous and non-Indigenous employees across HSBC. ICERG supports an inclusive environment where Indigenous employees can grow personally and professionally and contribute to the success of the organization, our customers, shareholders and community. ICERG continues to be an invaluable source of leadership, consultation and partner in bringing awareness to and in supporting our Indigenous inclusion efforts.

ICERG had an impactful year, connecting its members virtually, raising awareness of Indigenous observances and events across the bank, and driving a new external partnership.

Some highlights from ICERG's 2021 initiatives include:

- ◆ **National Indigenous History Month:** Organized a calendar of events and newsletters throughout June to honour National Indigenous History Month and National Indigenous People's Day.
- ◆ **National Day for Truth and Reconciliation:** Organized a virtual event to commemorate the inaugural National Day for Truth and Reconciliation in honour of the victims and survivors of the residential school system that included a moment of silence followed by a discussion on truth and reconciliation.
- ◆ **Fireside chat with an Indigenous Elder:** An informative and engaging virtual discussion between Indigenous Elder Cat Criger and Head of Global Liquidity and Cash Management Commercial Banking Sales, John Stubbs, on their perspectives on racism, diversity and inclusion.
- ◆ **Caring for your plants sustainably with Indigenous wisdom:** An event in collaboration with our Green Action Toronto team featured how traditional First Nations farming techniques can contribute to sustainability.
- ◆ **We scrum as one panel discussion:** A virtual panel with current and past Rugby Team Canada players on the topic of wellness and resilience.
- ◆ **Promoting Indigenous awareness and education:** ICERG created a comprehensive resource page as a one-stop shop that provides all employees with information and resources on topics that include truth and reconciliation, Indigenous-owned businesses, charities and land acknowledgements.

## Nurture

Our Nurture network for working parents and carers supports a family-friendly approach across HSBC through educational activities, sharing expertise and promoting the benefits of a family-diverse workforce. The Nurture network joined HSBC Bank Canada as an ERG in 2020 and has been invaluable in keeping employees connected and supported throughout the pandemic.

Some highlights from the Nurture network's 2021 initiatives include:

- ◆ **Sharing circle with an Indigenous Elder:** Nurture and ICERG collaborated on a family-friendly educational event that invited employees and their children to learn about Indigenous teachings during National Indigenous History month.
- ◆ **Magic show:** In July, Nurture invited employees and their household members to an exciting virtual magic show that featured Coby Elimelech, a magician, illusionist and mentalist.
- ◆ **#IAmRemarkable workshop:** In September, Nurture organized an interactive workshop that aimed to empower women and under-represented groups to speak openly about their accomplishments in the workplace and beyond to break modesty norms and glass ceilings.
- ◆ **Hallowe'en event:** Employees and their children were invited to a special virtual costume celebration with fun activities, games and special guests.
- ◆ **Emotions matter workshop:** In October, guest speaker Sara Westbrook was invited to support parents and shared resources to strengthen the emotional well-being of parents and children.

