



**HSBC HOLDINGS PLC**  
**GROUP TECHNOLOGY AND OPERATIONS COMMITTEE**

**Approved on 5 December 2024**

**Terms of Reference**

**1. Purpose**

The Board of HSBC Holdings plc has delegated responsibility to the Group Technology and Operations Committee (the “Committee”) to support the Board in fulfilling its responsibility with respect to oversight of HSBC Group’s technology and operations strategies and alignment with the overall HSBC Group strategy, including Global Business and Global Function priorities. Recognising that technology and operations enable, interact with, and are a critical provider of central services across the Bank, the Committee will focus on key areas where technology and operations are fundamental to strategic delivery, specifically: innovation; data; cybersecurity; global operations including payments; procurement; corporate real estate; operational resilience, and regulatory expectations in relation thereto.

Oversight of the Group risk management framework and any recommendations in respect of risk appetite remain the remit of the Group Risk Committee (“GRC”).

Oversight of matters relating to internal controls remain the remit of the Group Audit Committee (“GAC”).

**2. Membership**

The Committee (including the Chair) will comprise of at least three members, all of whom shall be independent non-executive directors. The Chair of the Committee shall be appointed by the Board.

**3. Attendance**

Only members have the right to attend Committee meetings. Any other person can attend, by invitation of the Chair for the whole or part of the meeting.

**4. Meetings and quorum**

The Committee shall meet with sufficient notice and with such frequency and at such times as it may determine. The quorum for meetings is two members, including the Chair or their delegate from among the members.

The Secretary of the Committee will be nominated by the Group Chief People and Governance Officer.

## **5. Responsibility of the Chair**

The Chair's role requires:

- Fostering an open, inclusive and, where appropriate, challenging discussion;
- Ensuring the Committee has the information necessary to perform its tasks and devotes sufficient time and attention to the matters within its remit;
- Facilitating the running of the Committee to assist it in providing independent oversight of executive decisions; and
- Reporting and making recommendations to the Board and other Board Committees, on the Committee's activities.

## **6. Areas of responsibility**

The Committee's responsibilities shall include:

### **6.1 Technology Strategy**

The Committee will assist the Board with oversight of management's technology strategy and related matters, including:

- management's technology long term operational plan;
- HSBC's future state architecture (including the demise / decommissioning of technology systems);
- consideration of technology performance against quantifiable metrics and measures to assess progress against agreed objectives, individual and collective risks, including any thematic risks that may arise;
- significant technology investments and expenditures including oversight of the execution of major technology transformation and remediation programmes. Consideration will be given as to whether key projects are completed on time and meet the intended objectives, with any material budget overruns to be escalated to the Committee;
- oversight of the development and integration of management's technology innovation initiatives, including opportunities and risks arising from automation of processes, and other technology related products and concepts, including in areas such as Artificial Intelligence ("AI") (generative and advanced) and digital assets;

- oversight of identified key threats and opportunities resulting from emerging regulatory developments and external or industry trends, which may impact strategy.

## **6.2 Data Strategy and Framework**

The Committee will assist the Board with oversight of management's data strategy and framework including:

- execution, implementation and embedding of the data target operating model across HSBC;
- investment in, and execution of key data programmes and remediation activities, challenging alignment with core business processes and priorities, and data collection standards;
- enhancement of data quality across existing data assets; and
- the development of trusted data source capabilities and the demise of legacy data assets and services.

## **6.3 Cybersecurity**

The Committee will assist the Board with oversight of management's cybersecurity strategy and related matters, including:

- planning and implementation of management's cybersecurity strategy and operating model, including ongoing enhancements and any required investment;
- investment in, and execution of key cybersecurity programmes; and
- oversight of HSBC's response to any material cybersecurity incidents.

## **6.4 Operations Strategy**

The Committee will assist the Board with oversight of management's Group Chief Operations Office (GCOO) strategy and related matters, including:

- management's long term operational plan for the GCOO;
- consideration of GCOO performance against quantifiable metrics and measures to assess progress against agreed objectives, individual and collective risks, including any thematic risks that may arise;
- significant GCOO investments and expenditures including oversight of the execution of major Operations transformation and remediation programmes. Consideration will be given as to whether key projects are completed on time and meet the intended objectives, with any material budget overruns to be escalated to the Committee;

- The Committee will assist the Board with oversight of HSBC's global procurement strategy including any required enhancement or investment, material changes to HSBC's current outsourcing model and / or any new outsourcing opportunities, and management's framework for the identification and management of third-party suppliers and associated risks;
- oversight of management's corporate real estate portfolio, including the global location strategy;
- oversight of the development and execution of management's operational resilience strategy to meet HSBC's and customers' needs, and regulatory expectations, including business continuity and incident management frameworks.

## **6.5 Resource and Capability**

The Committee will monitor management's development of a consistent approach and strategy for talent management, workforce planning, and accountability for material technology and operations related resource, including capability, and adequacy of resource.

## **7. Coordination with Management and other Board and Subsidiary Committees**

The Committee will promote connectivity with the four largest Group Principal Subsidiaries, through the timely escalation and cascade of information, and inviting attendance at meetings where considered appropriate.

## **8. Other Responsibilities**

In discharging its responsibilities as set out above, the Committee will:

- assist the Board with oversight of significant risk management regulatory reports and findings of regulators, as applicable to the mandate of the Committee, including management's remediation plans and progress against such plans, liaising with other Board Committees and regulators as appropriate;
- seek assurance from Risk and Internal Audit to validate management's plans and progress relative to internal and regulatory expectation, including consideration of testing plans, audits, reviews and associated outcomes; and
- provide input to the risk adjustment of performance and remuneration, related to technology and operations.

The Committee will consider whether external advice on technology and operations matters should be taken, in particular to challenge analysis undertaken and assessments made by the Committee and management. Where it is deemed necessary, the Committee is authorised by the Board to obtain such professional external advice.

## **9. Operation of the Committee**

The Committee will:

- Meet with key members of the technology and operations (GCOO) management teams regularly;
- Meet with the Group Chief Risk & Compliance Officer and Global Head of Internal Audit, without management present, at least twice annually;
- Review these terms of reference and its own effectiveness annually, as well as the quality of information it receives and recommend any necessary changes;
- Report to the Board on the matters set out in these terms of reference, how the Committee has discharged its responsibilities and make recommendations on action needed to resolve concerns or make improvements;
- Give due consideration to the laws and regulations of all applicable jurisdictions and regulators.