

**THE HONGKONG AND SHANGHAI HOTELS, LIMITED  
("HSH")**

**WORKFORCE INCLUSION AND DIVERSITY POLICY  
(the "Policy")**

***Belonging Starts Here***

HSH believes that an inclusive culture and diverse workforce are fundamental to upholding our strive for excellence. This policy outlines our commitment to foster an inclusive workplace whereby our colleagues are respected and supported, and is further reinforced by our Code of Conduct.

**1. PURPOSE**

- 1.1 HSH is committed to providing equal opportunities in our talent management processes and to eliminating discrimination. We embrace 'belonging', where every employee is valued, respected, and treated fairly.
- 1.2 HSH believes a diverse workforce, encompassing variety in gender, age, ethnicity, culture, background and skillsets, are key to long-term success. Team diversity reflects our core values and affirms our commitment to our employees, but also to our shareholders, customers and guests.

**2. KEY COMMITMENTS**

- 2.1 To maintain an inclusive, safe, and respectful work environment where every employee feels welcome to contribute and reach their full potential. This means fostering a culture of respect, in which every individual's unique background and perspectives are valued.
- 2.2 To ensure our talent management processes and employment-related decisions including recruitment, training, compensation, promotion, transfer, and termination are based on merit, qualifications, performance, and business needs.
- 2.3 To eliminate any form of harassment, bullying, abuse, or victimisation in the workplace, and take prompt and appropriate action against any such behaviour. Should any employee experience or witness such behaviour, they can use HSH's confidential grievance procedures and incident reporting channels (as detailed in our Code of Conduct and Speak Up Policy).
- 2.4 To attract and develop talent that creates greater gender balance. Wherever possible, we aim to include female representation on hiring shortlists for key management roles.
- 2.5 To enhance our inclusion and diversity efforts by promoting internal awareness and strengthening capabilities through activities such as training sessions, thought leadership, and discussion forums.

### **3. DIVERSITY METRICS**

HSH tracks and discloses in our annual and/or corporate responsibility and sustainability reports gender diversity metrics across the organisation. We commit to improving our female representation across our full-time workforce.

### **4. COMMUNITY**

HSH will continue to benchmark against industry best practices and aim to improve our diversity practices beyond minimum compliance. HSH remains committed to supporting and fostering relationships with NGO's, educational institutions and outreach organisations in the communities we conduct business.

### **5. REVIEW OF THE POLICY**

Nomination Committee will review the Policy from time to time to ensure its continued effectiveness and will recommend any proposed changes to the Board for approval.

*Note: The Board approved this Workforce Inclusion and Diversity Policy on 18 March 2026.*