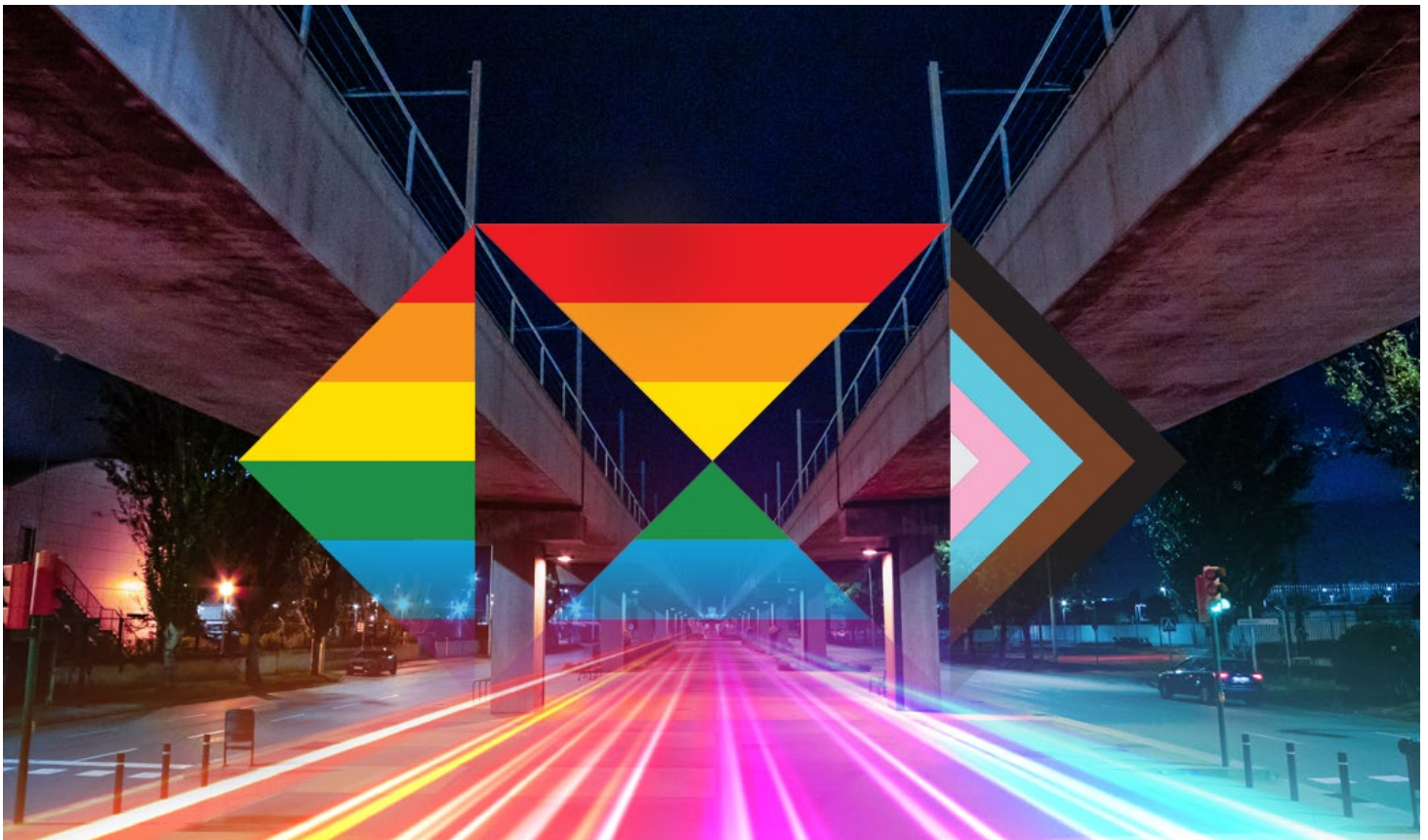
## Pride

At HSBC, members of our Pride network are a passionate and proud community of self-identifying lesbian, gay, bisexual and transgender "plus more" (LGBT+) employees and allies motivated to fostering a supportive and inclusive environment through programs and practices that facilitate employee engagement and acceptance in the workplace. They help support and empower employees to be proud, productive and successful so they can bring their whole authentic selves to work and contribute to building a workplace and world free of discrimination for everyone.



Some highlights from the Pride network's 2021 initiatives include:

