



# People

Caring about our people and communities



At SHI, the well-being of our employees is a top priority. We are dedicated to fostering a supportive and nurturing workplace that values each individual and promotes personal and professional growth. We remain vigilant about social risks within our supply chain, addressing them through policies and supplier assessments. Through community programs and well-being initiatives, we strive to make a positive impact within our organization and communities.



Achieve gender equality and empower all women and girls



Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all

## Highlights

### 75%

warehouses are covered by ISO 45001 Occupational Health and Safety Management System

### 16.1

hours per employee were spent on training, on average

### 186

employee donations were matched as part of the SHI Giving Program

# Management approach

SHI's people strategy is built around delivering a meaningful and empowering employee experience, recognizing that our people are key to the company's success. This strategy focuses on five core pillars: career development, technology and resources, how we work, compensation and rewards, and engagement and well-being.

SHI invests in helping employees enhance their skills and advance their careers while ensuring they have the necessary tools and resources to perform at their best. We foster a culture of respect, innovation, and collaboration, where ideas are shared freely in a safe and productive environment.

To attract, retain, and motivate talent, SHI offers competitive compensation, benefits, and rewards that make employees feel recognized and valued. Just as importantly, we prioritize a sense of belonging and well-being by embracing diversity and encouraging shared purpose through unifying activities.

## SHI's people strategy

Our people strategy is supported by a set of policies designed to manage risks associated with both our own employees and employees in the supply chain. Key global policies include SHI's Labor and Human Rights Policy, Code of Conduct (Ethics) Policy, Career Management, Learning and Development Policy, and Health, Safety, and Environment Policy. These global policies are further complemented by national employee handbooks and entity-level policies and procedures, which reflect local regulatory requirements and behavioral norms.

### CAREER DEVELOPMENT

Empower employees to enhance their individual skill sets and advance in their careers.

### TECHNOLOGY and RESOURCES

Ensure employees have the tools and resources they need to do their best work most efficiently.

### ENGAGEMENT and WELL-BEING

Inspire community by embracing our differences, purposes, and passions, and engaging employees through unifying activities.



### COMPENSATION, BENEFITS, and REWARDS

Provide compensation, benefits, and an environment that makes employees feel valued.

## SHI's people strategy

In 2025, SHI continued to strengthen our culture by investing in employee growth, well-being, and long-term career potential. With more than 1,200 new team members onboarded and over 1,000 internal career moves, the year underscored our commitment to creating meaningful opportunities for both new and existing employees. To further accelerate mobility and skills development, 80% of open roles were made available to internal applicants, reinforcing our belief that the strongest teams are often built from within.

To deepen leadership capability and build a culture of shared responsibility, accountability, and resilience, SHI expanded training partnerships, including programs with Echelon Front. We continue to rollout Workday, an HRIS system, to empower employees through self-serve access to career development, performance information, and compensation data. As SHI accelerated our digital transformation, we made substantial investments in future-ready skills. Our AI-focused learning and development initiatives, Ignite and Horizon, equipped employees with the tools and knowledge needed to navigate emerging technologies with confidence. Targeted upskilling programs ensured individual teams across the business could apply these capabilities in practical, impactful ways.

To attract, retain, and motivate talent, SHI offers competitive compensation, benefits, and rewards that make employees feel recognized and valued. Just as importantly, we prioritize a sense of belonging and well-being by embracing diversity and encouraging shared purposed through unifying activities.

Together, these efforts reinforced SHI's dedication to creating an inclusive, growth-oriented environment where every employee is supported, empowered, and positioned to thrive.



“We brought in combat-tested veterans, elite athletes, and leadership experts from Echelon Front to challenge and inspire our team with their real-world insights. The session drew 1,700 participants, and I walked away energized and motivated by their powerful stories and actionable advice.”

