

Hysan Development Company Limited
Workforce Diversity Policy
(Last reviewed in November 2025)

1. Purpose

- 1.1 Hysan believes that a diverse workforce and an inclusive culture are fundamental to Hysan's sustainable growth and operational success, driving high performance across the Group.
- 1.2 The Workforce Diversity policy outlines our approach and commitment to inclusion and diversity in the workforce (including senior management).

2. Scope

- 2.1 This policy applies to Hysan and its subsidiaries. Associated and joint venture companies are encouraged to comply.

3. Inclusivity and Diversity

- 3.1 Hysan is committed to fostering an inclusive, diverse, and supportive workplace where all employees, regardless of gender, age, family status, race, ethnicity, religion, sexual orientation, gender identity, disability or other characteristics protected by applicable laws, are valued, respected, and treated fairly with equal access to opportunities.
- 3.2 All employment-related decisions should be made based on merit, free from any form of bias or discrimination.
- 3.3 Qualifications, experience, skills, potential and performance are the primary factors considered by the Company in employment, compensation, development and promotion.
- 3.4 The Company does not tolerate any form of bias, discrimination, harassment and violence in the workplace and in any work-related circumstances.
- 3.5 Hysan has put in place a Grievance Handling Procedure which allows all employees to report issues concerning discrimination, harassment, victimization or vilification. Details of the procedures are available at the intranet ([link here](#)).

4. Measurable Objectives

- 4.1 Considering the nature of Hysan's business and the markets in which it operates, gender diversity would be the more common and significant issue for Hysan.

- 4.2 The Company commits to upholding diversity of gender, background, skills and experience across our workforce, maintaining an appropriate level of female staff and ensuring strong female representation at the management level. The Company will strive to maintain at least 40% female employees (including female senior management).
- 4.3 The Nomination Committee shall review the workforce diversity, discuss and consider the measurable objectives set for implementing this Policy and the process made in achieving the measurable objectives (in particular, the gender diversity targets) annually. The Nomination Committee shall also conduct regular reviews to identify any gender pay gaps and ensure equal pay for work of equal value.

5. Approval and Review of this Policy

- 5.1 This Policy has been approved by the Board. The Nomination Committee will review the implementation and the effectiveness of this Policy on an annual basis. Any revision to this Policy as recommended by the Nomination Committee will be submitted to the Board for consideration and approval.

Definitions:

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

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

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

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