- ♦ **Pride Month:** Pride organized a lineup of virtual events and activities throughout June to recognize and celebrate the impact and achievements that lesbian, bisexual and transgender individuals have had in the world. The Pride network's dynamic series of initiatives brought the ERG community, Pride network and allies together for education, recognition and celebration. Events included:
  - **"Out for sport: Courage and ally-support wins the game" signature event** panel discussion focusing on coming out, the support of allies and how allyship has helped through challenging times. This event featured special guest speakers Ghislaine Landry, a Canadian rugby team Olympian, and Harrison Browne, a professional hockey player.
  - **"Trans-form: Emerging and thriving in the workplace"** panel discussion focusing on authenticity, transitioning and the support of trans employees in the workplace featuring our HSBC colleagues from around the world.
  - **Drag queen storytelling**, a family-friendly, children's storytelling presented by a local Vancouver drag queen and sharing key themes and ideas about gender, coming out and embracing difference.
- **Pride ally training challenge** that encouraged employees and leadership to complete the new Pride Ally eLearning during the month of June to demonstrate allyship and help educate HSBC employees about all things LGBTQ+.
- **Weekly Pride newsletters** themed "One Proud Community, Many Faces" that spread awareness and educated employees on the history of Pride, the evolution of the Pride community and inclusiveness.
- ♦ **International Non-Binary People's Day and Bi Visibility Day:** In July and September, the Pride network recognized Non-Binary People's Day and Bi Visibility Day, respectively, to celebrate individuals worldwide who identify as non-binary, bisexual, pansexual and queer, and raise awareness of the challenges they face.
- ♦ **LGBTQ refugee mentorship:** In June, HSBC joined the Tent Partnership for Refugees LGBTQ refugee mentorship initiative to mentor and support LGBTQ refugees and help them succeed in their future careers and life in Canada.
- ♦ **Pronouns today:** In November, the Pride network organized a webinar on addressing pronouns that featured Vincent Mousseau.



## South Asian Network for Diversity and Inclusion

The South Asian Network for Diversity and Inclusion (SANDI) ERG strives to enrich the South Asian culture at HSBC by giving members the opportunity to network, share experiences for personal and career development, enhance social interaction and support community service. SANDI's goals are to promote awareness about the South Asian region and culture within the bank and to help create a more inclusive workplace. In 2021, SANDI combined their regional chapters under a single national committee to offer virtual events to employees across Canada.

Some highlights from SANDI's 2021 initiatives include:

- ♦ **COVID-19 relief fundraiser for India:** SANDI organized a fundraiser to support India during the COVID-19 Delta wave with much-needed medical supplies by donating to the Canadian Red Cross. Because of SANDI's efforts, HSBC Bank Canada committed to match employee contributions up to \$20,000. At the end of the fundraising campaign, SANDI hosted a virtual cultural gala to thank all staff donors.
- ♦ **Mental wellness and meditation series:** in March, SANDI organized a series of weekly sessions focused on topics that impact mental well-being along with opportunities to practice meditation.
- ♦ **Bollywood dance classes:** In the fall, SANDI partnered with The Pink Studio, a small business in Toronto, to get members moving through virtual Bollywood dance classes.
- ♦ **Chai sessions:** This regular SANDI series features HSBC leaders and gives employees an opportunity to engage in meaningful mentoring and networking with senior leaders.

## Y-Knot

Y-Knot is part of HSBC's global Generations network that promotes cross-generational understanding, co-operation, networking, mentoring and facilitation of knowledge transfer. The Y-Knot ERG in Canada aims to bridge the generational gap between professionals across the country and celebrate the achievements of young professionals in the workplace, both within HSBC Bank Canada and the Canadian job market.

In keeping with its commitment to providing development and advancement opportunities and promoting work-life balance, Y-Knot chapters across Canada focused their 2021 employee initiatives in these key areas:

- ♦ **Building resilience:** This session introduced how resilience is one of the most important skills to develop in your career and gave members actionable tools to build resilience each day, manage through change and minimize stress.

- ♦ **Virtual speed mentoring:** Sessions in the spring and fall connected employees with mentors.
- ♦ **Fundraising:** Y-Knot gave back to the community by organizing a Holiday Magic event, with proceeds going to the Boys and Girls Club of Canada.
- ♦ **Sessions focused on promoting wellness and movement:**
  - **Undoing the desk posture series** provided members with knowledge and confidence to perform maintenance and corrective exercises that activate and strengthen the body's midline.
  - **Holistic wellness sessions** that included webinars on slumber, hydration hygiene, teas and tonics, and women's health.
  - **Online body movement program** focused on building strength and endurance in foundational movements and exercise progressions that transfer over into everyday life and help build fitness confidence.
  - **Mobility and ergonomics for WFH physical wellness series** that promoted healthy working from home strategies.
  - **Yoga well-being series** encouraged taking an hour out of the workday to slow down and practice yoga.