**Eileen Gnadinger** | Director, HR Transformation



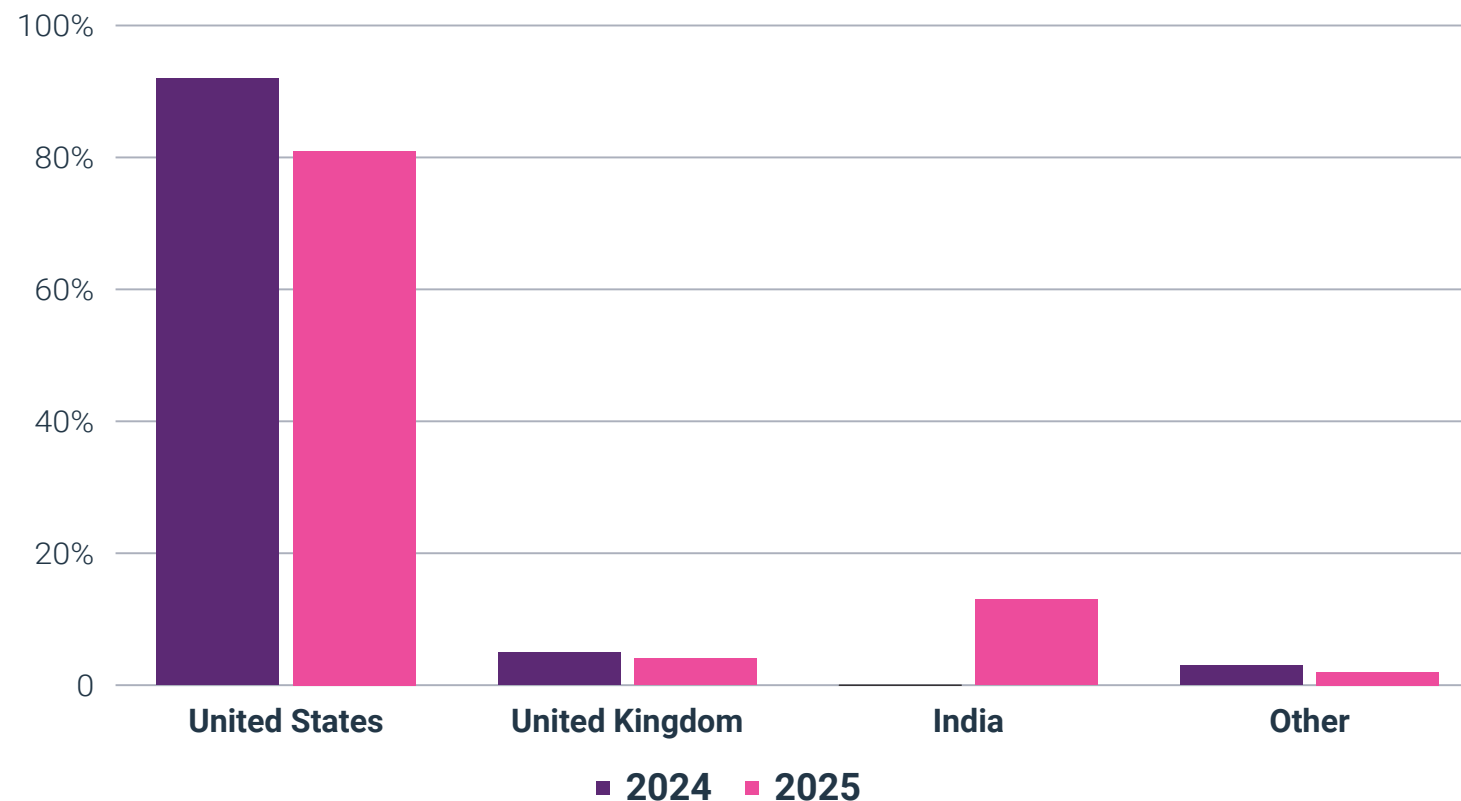
# SHI's people profile

At SHI, we are committed to fostering a diverse and inclusive workplace that reflects our core values and supports our business objectives. Our workforce is a testament to this commitment, and understanding our demographics and dynamics is crucial to improving our work environment and entire operations.

At the end of 2025, SHI had 6,909 employees across all our operations. This number comes from nearly 900 employees who joined SHI through the integration of Locuz, now SHI India. The majority of employees (81%) were based in the U.S., followed by India (13%) and the U.K. (4%). The remaining 2% were spread globally.

SHI is committed to promoting work-life balance through flexible work arrangements. At the end of 2025, over 90% of our global workforce worked in hybrid or remote roles. Additionally, 99% of SHI's positions are full-time, underscoring our commitment to providing stable and consistent employment opportunities while meeting the diverse needs of our employees.

## Percentage of SHI employees broken down by countries



<sup>4</sup>Excluded from the 2024 reporting scope.

All employee demographic metrics are reported as of year-end.



# Safe and rewarding working conditions

SHI aims to foster a safe and rewarding work environment by adopting a holistic approach to well-being, encompassing physical, mental, and financial health, and community engagement. SHI is committed to ensuring employees receive fair compensation, benefits, and rewards, while also encouraging their professional growth.

## Supportive work environment

Aligned with our global Labor and Human Rights Policy, SHI is dedicated to ensuring safe, secure, clean, and productive working environments for all employees. We foster a workplace that aims to prevent violence, intimidation, harassment, and unsafe or disruptive conditions stemming from internal or external threats. SHI provides employees with job descriptions before they begin employment and ensures they are not subjected to inadequate working hours.



