

**Hysan Development Company Limited**  
**Diversity Policy**  
(Last updated and approved in November 2022)

---

## 1. Objectives

1.1 The Board believes that:

- (a) diversity of the Board and the senior management team helps us create a dynamic environment that leads to higher performance and well-being, and attracts, retains and motivates Board members and employees from the widest possible pool of talent; and
- (b) balance of experience, competencies, expertise, diversity and skills on the Board and senior management is the key foundation for introducing different perspectives into Board discussions, and for better anticipating the risks and opportunities in building a long-term sustainable business.

1.2 This Policy aims to set out the approach to achieve diversity on the Board and the senior management team.

## 2. Policy

2.1 The Group is committed to continuing Board and senior management renewal to ensure that the Board and senior management is both compliant and appropriately refreshed and that it always has the necessary diversity of skills and attributes required to oversee and govern in the ever-changing operating environment.

2.2 The Nomination Committee will annually review the following and report to the Board:

- (a) structure, size and composition of the Board; and
- (b) diversity of background, skills, and experience (including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service) of the Board.

2.3 All the Board appointments will be considered by the Nomination Committee and recommended to the Board for formal approval based on the diversity perspectives as set out in 2.2 above, and the Group will be guided by these diversity perspectives when considering senior management appointments. The Board shall also consider the Board diversity as part of the annual evaluation of performance and effectiveness of the Board.

2.4 The Group will endeavor to identify and implement programs that will

assist in the development of a broader and more diverse pool of skilled and experienced employees or individuals and that, over time, will prepare them for senior management and/or board positions.

### **3. Measurable Objectives**

- 3.1 Recruitment and selection of candidates for Board appointment will be based on the Company's Nomination Policy and a range of diversity perspectives including but not limited to gender, age, cultural and educational background, ethnicity, professional experience, skills, knowledge and length of service.
- 3.2 The ultimate decision will be based on merit against objective criteria and contribution that the candidate will bring to the Board, taking into account the corporate strategy and business operations of the Company.

### **4. Monitoring and Reporting**

The Board will report annually in the corporate governance report section of the Group's annual report and such report shall include but not limited to:

- (a) the Board's composition;
- (b) any measurable objectives set for implementing this Policy and any process made in achieving the measurable objectives;
- (c) the measures, numerical targets and timelines set for achieving gender diversity on the Board;
- (d) the measures the Company has adopted to develop a pipeline of potential successors to the Board to achieve gender diversity;
- (e) the gender ratio in the workforce (including senior management) and any plans or measurable objectives set for achieving workforce gender diversity; and
- (f) a summary of this Policy.

### **5. Approval and Review of this Policy**

This Policy has been approved by the Board. The Nomination Committee will review this Policy at least annually to ensure its continued effectiveness. Any subsequent amendment of this Policy shall be reviewed by the Nomination Committee and approved by the Board.

---

**Definitions:**

“**Board**” shall mean the board of Directors of the Company.

“**Company**” shall mean Hysan Development Company Limited.

“**Group**” shall mean the Company and its subsidiaries.

“**Nomination Committee**” shall mean the Nomination Committee of the Company.

---