In recent years, our ERGs have collaborated on initiatives under new networks with shared common interests. These networks further strengthen HSBC Bank Canada's inclusion culture.

## Embrace network

Canada's Embrace network, made up of APIC, CANDI, ICERG and SANDI, collaborated on initiatives throughout the year that focused on cultural and ethnicity education and awareness for employees and managers. The four ERGs joined up as these were important topics and a shared priority for them in 2021.

- ♦ **World day for cultural diversity for dialogue and development:** For the first time, the ERG members of our Embrace network collaborated on weekly themed newsletters during May that highlighted aspects from their diverse cultures. They spread awareness on music, art, sport, religion, language, history, festivals and celebrations and ended the campaign with a virtual celebration on May 21, the United Nations designated day to deepen understanding of the values of cultural diversity.



- ◆ **Being an inclusive manager and advocate series:** In November, the Embrace ERGs put together a campaign to support managers with guidance on how they could champion ethnicity inclusion and feel more confident holding conversations on ethnicity topics with their employees and teams. Their successful campaign invited all people managers to two panel discussions where Executive Committee members and managers at various levels shared their own examples, best practices and tips on how to welcome ethnicity topics into conversation.

## Prairies network

The Prairies network aims to bring awareness, connectivity and engagement to employees who work across the Prairie provinces. Unlike most of our workforce, HSBC teams located in the Prairies are geographically spaced out. The Prairies network connects employees to the other nine ERGs while hosting their own in-person activities for employees located in the region.

During 2021, employees in the Prairies stayed connected to the ERG network by joining virtual events organized by other ERGs. They also organized some of their own virtual events, including:

- ◆ **Fireside chat:** A lunch-and-learn virtual event featuring Kelly Schmidt, CEO of Benevity, a Calgary-based company.
- ◆ **Mental health discussion:** A virtual lunch with special guest speaker Corey Hirsch, Olympic silver medalist and Stanley Cup champion.





# Giving back: HSBC Bank Canada in the community

We have a long history of supporting the places we call home through contributions to community programs that have a measurable impact. In 2021, HSBC Bank Canada contributed over CAD5 million, helping more than 142,000 people access programs focused on climate solutions, employability and financial capability. A portion of our donation budget is also set aside for causes and organizations that our employees are most passionate about and with whom they volunteer.

In 2021, HSBC Bank Canada focused its community investment on building back better from the impacts of the pandemic and transitioning to a net-zero economy. Knowing that addressing climate change requires innovation, we funded new programs that focus on scaling climate solutions. Another significant portion of our work is directed towards partnerships that prepare people for employment or self-employment and help them better manage their money. These programs, similar to those we supported in 2020, focus on vulnerable groups most impacted by the COVID-19 pandemic.

Read our public accountability statement for more information about our community investment and sustainability programs, our contribution to the economy and initiatives that are making it easier for customers to bank with us at [about.hsbc.ca/community](https://about.hsbc.ca/community).

## Employee engagement

Investing in our communities goes beyond making donations. We work with our partners to create meaningful volunteering opportunities for our employees, whether through employment workshops, environmental stewardship programs or mentoring youth in entrepreneurship programs and global competitions. Each year, every employee is entitled to one paid day to volunteer with a charity of their choice.

## Community investment programs

The programs we support reflect the diversity of our workforce and the communities where we operate. We also support programs that reach specific communities, including:

- ◆ **Indspire, HSBC Indigenous Business Award and Soaring Youth Empowerment Conference:** From 2014-23, we expect to reach 370 Indigenous business students across Canada with a scholarship to pursue post-secondary

education, increasing their ability to focus on their studies and achieve their ambitions. From 2021-23, we are also a supporter of the Rivers to Success Career Stream program, providing pre-employment education and access to a mentor to help them land a job when they leave university.