## Health and safety

At SHI, we strive to create a safe working environment through regular risk assessments and proactive hazard mitigation. Our commitment to safety is supported by ongoing monitoring and comprehensive staff training, all meticulously documented on our learning platform, SHI Learn.

### Key initiatives include:

- **Health and safety committees:** SHI convenes monthly health and safety meetings, which involve employee consultations and external consultants when necessary. These meetings are informed by data analysis and insights from relevant departments and are integral to our safety strategy.
- **Budgeting and resource allocation:** Our leadership oversees the annual budgeting process to ensure that resources are appropriately allocated to meet our safety objectives.
- **Audits and inspections:** Internal and external audits and monthly and quarterly site inspections are fundamental to maintaining and expanding our international safety standards. These processes help us identify potential risks and ensure compliance.
- **Accident reporting and first aid:** Our HR department manages a robust accident reporting procedure, ensuring timely documentation and response. Additionally, first-aid suppliers undergo monthly third-party inspections to guarantee their readiness.
- **Safety culture:** To minimize workplace injuries and foster a culture of safety, we conduct regular safety training, enforce safety protocols, provide appropriate personal protective equipment (PPE), and promote open communication about safety concerns.

SHI is committed to enhancing our sustainability reporting systems annually. We pursue external assurance and certification to strengthen our reporting processes, improve controls, and ensure the integrity of our reporting.



“I’m proud that our U.S. and U.K. integration centers have achieved ISO 45001 and ISO 14001 certification, reflecting our genuine commitment to keeping our people safe and building a more sustainable workplace.”

**Jimmy Hamilton** | Sr. Manager, Quality and Compliance

## Compensation, benefits, and social protection

We strive to ensure that our employees feel valued, supported, and fairly compensated for their contributions.

### Compensation

At SHI, we are committed to offering competitive compensation packages that reflect industry standards and recognize the expertise of our employees. We conduct annual reviews of base pay to ensure our team members are fairly rewarded. Across all markets where we operate, we consistently meet or exceed statutory minimum wage requirements, often offering compensation well above this level based on regional factors, market value, and individual expertise. In the U.K., we also benchmark our wages against the Real Living Wage threshold.



#### **Living Wage accreditation in the U.K.**

SHI U.K. holds accreditation from the Living Wage Foundation, certifying that all employees receive a wage that reflects the true cost of living. Unlike statutory minimum wages, the Real Living Wage is voluntarily adopted by businesses that believe their employees deserve a wage that meets their everyday needs.

Each year, SHI U.K. conducts a thorough analysis of salary data to identify any instances where employees might fall below the Real Living Wage threshold. In cases where such discrepancies are found, corrective actions are taken to ensure all employees are compensated in line with the cost of living.

In 2025, all employees were covered by the Living Wage benchmarking analysis and their wages surpassed the living wage standard.

### Social protection

SHI provides social protection benefits in accordance with relevant laws, including parental leave and other types of leave for specific family circumstances. Additionally, SHI offers compensation for work-related injuries, illnesses, or fatalities.

### Benefits and rewards

Besides monetary compensation in the form of salaries, bonuses, and commissions, SHI provides benefits to employees. Benefits packages differ slightly by country of operation.

Globally, we provide two well-being days in addition to annual leave that employees can spend on activities improving well-being, such as community volunteering.

In the U.S. and U.K., where 85% of our employees are based, we provide the following benefits:

- Health insurance
- Employee assistance program
- Pension and retirement saving programs
- Employee discount platforms
- Standard life insurance, with an opportunity for voluntary extension of coverage

In the U.S., we also provide additional voluntary benefits:

- Long-term disability benefits
- Flexible spending accounts for full-time employees

Our primary U.S. facilities include amenities such as gyms and basketball courts, which encourage physical wellness and team collaboration.



## Culture and employee engagement

At SHI, our corporate culture is profoundly influenced by our core values. We believe our culture not only sparks innovation but also drives business growth, allowing us to respond swiftly to trends, challenges, and our customers' needs.

To build a culture of trust, SHI emphasizes stakeholder engagement and values employee feedback. We keep employees informed through various communication channels, including company-wide quarterly updates, the CEO's monthly update, and the weekly SHI Digital Digest. Departments also hold their own town halls and regular meetings.

As part of our ongoing annual approach to employee engagement, we conducted departmental employee surveys in 2025. This targeted approach allowed us to measure sentiments within specific teams, enabling leaders to take meaningful actions to boost employee engagement and foster a sense of belonging.

