



瑞安房地產
SHUI ON LAND

Shui On Land Limited
瑞安房地產有限公司*

(Incorporated in the Cayman Islands with limited liability)

(Stock code: 272)

BORAD DIVERSITY POLICY

1. Purpose

This Policy (the “**Policy**”) aims to set out the approach to achieve diversity on the board of directors (the “**Board**”) of Shui On Land Limited (the “**Company**”).

2. Policy Statement

With a view to enhance Board effectiveness and corporate governance and to achieve a sustainable development, the Company sees increasing diversity at the Board level as an essential element in maintaining a competitive edge in the evolving environment. In designing the Board’s composition, diversity in the boardroom has been considered from several aspects, including but not limited to the factors mentioned under paragraph 3 below. All Board appointments will be made based on meritocracy, and candidates will be considered against objective criteria, having due regard for the benefits of diversity on the Board.

** For identification purposes only*

December 2021

3. Measurable Objectives

3.1 Selection of candidates will be based on a range of diversity perspectives, including but not limited to independence, gender, age, cultural and educational background, professional and industry experience, skills, knowledge, nationality, ethnicity and other qualities essential to the Company's business. The ultimate decision will be based on merit and contribution that the selected candidates will bring to the Board. The Board's composition will be disclosed in the corporate governance report as per the Listing Rules' requirements.

3.1.1 Independence

The Board shall include a balanced composition of executive and non-executive directors (including independent non-executive directors) so that there is a strong independent element on the Board, which can effectively exercise independent judgment. As a commitment to good corporate governance, the Articles of Association of the Company stipulate that the Board shall include a majority of independent non-executive directors

3.1.2 Gender

The Board is committed to maintaining an environment of respect for people regardless of their gender in all business dealings. The Board would ensure that appropriate balance of gender diversity is achieved with reference to stakeholders' expectation and international and local recommended best practices.

To the extent appropriate, the Board targets to appoint or maintain gender diversity in respect of the Board and targets to refrain from having a single gender in respect of the Board.

3.1.3 Skills and Experience

The Board shall possess a balance of skills appropriate for the requirements of the business of the Company. The Directors shall have a mix of finance, legal, and management backgrounds that taken together shall provide the Company with experiences in a range of activities including varied industries or expertise covering economic, environmental and social topics.

December 2021

4. Diversity of Senior Management and Employees

The Company is committed to creating a diverse and inclusive working environment for all employees. A working environment, where diversity is considered as its strength and discrimination of any kind is prohibited, has been created.

The Company is committed to have gender diversity and fair hiring practices by reporting annually on its progress in the Company's Sustainability Report.

5. Monitoring and Reporting

The Nomination Committee will report in the corporate governance report (as abided by the Listing Rules) on the Board's composition under diversified perspectives and monitor the implementation of this Policy.

6. Review and Revision of this Policy

The Board will review or the Board will delegate the Nomination Committee to review this Policy and its implementation annually, as appropriate, to ensure the effectiveness of this Policy. The Nomination Committee will discuss any revisions that may be required and recommend any such revisions to the Board for consideration and approval.

7. Disclosure of this Policy

7.1 This Policy is available on the Company's website.

7.2 A summary of this Policy together with the measurable objectives set for implementing this Policy, and the progress made towards achieving those objectives will be disclosed in the Company's corporate governance report.