

Shui On Land
Diversity, Equity, and Inclusion
Factsheet 2023

Leadership	
Percentage of women on company board	27%, three out of eleven Directors are women
Chairperson	Mr. Vincent H. S. LO
Gender balance in board leadership	20%, one out of five chairpersons of Board Committees are women
Chief Executive Officer	Ms. Jessica Y. Wang
Chief Financial Officer	Mr. Douglas H. H. Sung
Percentage of women executive officers	27%, three out of eleven Directors are women 29%, two out of seven Senior Management members are women
Chief Diversity Officer	Mr. Albert K. B. Chan is the Chief Sustainability Officer of SOL. He oversees the 5C Sustainability Strategy, in which Diversity is a focus area under Care (one of the five C pillars).

Talent Pipeline	
Percentage of women in total management	50.0%
Percentage of women in senior management	48.9%
Percentage of women in middle management	50.5%
Percentage of women in non-managerial positions	47.2%
Percentage of women in total workforce	47.4%
Percentage of women in total promotions	57.3%
Percentage of women in IT/Engineering	IT: 21.7%; Engineering: 22.6%; Combined: 22.51%
Percentage of women in new hires	43.8%
Percentage of women attrition	42.5%
Time-bound action plan with targets to increase the representation of women in leadership positions	With a focus on gender equality and diversity, SOL has been striving to create a harmonious workplace for both women and men. As SOL has achieved an already stellar representation of women in leadership position, we will continue our effort in promoting gender equality and diversity.
Time-bound action plans with targets to increase the representation of women in the company	With a focus on gender equality and diversity, SOL has been striving to create a harmonious workplace for both women and men. As SOL has achieved an already stellar representation of

	women in the company, we will continue our effort in promoting gender equality and diversity.
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Pay	
Adjusted mean gender pay gap	While the figure is treated as confidential, our adjusted mean gender pay gap is computed to be narrow using FY2022 data, with female employees receiving higher compensation than male employees.
Global mean raw gender pay gap	While the figure is treated as confidential, our global mean (average) raw gender pay gap is computed to be narrow using FY2022 data, with female employees receiving higher compensation than male employees.
Time-bound action plan to close its gender pay gap	Achieve gender equality and diversity across the company and a gender remuneration ratio 1:1 between female and male by 2030.
Executive compensation linked to gender diversity or diversity, equity, and inclusion	We have linked the compensation of our CEO, CSO, members of the Sustainable Development Executive Committee, and each Working Team to our sustainability-related KPIs that cover diversity, equity and inclusion (DEI).

Inclusive Culture	
Number of weeks of fully paid primary parental leave offered	158 calendar days
Number of weeks of fully paid secondary parental leave offered	10 calendar days
Parental leave retention rate	84%
Female employee parental leave retention rate	93%
Back-up family care services or subsidies through the company	To provide additional health protection to all our employees and their families, we have upgraded their insurance coverage for critical illnesses and offered voluntary insurance options for those with new-born.
Flexible working policy	SOL launched the iFamily Programme in 2022 to promote work-life balance. The Programme allowed employees to apply for flexible working hours and working locations, and a maximum of 20 days of special leave for family issues.
Employee resource groups for women	SOL is looking into the possibility of providing employee resource groups for women in the future.
Unconscious bias training	SOL offers all employees online unconscious bias training to raise self-awareness of implicit bias and provide tools or strategies to reduce discriminatory behaviours.
Annual anti-sexual harassment training	SOL conducts annual anti-sexual harassment training to every employee.