### SHI After-Hours Program

Through our After-Hours Program, SHI offers diverse clubs and organizations to support employee interests and enhance work-life balance. Meetups are scheduled during lunch or after business hours, allowing employees to participate without interfering with work commitments. The program encourages personal growth and community building through activities that foster new hobbies, shared passions, and relaxation. Employees have the option to join existing clubs or start their own.

In 2025, SHI After-Hours featured a variety of clubs, including:

**Book Club, Bowling Club, Coed Softball, Garden Club, Hiking Club, Ladies Golf, Pickleball Club, Running Club, Soccer Club, Ski and Snowboard Club, and Toastmasters.**

These programs provide a vibrant platform for employees to pursue their interests and build connections within the SHI community.

### SHI's values



**Build a culture of equality, inclusion, and diversity**



**Be accountable and act with integrity**



**Seek understanding to support sincerely**



**Embrace change, collaborate, and innovate**



**Show initiative and execute efficiently**



**Be resourceful and cost-conscious**



**Adapt, persevere, and succeed**



**Learn, grow, and teach**



**Strive for wellness to achieve balance**



**Be bold, be fun, behave, and be you**



## Ethics, compliance, and responsible workforce development

At SHI, a strong culture of integrity, accountability, and respect underpins our approach to sustainability and long-term value creation. We believe that clear expectations, consistent education, and equitable access to development opportunities are essential to maintaining ethical business practices and supporting our people. Our global policies, including the Code of Conduct and Labor and Human Rights Policy, provide a unified framework that guides employee behavior, decision-making, and engagement across all regions.

To reinforce these principles, SHI maintains a comprehensive ethics and compliance education program designed to promote awareness of ethical responsibilities and applicable standards. Mandatory training, supported by ongoing communications and awareness initiatives, helps ensure employees understand how to act responsibly, raise concerns, and protect the interests of all our stakeholders.

### *Ethics and Code of Conduct training*

Ethics training is required for all employees. New hires complete training as part of onboarding, while existing employees participate in annual refresher training. In addition, targeted quarterly awareness campaigns reinforce core topics such as ethical conduct, fraud prevention, anti-bribery and corruption, fair competition, information security, and speaking-up procedures.

In 2025, SHI launched a consolidated, enterprise-wide Code of Conduct training aligned with recognized global standards. This single, comprehensive course covers key areas including conflicts of interest, anti-corruption, anti-harassment, human rights, diversity, equity, and inclusion (DEI), ESG principles, data privacy, confidential information management, fair competition, and whistleblowing processes. The streamlined format is intended to promote consistency and clarity in how ethical expectations are communicated across the organization.

Training participation is monitored through established internal processes, and follow-up actions may be taken in accordance with company policies where required. By the end of 2025, approximately 97% of employees had completed mandatory training related to anti-bribery, corruption, harassment, and discrimination, reflecting continued progress in embedding ethical awareness across the workforce.

### *Learning, development, and skill building*

Alongside ethics and compliance education, SHI invests in the continuous development of our employees to support responsible growth and innovation. In 2025, we expanded our global learning ecosystem through SHI Learn, LinkedIn Learning, and Pluralsight, providing employees with access to a broad range of technical and professional development resources.

