**Senior Leadership Event**

The goal of the SLE is to ensure our leaders are totally aligned on strategy and our investment choices. They should leave energised and determined to deliver in 2024. Against the framework of our strategic pillars; Focus, Energise, Digitise and Transition, we’ll explore prioritisation choices, debating and clarifying them with delegates. We’ll work mostly in plenary so everyone can be part of it together.

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| **DAY 1 - Monday 11th December – Focus on our Strengths** | | | |
| *Day 1 is designed to build a deeper level of clarity as to strategic prioritisation and how the choices we have made align to that strategy. Moderators and session leads will encourage live questions from the floor. We will have a digital illustrator to capture and record key themes from all sessions.* | | | |
| **Start** | **End** | **Content** | **Speaker/s** |
| *10:00* | *12:00* | *Registration, Welcome Lounge* |  |
| *12:00* | *13:00* | *Lunch* |  |
| 13:00 | 13:15 | **Welcome** – Elaine Arden  Outline purpose of event and the opportunity to reflect on aligning to the enterprise priorities.  By the end of this event, you will understand as an enterprise leader what you’re committing to in 2024. For each session:   1. What will you do or action? 2. What barriers do you foresee? 3. What will you stop? | Elaine Arden |
| 13:15 | 13:45 | **From Transform to Sustain and Grow** **(1) –** thanks, recognition and intent for the future | Noel Quinn |
| 13:45 | 15:15 | **From Transform to Sustain and Grow (2)**   1. Introduction and scene setting 2. The Outside-In Perspective – the buy versus sell story (Peter Luck) 3. Our strategy and financial ambitions 4. Our investment priorities and rationale behind FRP decisions 5. The role of leaders in achieving our financial targets 6. Panel Q&A with Elaine moderating | Georges Elhedery, Will McLane, Noel Quinn, Elaine Arden, Guest Speaker – Peter Luck (Bank of America) |
| *15:15* | *15:45* | *Break* |  |
| 15:45 | 16:10 | Guest Speaker: **Perspectives on** **the Global Landscape** | Guest Speaker – Stephen King |
| 16:10 | 16:55 | **Focus on our Strengths: Leadership in UK & HK**  How global strategy meets execution.  15 min presentation and 30 min Q&A  (Allow for 5 min to transition into Guest Speaker who starts at 17:00) | Ian Stuart, Luanne Lim |
| 16:55 | 17:25 | **Guest Speaker: Satya Nadella – Virtual fireside chat with NQ** | Noel Quinn |
| 17:25 | 18:00 | Close | Noel Quinn |
| *18:00* | *19:00* | *Downtime* |  |
| *19:00* |  | *Informal dinner - Alpine Lodge* |  |

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| **DAY 2 - Tuesday 12th December – Digitise and Energise** | | | |
| Day 2 continues with “Focus on our Strengths,” and adds “Digitise” and “Energise” plenary sessions. It also includes two Energise working sessions: about “Who we are” and the Digitise Showcase | | | |
| **Start** | **End** | **Content** | **Speaker** |
| *06:30* | *08:00* | *Breakfast* |  |
| 08:00 | 08:10 | Day Two welcome and overview | Pam Kaur |
| 08:10 | 08:55 | **Focus on our Strengths: Becoming a global leader in affluent and international banking**  25 min presentation and 20 min Q&A | Nuno Matos, Taylan Turan, Annabel Spring |
| 08:55 | 10:00 | **Focus on our strengths: International wholesale clients and our integrated transaction banking offering: Payments, Trade, Custody**  40 min presentation and panel and 25 min Q&A  Panel 1: Barry O’Byrne, Adam Bagshaw, Erin Platts)  Panel 2: Manish Kohli, Vivek Ramachandran, Patrick George) | Greg Guyett, Barry O’Byrne & Guests |
| *10:00* | *10:30* | *Break with Innovation Demos* |  |
| 10:30 | 11:15 | **Focus on our strengths: Cross border international connectivity**  Regional panel session with client market and product focus. | Colin Bell, Michael Roberts, Stephen Moss, Surendra Rosha plus moderator Nick Edwards |
| 11:15 | 12:30 | **Digitise: Progress and opportunity**  Against the context of running today’s business and the challenge of advancing our digital capabilities, it will include a panel discussion and a guest speaker. | John Hinshaw, Colin Bell, Amanda Murphy, Kevin Martin, Richard Bibbey, David Grimme and guest speaker Misha Esipov (Nova Credit). |
| 12:30 | 13:15 | **Digitise breakouts**   1. Being Data Smart 2. Being Cyber Smart | Breakout leads:  *Being Data Smart:* Monique Shivanandan, Marc Ellis, Tom Jenkins  *Being Cyber Smart:* Stephen Bayly, Rebecca Cox, Catherine Zhou, Barbara Roberts, Wendy Wang, Angus Burden |
| *13:15* | *14:15* | *Lunch (including Digitise showcase)* |  |
| 14:15 | 16:00 | **Energise: Who we are and what we stand for**  Rotations in breakouts allowing for 2x 45mins sessions plus 15 min movement   1. Invigorating our global brand 2. Financial Crime foundations | Breakout leads:  *Brand:* Jonathan Castleman, Nicole German, Hamish Goulding, Aimee Peters, Becky Moffat, Tim Rowbottom, Donata Poksa, David Matthews, Steve John, Ucheora Obi  *Financial Crime:* Jen Calvery, Darren Funarello, Ralph Nash, Vivek Ram, Richard Blackburn |
| *16:00* | *16:30* | *Break* |  |

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| 16:30 | 17:45 | **Energise: The Future Shape of HSBC**  Our focus today allows us to create a different HSBC of tomorrow. The plenary session will issue the challenge of re-thinking the skills, capabilities, locations and makeup of the workforce, which could, and should, look significantly different to now. | Nuno Matos, Lynne Burns, Guest Speaker - Peter Hinssen (Nexxworks), Laura Powell, Maggie Ng |
| 17:45 | 18:15 | **Mark Tucker then Noel Quinn** |  |
| 19:00 | - | *Informal dinner – English Pub* |  |

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| **DAY 3: Wednesday 13th December - Transition & Unlocking Our Edge** | | | |
| *Day 3 is all about the Transition, and how we will sustain performance through a focus on accountability and performance edge.* | | | |
| **Start** | **End** | **Content** | **Speaker** |
| *06:30* | *08:00* | *Breakfast* |  |
| 08:00 | 08:15 | Day three welcome & overview | Jonathan Calvert-Davies |
| 08:15 | 09:30 | **Transition to Net Zero: Realising the commercial potential**  The session will feature a focus on our client transition ambitions, an update from COP, and shorter sessions of our top commercialisation opportunities.  Panel session followed by interactive discussion. | Celine Herweijer, Barry O’Byrne, Greg Guyett, Matt Lobner, Natalie Blyth, Alexi Chan, Seb Henbest, Mary MacLeod |
| *09:30* | *10:00* | *Break* |  |
| 10:00 | 10:45 | **Unlocking our edge**  How a culture of outcomes and accountability will help us unlock our performance edge. | Jenny Craik, Guest Speaker - Octavius Black (MindGym), Andy Bean, Lisa McGeough |
| 10:45 | 12:00 | **How we get it done**  Reflecting on themes from the last three days, delegates will commit to “getting it done”. Individual reflection followed by walking trio discussions with new colleagues. | Bob Hoyt, Aileen Taylor |
| 12:00 | 12:45 | **Close** from Noel followed by Group photo | Noel Quinn |
| *12:45* | *14:00* | *Lunch* |  |