

THE HONGKONG AND SHANGHAI HOTELS, LIMITED
(the “Company”)

BOARD DIVERSITY POLICY
(the “Policy”)

PURPOSE

The Policy sets out the approach to diversity on the Board of Directors of the Company.

SCOPE OF APPLICATION

The Policy applies to the Board. It does not apply to diversity in relation to employees of the Group, which is covered by the Company’s Code of Conduct.

POLICY STATEMENT

The Company recognises and embraces the benefits of diversity in Board members. A truly diverse Board will include and make good use of differences in the skills, professional experience, international/regional and industry experience, knowledge, cultural and educational background, race, gender and other qualities of Directors. These differences will be taken into account in determining the optimal composition of the Board. All Board appointments will be based on merit while taking into account diversity in the broader sense, including gender diversity.

MEASURABLE OBJECTIVES

The Nomination Committee will review gender diversity at the Board level and discuss and agree annually any measurable objectives for implementing diversity on the Board and recommend them to the Board for adoption. The Board is committed to maintain no less than three female Directors on the Board.

The Company aims to build and maintain a Board with a diversity of Directors, in terms of skills, experience, knowledge, expertise, culture, independence, age, race and gender.

MONITORING AND REPORTING

The Nomination Committee will report annually, in the Governance section of the Company’s annual report, a summary of the Policy, the measurable objectives that the Board has adopted for implementing the Policy, and the progress made towards achieving these objectives.

REVIEW OF THE POLICY

Nomination Committee will review the implementation and effectiveness of the Policy annually and recommend any proposed changes to the Board for approval.

Note: The Board approved this Board Diversity Policy on 14 December 2022.