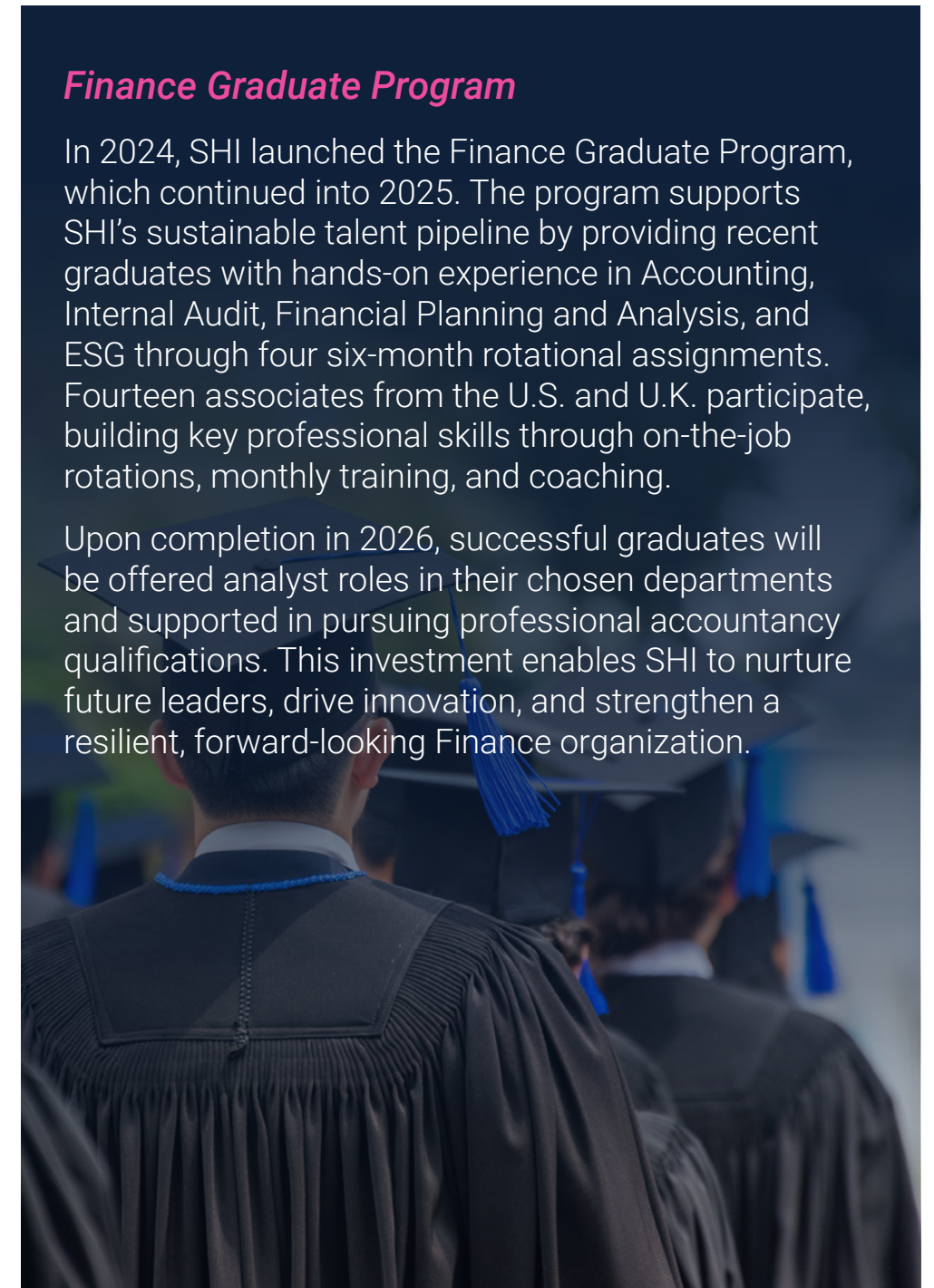
Training offerings span critical technical competencies, such as AI prompting, cloud technologies, IT operations, and cybersecurity, as well as core professional skills including analytical thinking, communication, and project management. During the year, employees completed an average of approximately 16.1 training hours per person. Learning opportunities are made available equitably to support career progression and organizational capability building.

Through a combination of ethics education, ongoing awareness efforts, and inclusive learning opportunities, SHI seeks to foster a resilient, skilled, and values-driven workforce that supports our sustainability objectives and long-term responsibility to employees, partners, customers, and society.

### *Finance Graduate Program*

In 2024, SHI launched the Finance Graduate Program, which continued into 2025. The program supports SHI's sustainable talent pipeline by providing recent graduates with hands-on experience in Accounting, Internal Audit, Financial Planning and Analysis, and ESG through four six-month rotational assignments. Fourteen associates from the U.S. and U.K. participate, building key professional skills through on-the-job rotations, monthly training, and coaching.

Upon completion in 2026, successful graduates will be offered analyst roles in their chosen departments and supported in pursuing professional accountancy qualifications. This investment enables SHI to nurture future leaders, drive innovation, and strengthen a resilient, forward-looking Finance organization.



# Equal treatment and opportunities for all

## Talent attraction

We understand that our success is deeply connected to our ability to attract, develop, and retain top talent. As an equal opportunity employer, SHI is committed to creating a work environment that respects individual differences and upholds the principles of meritocracy, openness, fairness, and transparency. In accordance with our Labor and Human Rights Policy, SHI firmly opposes the use of child labor and forced labor in our operations and supply chain. We design our job postings and recruitment processes to attract a diverse pool of candidates.

To enhance the integration of new employees, we introduced a comprehensive orientation week for new hires, which covers essential topics such as compliance elearning, productivity tools, company culture, benefits, and customer engagement.

