



REBA Global Reward Directors' Forum

Building a global employee benefit policy team and governance framework

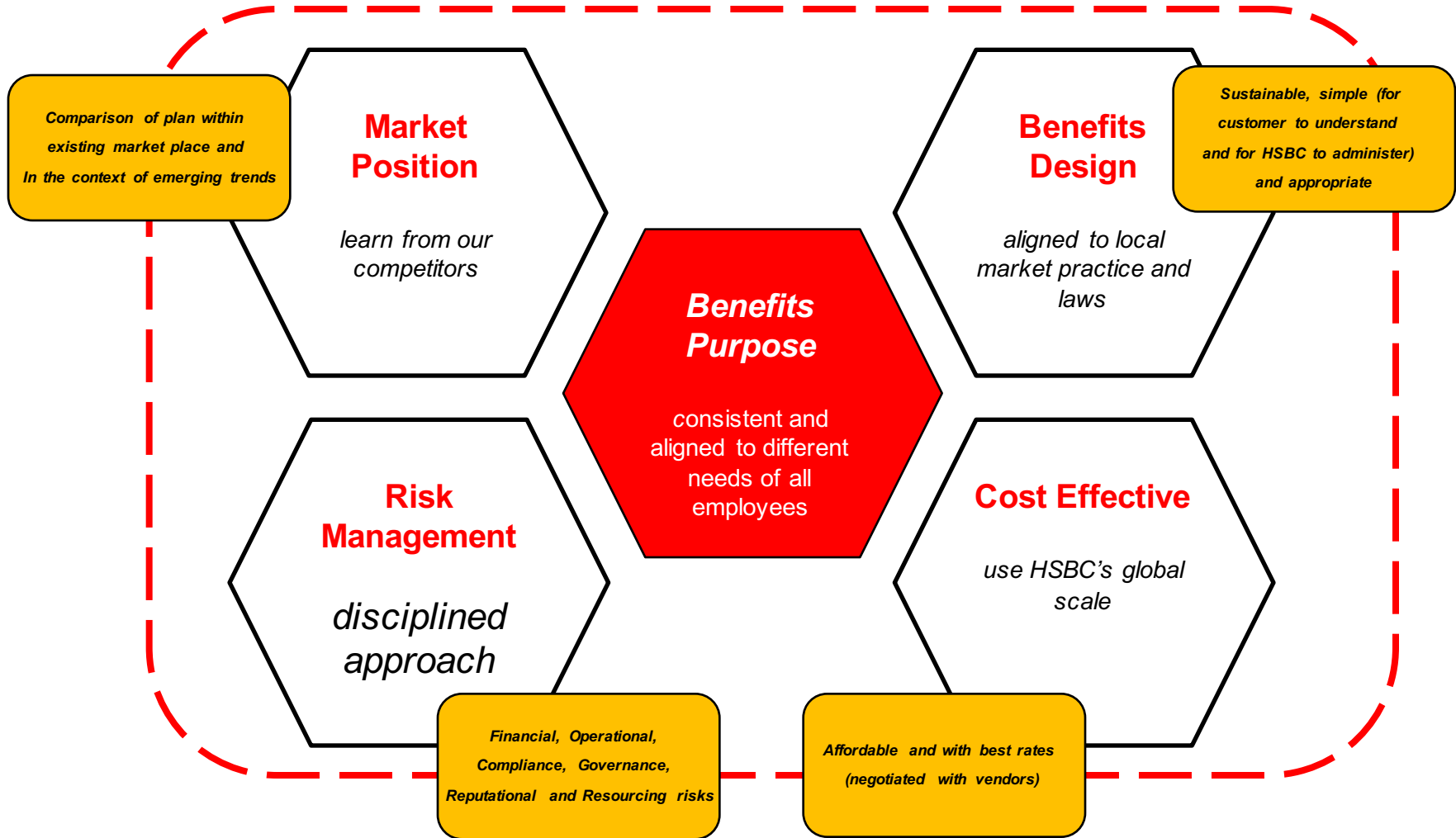
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April 2016



Broader governance: Global Employee Benefits – key principles

Aligned to HSBC and HR Priorities and utilising enabling technology to achieve improving engagement with customers



Building a employee benefits governance framework for HSBC

Where are we today?

- Limited insight to existing benefit policies, vendors and costs
- No global benefits strategy or accountability
- Majority of benefits resources allocated to administration and local compliance

Benefit plans are administered locally

Risk & Compliance

2016

Complete database of existing benefit policies, vendors and costs

- Clear principles to form basis of the design and governance of future HSBC employee Benefit policies aligned to HSBC and HR priorities

Improving understanding of local plans

Benefit plans are managed locally

Risk & Compliance

Beyond

- Use principles to review and innovate existing local benefit design and to improve alignment between local and global initiatives
- Resources better equipped to understand and respond to enhanced governance oversight and monitoring and to manage vendors locally

Governance with accountability

Alignment of local policies to HR Strategy

Benefit plans are managed locally

Risk & Compliance

Developing Functional Maturity over time

Governance Monitoring – How?

Global Benefits principles

- Set globally aligned to HSBC and HR priorities with input from various stakeholders
- Used as a framework for ongoing governance

Data Inventory

Program benchmarking

- Data inventory a foundational step for reviewing plans and testing alignment
- Inventory includes design, financing and market data

Country Dashboard

Local country action list

- Country dashboard reviews all plans and all areas
- Country initiatives set up to address priority areas of concern/opportunities

Global Dashboard

Global action list

- Global dashboard highlighting overall country themes
- Global or regional initiatives set up as appropriate

Our principles are driving our 2016 global priorities (elevator pitch)

