



31 March 2026

**Attn: Ms Julia Angrisano**  
**National Secretary, Financial Services Union**

Dear Ms Angrisano,

Thank you for your letter dated 23 March 2026.

As part of a global business with a focus on international business, we consistently monitor external developments that may impact the way our employees work across Australia and New Zealand. This includes regularly seeking feedback from our employees to balance the needs of both our business and our people.

Thank you for raising these matters for our consideration. The safety and wellbeing of our employees is of utmost importance to us.

Kind regards

A handwritten signature in black ink, appearing to be "SH", with a horizontal line extending to the right.

Steve Hughes  
Chief Executive Officer  
HSBC Bank Australia Ltd

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