## Social dialogue

SHI is committed to fostering an open and inclusive environment where communication with employees and their representatives is encouraged and valued. While we do not have a formal collective bargaining agreement, we respect our employees' right to freedom of association. Employees are encouraged to provide their feedback through regular communication channels (see page 12).

## Diversity, equity, and inclusion (DEI)

At SHI, we are dedicated to fostering an inclusive work environment that reflects the diverse world we serve. We ensure compliance with laws and promote individual initiative, excellence, and hard work. Our approach to workforce diversity aims to empower all employees to reach their full potential, emphasizing merit-based opportunities and eliminating barriers to success. By prioritizing respectful communication, cooperation, and collaboration, we strive to create a culture where every team member can contribute their unique talents to drive our global success.



SHI is certified as a Women's Business Enterprise (WBE) through the Women's Business Enterprise National Council (WBENC) and as a Minority Business Enterprise (MBE).



### Leadership diversity

SHI proudly stands as the largest Minority- and Woman-Owned Business Enterprise (MWBE) in the U.S., guided by our co-founder and CEO Thai Lee, who has been at the helm for 35 years.

Our leadership team is a dynamic group that brings a diverse range of expertise, experiences, and perspectives to drive SHI's business strategy. Currently, 25% of our CEO's direct reports are women, a slight decrease from 29% in 2024.



### Workforce diversity

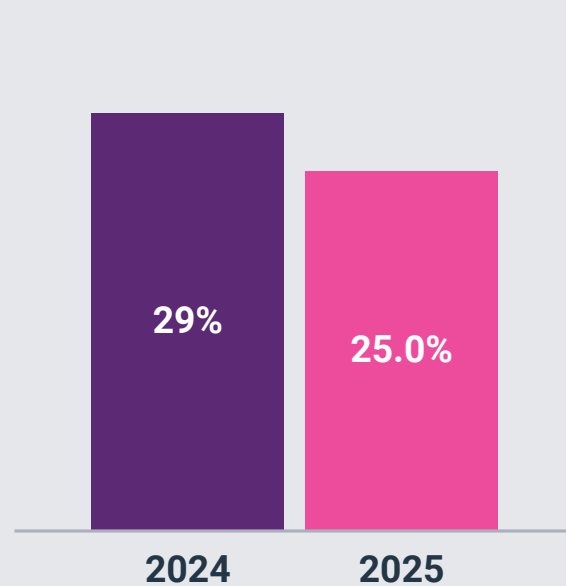
Through strategic talent acquisition and retention efforts, SHI ensures that a wide range of perspectives are represented in our workforce. Enabling all SHI employees to thrive and excel in diverse environments is crucial to our business success.

At the end of 2025, women made up 31.6% of our workforce, which is in line with the average share of women in the U.S. tech sector. Additionally, our 2025 operational capabilities and strategic thinking were maximized by our age-balanced workforce. Employees with one or more minority racial/ethnic characteristic represented 35% of our U.S.-based workforce and 21% of U.S.-based people managers.

