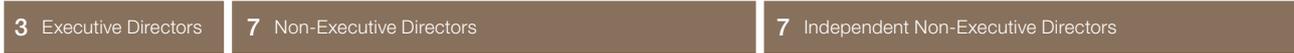


OUR LEADERSHIP - DIVERSITY

Boardroom Diversity

A strong and effective Board requires an appropriate mix of skills, experience and diversity among its members, in order to provide sound judgement on strategic issues and effective oversight of guidance to management.

CATEGORY



GENDER



AGE



NATIONALITY



INDEPENDENCE WEIGHTING OF HSH BOARD AND GOVERNANCE BOARD COMMITTEES



* Independent Non-Executive Directors

BOARD EXPERTISE AND SKILLS



Senior Management and Management Diversity

Our diversity philosophy does not end at the Board level but is carried out throughout the group. Gender diversity of the senior management and management as at the date of this report is set out below:



* Inclusive of 3 Executive Directors

** Key Functions include General Managers of Operations and Heads of Corporate Departments but do not include members of senior management

The company has taken, and continues to take, steps to promote diversity, including gender diversity, at management levels. The company has policies on equal opportunities and policies against gender and other forms of discrimination. Active steps were taken in promoting diversity in recruitment.

Biographical details of all Directors and senior management are shown on pages 128 to 133 and Information on the Board Diversity Policy and Nomination Policy are set out in the Nomination Committee Report on pages 166 and 167.