

Execution Pillars:

# HKEX as a Responsible Corporate

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Group Chief Communications Officer

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Group Chief People Officer



1

Purpose

**Why We Exist**

2

Sustainability

**Our Conviction**

3

People and Culture

**Our Engine**

4

Community

**Our Beneficiaries**

# Purpose | The Framework for Performance

Corporates around the world are taking on a **bigger role in agenda-setting**



“

Purpose-clarity translates to a **4% increase** in return on assets

Harvard Business Review 2016

**Increased visibility** brings with it heightened profiles and scrutiny



“

Purpose makes people **3 times** more likely to stay in an organisation

Digitalist Magazine 2018

**Trust is key.** Companies are being asked to do ‘more than profits’



“

A clear purpose leads to stock benchmark outperformance by **7%** per year

Harvard Business Review 2016

It is **purpose-led organisations** that are in-favour – and they are outperforming their peers



“

**73%** of employees who say they work at a "purpose-driven" company are engaged

Deloitte, 2014

“ Your company’s purpose is its north star in this tumultuous environment ”

— Larry Fink

# Purpose | HKEX, Advancing as a Purpose-Led Organisation

## Our Purpose

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To connect, promote and progress our markets and the communities they support for the prosperity of all

## Our Vision

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To build the marketplace of the future

## Our Values

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Integrity  
Excellence  
Diversity  
Collaboration  
Engagement

**“ Trust in HKEX is high compared with competition ”**

— HKEX IPSOS Brand Survey 2021

# Sustainability | HKEX as a Sustainability Champion

Sustainability for us is more than just “being green”



## We lead by example

Strong female board, management and employee representation

## We are pioneers and innovators

One of the first exchanges to commit to Net Zero, one of the first regulators to ban single-sex boards



# Sustainability | HKEX Sustainability – Beyond Box Ticking

## Corporate

- Global advocacy
- Business-linked CSR
- Reporting excellence, sector memberships and rankings
- HKEX Foundation
- Digital transformation and paperless listing regime



## Regulator

- Trusted market oversight
- ESG listing rules
- Promotion of HK as competitive venue
- STAGE - displays over US\$34bn green bonds
- LME Passport & Sustainability Roadmap



## Market

- Asian Green Finance leader, and GBA hub
- Best-in-class Data Centre, leadership in Energy and Environmental Design
- Sustainable commitments in real estate renovation
- Green Asia Summit



## Employer

- Diversity is HKEX core value
- Innovative employment schemes
- Employee Wellness programmes
- Mental Health Advocacy
- Annual month-long campaign 'Go Green' with HKEX



# People & Culture | Creating an Internal Culture to Deliver Purpose-led Performance



# People & Culture | Building an HKEX Culture to Support our Vision



## Client Centricity

- Group-wide HKEX Sales & Marketing team
- Global Brand Audit – 500+ responders
- China Council, Buy-side Council, Broker Forums



## People First

- Annual People Survey – 95% participation
- Group-wide salary benchmarking exercise
- MS365 roll-out this year
- HKEX Diversity Networks



## Operational Excellence

- Recently completed Group Risk Review
- Target Operating Model transformation project
- New Management Information Systems
- Enhanced Risk, Compliance and Internal Audit functions