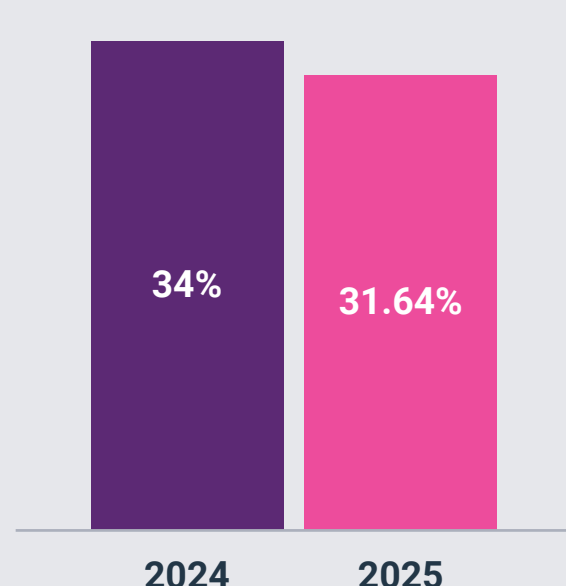


### Gender diversity

Percentage of women in senior leadership positions

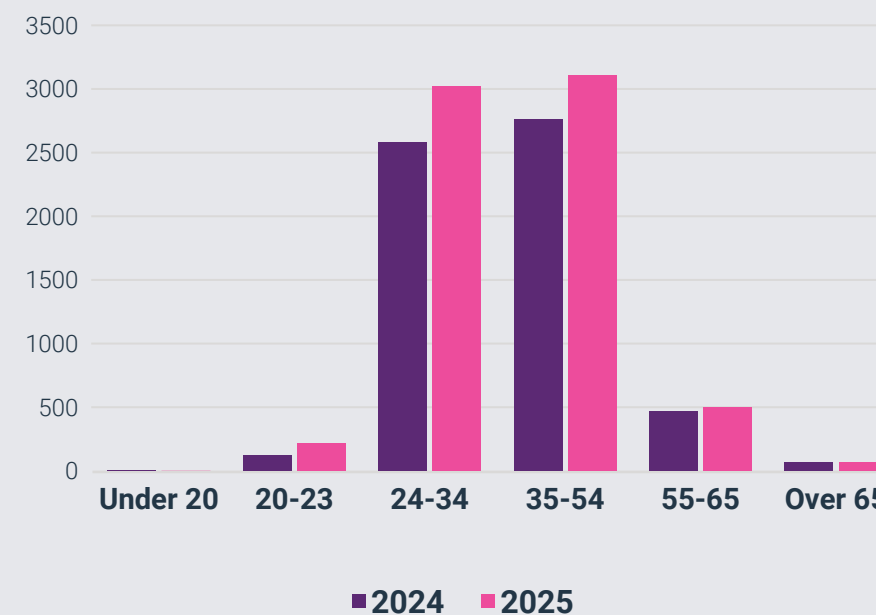


Percentage of women in SHI workforce



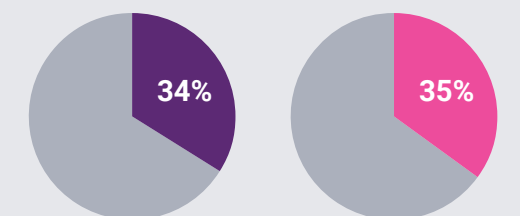
### Age diversity

Age distribution of SHI employees

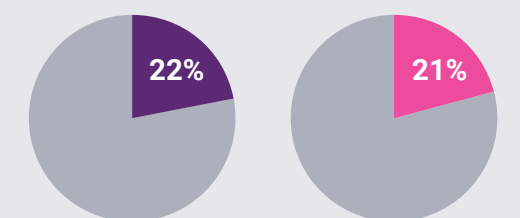


### Ethnic diversity

U.S.-based employees with one or more racial/ethnic characteristic



U.S.-based people managers with one or more racial/ethnic characteristic



## Measures to provide equal opportunities

We aim to embed equality principles in everything we do. From tailored training programs to inclusive career management and flexible working arrangements, each measure is crafted to empower our employees and create an environment where everyone can thrive.



### Training

Our programs are designed to be inclusive and accessible to all employees, empowering them to develop the skills needed to navigate and thrive in diverse, multicultural environments. We aim to foster a culture of inclusion and respect, encouraging each individual to take charge of their career development and growth.



### Processes

We design our job specifications to attract a diverse audience and promote them through accessible channels both internally and externally. We strictly prohibit discrimination based on race, color, religion, sex, national origin, age, gender identity or expression, sexual preference/orientation, genetic information and testing, pregnancy, family and medical leave, disability, or veteran status to ensure a fair hiring process.



### Career management

SHI ensures equitable access to career management programs and learning opportunities. We track key metrics such as learning hours and career events to encourage continuous improvement and career advancement.



### Hybrid working and well-being

Our hybrid work arrangement, available to employees based out of headquarter and regional offices, supports physical and mental well-being by reducing in-office days and minimizing commute times. This approach encourages effective collaboration during designated in-person days and helps strengthen team dynamics.



## Employee Resource Groups: Reflecting on 2025

SHI fosters a sense of community and belonging by supporting employee resource groups (ERGs) dedicated to celebrating diversity and enhancing our workplace culture. Each ERG is backed by a senior leader from SHI who actively engages in their events and dialogues.

Our ERGs, including the Asian Business Community (ABC), the Black Culture Collective (BCC), and EMBRACE (LGBTQIA+ community), provide platforms for connection, growth, and support, fostering an inclusive environment.

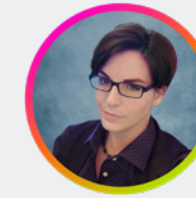
### 2024-2025 ERG highlights

<b>18</b> ERG-led events	<b>83</b> new members joined the ERGs
<b>270+</b> volunteer hours contributed	<b>1,796+</b> tangible items donated or created
<b>14</b> community outreach initiatives supported	

We have interviewed ERG representatives on progress achieved in 2025.