- ◆ **Enactus Canada, HSBC women's entrepreneurial leadership program:** This program recognized six post-secondary female student leaders with a financial award and project grant to support projects focused on the advancement of women in the 2021-22 school year. Students were paired with a volunteer HSBC mentor to support their personal and professional aspirations.
- ◆ **ABC Life Literacy, HSBC Family Literacy First:** In 2021, the program reached 119,000 children and parents through in-person and virtual workshops aimed at newcomers to develop their financial literacy and numeracy skills. The free materials are available in multiple languages online at [familyliteracyfirst.ca](https://familyliteracyfirst.ca).
- ◆ **Diversity Institute's Pursue Entrepreneurship program:** This program, offered through Toronto Metropolitan University (formerly Ryerson), supports Black youth across the country to explore careers in entrepreneurship and develop leadership skills. Programming will start in 2022 and is expected to reach 40 youth in Toronto and Edmonton. Our donation supports our participation in the BlackNorth Initiative CEO Pledge to create opportunities for under-represented groups. HSBC's Caribbean and African Network for Diversity and Inclusion ERG works very closely with the university to engage their members in volunteer opportunities and participate in information-sharing and educational opportunities.
- ◆ **Neil Squire Society, Working Together program:** The Working Together program prepares people with disabilities for future employment by working with clients on career exploration, soft skills enhancement, resume and interview development, and occupational therapy services to support with assistive technology. The program is delivered nationally, free of charge, and is expected to reach 300 people with HSBC's support. HSBC's Ability ERG works closely with Neil Squire to engage their members, with two events planned for 2022. During the events, HSBC employees will build assistive technology devices that are used by Neil Squire clients.

# Positive policies and practices

## FlexLeave absence programs

We recognize that employees may require time off for personal, exceptional or unusual circumstances. They may choose from several leave types (paid, partially paid or unpaid), to accommodate their need for time off.

<b>Religious</b>	Accommodates special rites or customs
<b>Bereavement</b>	Upon death of a family member
<b>Jury and Witness Duty</b>	Fulfills civic duty
<b>Emergency</b>	Personal or family emergency
<b>Study Days</b>	Pursuing academic programs
<b>Compassionate Care</b>	Care of a seriously ill family member
<b>Maternity / Parental Leave</b>	Maternity and parental support
<b>Personal Leave</b>	Supports an employee when a personal or family emergency, citizenship ceremony or family responsibility occurs
<b>Sabbatical</b>	Personal reasons
<b>Educational</b>	Pursue educational program
<b>Crime-Related Child Death or Disappearance</b>	Supports an employee whose child has been a victim of a crime, which resulted in their disappearance or death
<b>Critically Ill Child</b>	Supports an employee whose child is critically ill or injured
<b>Critically Ill Adult</b>	Supports an employee whose family member is critically ill or injured
<b>Short-Term Disability</b>	Supports an employee during an illness
<b>Long-Term Disability</b>	Supports an employee during an illness that extends beyond short-term disability
<b>Extended Personal Leave</b>	Supports an employee to take an extended period of time off for personal reasons

## Wellness

HSBC Bank Canada offers many programs and services to support our employees' wellness and health:

- ◆ **Personal Wellness Account:** Offers employees an annual CAD\$500 credit in a personal spending account that is to be used to purchase select health and fitness goods or services.
- ◆ **Employee Assistance Program:** Offers a range of professional counselling and support services to employees and their families.
- ◆ **FlexReturn Program:** Supports employees returning to work from maternity/parental leave with a reduced work schedule and full benefit coverage.
- ◆ **Psychologist Benefit:** Provides up to 12 sessions per year with a psychologist of the employee's choice, for themselves and their eligible dependants.
- ◆ **Mental Health Disability Rehabilitation Support:** Assists employees on short- or long-term disability absences with specialized support to facilitate a healthy recovery and return to work.
- ◆ **Disability Gradual Return to Work:** Helps employees on disability leaves of absence return to work healthy and productive by returning to work gradually and with the assistance of a health management consultant.
- ◆ **Reflection/Quiet Room:** Offers employees a quiet place for personal wellness needs – mental, physical or spiritual.