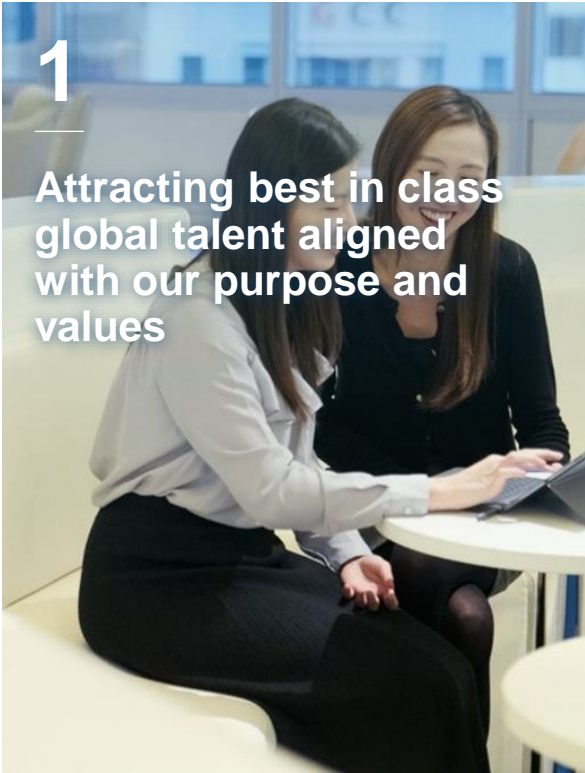


## Positivity

- Values-based culture
- Volunteering & HKEX Big Day Out
- Net Zero Commitment – Glasgow Financial Alliance for Net Zero (GFANZ) member
- Celebratory approach – Chinese New Year, Olympians, International Women's Day



# People & Culture | Our People – A Key Enabler for the Marketplace of the Future



# People & Culture | Our People – A Key Enabler for the Marketplace of the Future

1

Attracting best in class global talent aligned with our purpose and values

- **Acquiring talent globally** to bring new knowledge and ideas to complement the existing team
- **Sourcing talent** with capabilities and knowledge of **China**, experience and understanding of the megatrends and equipped with a growth mindset
- **Establishing a Centre of Excellence in China** to access best in class talent

# People & Culture | Our People – A Key Enabler for the Marketplace of the Future



2

Innovating and building for the future


- **Re-skilling and upskilling employees** with the capabilities they need to be effective now and in the future
- **Expanding internal mobility** to foster innovation and diversity of experiences
- **Focusing on succession planning and leadership development** for a sustainable future
- **Advancing our intern and graduate programmes** to future proof our organisation

# People & Culture | Our People – A Key Enabler for the Marketplace of the Future



- **Listening to the voice of our people** and acting on feedback to create as well as adjust actions
- **Modernising our employee platforms**, infrastructure and data capabilities to eliminate non-meaningful work
- **Embracing** and enabling **new ways of working**
- Creating a **diverse and inclusive environment** where people belong and are supported

# Community | HKEX, Rooted in our Community



HKEX AT 20

HKEX  
香港交易所

## Hello to the HKEX University Scholarship Programme

Supporting talent in business, finance, biotech & innovation



## HKEX celebrates International Women's Day

Promoting equality & inclusion in our workplace and beyond.



HKEX Foundation  
香港交易所慈善基金

## Supporting Our Community

HK\$10 million HKEX Foundation donation to support Covid relief efforts



HKEX Foundation  
香港交易所慈善基金

## Supporting Our Community

in the fight against Covid-19



ChickenSoup  
Foundation 心靈雞湯慈善基金

HKEX  
香港交易所

## Make a difference: learn more about our beneficiaries' webinar series



We're proud to be supporting

## EARTH HOUR

Saturday, 27 March 2021  
8.30pm

HKEX Community  
Supporting the prosperity of all.

# Our community succeeds. We succeed.

# Community | HKEX Foundation in Action



Award-winning Foundation  
launched in 2020



Funded through the Stock Code for Charity Scheme, Direct Donations & Fundraisings



Flagship HKEX Charity Partnership Programme, HKEX Impact Funding Scheme launched



## HK\$245m+

raised since its  
launch in 2020



## HK\$200m+

contributed to Poverty Relief,  
Diversity and Inclusion,  
Financial Literacy, and  
Environmental Sustainability

HKEX Foundation  
香港交易所慈善基金

HKEX Foundation raised  
**HK\$138M+**  
for charity in 2021

HKEX Foundation  
香港交易所慈善基金

### HKEX Impact Funding Scheme

香港交易所社區項目資助計劃

Accepting applications until 11 August

HKEX AT 20

HKEX Foundation  
香港交易所慈善基金

## Welcome, HKEX Foundation!

Supporting the prosperity of all

**Did you know?**  
HKEX has raised HK\$1b+ for The Community Chest of Hong Kong over the past 20 years

# Our community succeeds. We succeed.

We will continue to aspire to lead as a good corporate citizen by :

## Fueling

the ideas, jobs and industries of tomorrow

## Supporting

the organisations, technologies and innovations that will shape our collective future

## Promoting

sustainable practices, good governance and environmental stewardship

## Giving Back

through philanthropy, engagement and sharing our knowledge and skills for the benefit of all