**Kevin English**  
Services Sales Director,  
BCC Board Member



**Dale Moyle**  
Global Account Manager,  
EMBRACE Board Member



**Augustine-Joseph Huynh**  
Senior Manager – Data Center Support,  
ABC Board Member

#### Q: How did SHI's ERGs foster belonging and support across the company in 2025?

**Kevin English:** "In 2025, the Black Culture Collective (BCC) continued to strengthen belonging across SHI, with membership growing 15% and rising participation at every major event. Through mentorship, upskilling, and meaningful community service, we advanced culture, community, and opportunity for all."

**Dale Moyle:** "EMBRACE focused on creating spaces for LGBTQIA+ employees and allies to connect and be seen – whether through inspiring events like our Pride Month fireside chat or hands-on volunteer work. Our quarterly book club and volunteer efforts brought people together and fostered real connections, in the U.S. and internationally."

#### Q: In what ways did ERGs create a positive impact through service and outreach in 2025?

**Augustine-Joseph Huynh:** "This year, the Asian Business Community launched new initiatives like the Holiday Cards for Kids and packed hundreds of hygiene and snack bags for local soup kitchens. Giving back, side by side, helped members build friendships while serving our communities."

**Kevin English:** "BCC's partnerships with organizations like TASK and the WeLoveU Foundation enabled us to take collective action for good – supporting local needs and building bridges beyond SHI."

#### Q: How did ERGs support professional and personal growth for members in 2025?

**Dale Moyle:** "Through leadership roles and programming, EMBRACE empowered new voices – our board and committee leaders energized our activities and helped shape our vision for the future."

**Augustine-Joseph Huynh:** "ABC provided a space for Asian employees to feel rooted and empowered. By organizing service events and cultural gatherings, we nurtured mutual support and professional growth."

#### Q: What did ERG members value most about their experiences in 2025?

**Kevin English:** "Our members consistently say that the sense of connection, mentorship, and opportunity to uplift others is what makes BCC – and SHI – a place where they belong."

**Dale Moyle:** "Members shared that moments of visibility and allyship – like our fireside chat with Matthew Mitcham – made them feel supported and reassured in embracing their identities at work."



## Workers in the value chain

Through our [Partner Code of Conduct and Sustainability Policy](#), we set expectations of our suppliers to adhere to labor and human rights standards mirroring our own policies in relation to the following topics:

- Prevention of forced labor, child labor, human trafficking, and slavery
- Working hours, wages, and benefits
- Non-discrimination and professional standards
- Health and safety
- Freedom of association

### Modern slavery statements

SHI is committed to respecting human rights and advancing the dignity of all persons. SHI explicitly prohibits human trafficking, child labor, the use of involuntary labor, and all forms of modern slavery in our operations and within our supply chain.

In accordance with the California Transparency in Supply Chains Act of 2010 and the U.K. Modern Slavery Act 2015, each year we publish a Statement Against Modern Slavery, Child Labor, and Human Trafficking.

[Read our 2026 statement.](#)

In 2025, we continued to utilize a digital platform to help assess environmental, social, and governance risk in the supply chain and engage suppliers, if necessary. See more in the sustainable supply chain management section.

## Community investment

At SHI, we empower our employees to serve our communities, extending our values beyond corporate boundaries. Our employees participate in local initiatives like blood drives, food bank donations, and fundraising efforts for causes that are important to them. Additionally, we offer two paid well-being days annually to encourage employees to volunteer their time and skills in support of local charities and initiatives.

**The SHI Giving Program** allows employees to support charitable causes close to their hearts. Our employee resource groups also run individual initiatives, such as tree planting with the International WeLoveU Foundation.

The SHI Giving Program is designed to enhance the reach of employee contributions and strengthen our community ties. Each year, SHI supports employees in their philanthropic endeavors by matching their donations up to \$2,500.

In 2025, the program matched 186 donations to support a broad range of causes, including healthcare, sports, and education. The top beneficiaries of the SHI Giving Program last year were:



American  
Heart  
Association®



alzheimer's association®



“I donate to St. Jude Children’s Research Hospital every month, and it means a lot to know that SHI matches my contributions. St. Jude does incredible work providing world-class care and advancing research for children with serious illnesses, and SHI makes the donation-matching process simple and seamless. It’s great to be part of a company that supports giving back and helps amplify the impact of employee contributions.”

**Andreia Garcia** | HR Benefits and Rewards Specialist



“For 15 years, I’ve been raising funds and awareness for Movember, organizing community events to support prostate cancer, testicular cancer, and suicide prevention. I’m honored to have been named to the Movember Hall of Fame this year and to serve as a Movember Ambassador. SHI’s support has made a huge difference, helping me create more events and raise even more awareness and funds for these important causes.”

**Justin Dorsk** | Enterprise Account Executive