## Workplace health and wellness

HSBC continues to improve programs and increase its support of mental health throughout the organization. Access to vital well-being and mental health resources was provided to support employees throughout the pandemic, including our Employee Assistance Program, comprehensive benefits, a personal wellness account, telemedicine program, the Headspace mindfulness app, LifeSpeak and mental health resources for people managers. A dedicated COVID-19 page provides employees with real-time pandemic updates, including the latest guidance from public health officials, as well as health and safety measures impacting HSBC employees, clients and customers.

To create more open dialogue on mental health in the workplace, our global awareness program provides training and resources to employees and people managers. The program provides support to help identify signs of poor mental health and build confidence in holding healthier conversations while equipping employees and managers with tools to help colleagues where needed. This initiative was supported locally through physical health, mental health and financial well-being seminars and education, which were well-received as reflected in our strong employee engagement survey results for well-being.

## Employee recognition

Throughout the year, employees are able to recognize colleagues for demonstrating HSBC values through our At Our Best Recognition program. In 2021, HSBC ran a three-month spotlight campaign on valuing difference, to celebrate and recognize colleagues who contribute to HSBC being a place where everyone feels included, valued, respected and able to be themselves.

In Canada, 2,505 recognitions were given during the valuing difference spotlight campaign, with the most recognitions (28.2 per cent) awarded to employees who demonstrated seeking out different perspectives. Our Employee Resource Group chairs and co-chairs received special recognition from our CEO and ERG Executive Sponsors for their leadership.

During the campaign, colleagues were recognized for:

- ◆ **Being empathetic** and supporting and advocating for those from less-represented groups
- ◆ **Championing inclusivity**, including speaking up about bias, stereotyping and other behaviours of exclusion, or creating an environment where others feel safe to do so
- ◆ **Listening** and inspiring open-mindedness
- ◆ **Seeking out different perspectives** to inform and enhance the work they do





# 2022 and beyond: The future of inclusion at HSBC Bank Canada



In 2021, we built on resilience and change initiatives to support our colleagues as they continued to adapt to changing work environments while navigating through different phases of the COVID-19 pandemic. We again prioritized employee health and well-being and reinforced efforts to create an environment where everyone feels safe, supported and engaged. Mental health education was made available to everyone again this year through our digital platform, helping to spot the signs of poor mental health, have open and supportive conversations, and connect people to professional help resources when appropriate. We also enhanced our health plan to include 100 per cent coverage for 18 visits to a mental health professional each year.

Our employee resource groups have always played a pivotal role in raising awareness of mental health, but they especially helped nurture a sense of community when many of us were still working from home amidst the pandemic's impact.

Adapting to constant change provided us with opportunities to refresh and update our policies and practices from an inclusive lens against emerging employee, market, organizational and governance needs. Together with our businesses, functions, information technology and corporate real estate teams, we identified ways to enhance inclusion in our practices, programs, communications, and processes, particularly against standards of the Accessibility for Ontarians with Disabilities Act that were applied universally across Canada. In addition to reviewing the accessibility of our locations, we ensured our external websites and web content conformed with World Wide Web Consortium Web Content Accessibility Guidelines 2.0 at level AA and took steps to embed closed captioning in our video conference meetings. We also applied the accessibility guidelines suggested by the federal government during COVID-19 and other emergencies while also relying on feedback from our employees with disabilities to ensure we adapt and evolve to make the workplace more inclusive.

This year, we also took more action to strengthen inclusion in our workplaces, specifically in creating more opportunities for under-represented groups. After updating our diversity self-identification technology, we obtained a more comprehensive understanding of the diversity of our employee population, which allowed us to set goals and measures to increase diversity in key learning and talent programs as well as throughout the succession planning process. We also took more actions against our commitments as signatories to the BlackNorth Initiative and the Business Council of British Columbia's Statement Against Racism. We met our BlackNorth goals of achieving at least five per cent Black representation within our student workforce and investing three per cent of corporate donations/sponsorships again this year to promote investment and create economic opportunities in the Black community.

