LI NING COMPANY LIMITED
李寧有限公司

(Incorporated in the Cayman Islands with limited liability)
Stock Codes: 2331 (HKD counter) and 82331 (RMB counter)

Senior Management and Employee Diversity and Inclusion Policy

1. Purpose and Background

This policy (the "**Policy**") sets out the commitment and principles of Li Ning Company Limited (the "**Company**") and its subsidiaries (collectively, the "**Group**") to promoting a diverse and inclusive working environment at the level of the Senior Management and all employees. This Policy forms an integral part of the Group's human resources policies and complements the Board Diversity Policy. The Group firmly believes that building a diverse and inclusive workforce helps enhance the Group's overall competitiveness and capacity for sustainable development.

2. Scope of Application

The Company is committed to building a diverse, inclusive and collaborative corporate culture to maintain efficient operations and promote the sustainable development of the Company. This Policy applies to the Senior Management and all employees of the Group at all levels (including full-time, part-time, temporary and contract employees), covering all stages of the employment cycle, including recruitment, training and development, promotion, compensation and benefits, transfer and departure.

3. Diversity and Inclusion Principles

The Group upholds the following diversity and inclusion principles, including but not limited to:

3.1. Equal Opportunities and Anti-Discrimination

- In making all employment-related decisions, there shall be no discrimination or prejudice of any form, and applicable equal opportunities laws and good management practices shall be strictly observed.

- To ensure that all employees enjoy equal opportunities for work and development, and to eliminate any discrimination, harassment or vilification arising from gender, age, nationality, race, religion, cultural background, marital status, disability or sexual orientation.

3.2. Zero Tolerance Policy

- The Company is committed to providing an environment of mutual respect regardless of gender across all areas of its business operations, and to maintaining a workplace free from harassment or any discrimination based on gender, physical or mental condition, race, nationality, religion, age, family status or sexual orientation.

- The Company does not tolerate any form of discrimination, harassment, vilification, bullying or victimisation in the workplace.

3.3. Communication and Grievance Mechanism

- To provide employees with confidential and effective mechanisms (including grievance procedures and whistleblowing channels) to raise concerns relating to the working environment, discrimination or harassment. The Group will seriously follow up on and handle any violation.

4. Objectives and Implementation

To effectively promote employee diversity, the Group has set the following measurable objectives and will monitor their implementation:

4.1. Gender Diversity Objectives

- Target for female representation in the Senior Management: the Group is committed to enhancing the representation of women in the Senior Management (at director level and above), with a target of increasing the proportion of female members of the Senior Management to the industry level by 2030.

- Talent pipeline development: the Group will take proactive measures to cultivate a pipeline of potential successors to achieve gender diversity, including providing female candidates with equal leadership training and succession planning support.

4.2. Remuneration and Promotion Fairness

The Group regularly reviews the remuneration levels and promotion ratios of male and female employees at all levels, is committed to achieving equal pay for equal work, and ensures that promotion opportunities are not affected by gender or other diversity factors.

5. Policy Review and Monitoring

- The Human Resources Division of the Group is responsible for the day-to-day implementation and monitoring of this Policy. The board of directors or its authorised committee will review the implementation and effectiveness of this Policy annually, and the review results will be disclosed in the annual Corporate Governance Report.

- This Policy shall be reviewed annually to assess its effectiveness and may be amended from time to time.