Even with such significant progress, there is much we can continue to improve on as we accelerate our diversity and inclusion efforts and adopt new and refreshed approaches and solutions. Work is already underway on the following efforts, which will continue into 2022 while we evolve our diversity and inclusion strategy and priorities in response to emerging issues and trends:

- ♦ **Hybrid working and the hybrid workplace:** As we embrace a smart return to the office with hybrid working, we will support employees to thrive in an inclusive hybrid work environment. This cultural shift requires all teams to adopt an inclusive and bias-aware mindset. We have started to partner with key stakeholders across the bank – both locally and globally – to support managers and employees with resources and sessions to adapt to the new ways of work.
- ♦ **Amplifying and profiling the work of employee resource groups:** Our ERGs play a critical role in contributing to the bank's ambitions for diversity and inclusion and we will continue to look for opportunities to amplify their efforts nationally, within each business line and function. This includes profiling their initiatives and embedding them within town halls and communications and identifying champions to support employee and middle management engagement and participation. Coming together with common priorities and strengthening collaboration also generates opportunities to highlight intersectionality and encourage employees to bring more of their whole self to work.
- ♦ **Further embed a diverse and inclusive lens across the employee journey:** We continue to look for opportunities to embed diversity and inclusion throughout the employee journey, ensuring an inclusive lens is applied within recruitment, performance management, pay equity, people management, culture building and succession planning. This also includes ensuring that inclusive principles and processes are embedded within our talent management practices to uncover bias and remove barriers, as well as developing leaders with the skills, behaviours and confidence to support diverse teams to thrive.
- ♦ **Continued focus on accessibility and Indigenous inclusion:** Increasing representation of persons with disabilities and Indigenous people is an opportunity for HSBC Bank Canada, and this includes supporting our employees with disabilities and Indigenous employees in their career development. We will continue to focus on ensuring our workplace, products and services are accessible for employees and customers and promote accessibility guidelines and best practices across the bank. We will build on this year's first observance of National Day for Truth and Reconciliation by deepening and expanding opportunities across the bank to raise awareness of Indigenous history and the contributions of the first peoples of Canada.
- ♦ **An extensive inclusion scorecard:** In addition to HSBC's global ethnicity commitments, we see an opportunity to expand our diversity and inclusion strategy with an inclusion scorecard that includes our representation goals along with other goals to advance diversity, equity and inclusion outside of representation. With our executive committee support, our scorecard aims to ensure that diversity and inclusion are progressing within our workforce, in our leadership, culture and marketplace presence.

As we look towards the future and our goal to open up a world of opportunity for our employees, communities and customers, we are accelerating our efforts to build a workforce that truly reflects the diverse customers and communities we serve. Actions to advance our diversity and inclusion strategy and commitments will continue under the leadership of our Diversity and Inclusion Council, with feedback from employees and our employee resource groups guiding how we effectively embed diversity, equity and inclusion in our workplace. Our journey of diversity, equity and inclusion reflects the dedication and tireless contributions of hundreds of partners across HSBC Group – locally, across the Americas and globally – and we are thankful to everyone who enabled this growth culture coupled with ensuring HSBC is a place where our colleagues feel they can thrive and belong.

# Key contacts

## Requesting a charitable contribution

HSBC Bank Canada supports measurable programs in the areas of climate solutions, employability and financial capability. If you are a registered Canadian charity active in one of these areas and would like to be considered for a charitable contribution, please email us at [corporate\\_sustainability@hsbc.ca](mailto:corporate_sustainability@hsbc.ca).

Before submitting your request, we invite you to read our **2021 Public Accountability Statement** to get a sense of the types of programs we donate to, and visit the **sponsorship** page to see if you are eligible to apply.

## Principal addresses

### Vancouver

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## General inquiries and contacts

Toll-free: 1 (888) 310-4722

Website: [www.hsbc.ca](http://www.hsbc.ca)

Email: Use our online form

Twitter: @HSBC\_CA

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### Commissioner of Complaints

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