



People

Caring about our people and communities



At SHI, the well-being of our nearly 7,000 employees³ 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 engagement, employee development programs, and well-being initiatives, we strive to make a positive impact within our organization and our communities.

³Includes Locuz employees.



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

15.7

hours were spent on training hours by employees, on average

34.5%

of SHI's employees were women, in line with 2023

181

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. The company fosters 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 Environmental 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, passions, and engaging employees through unifying activities.



HOW WE WORK

Build a culture that fosters respect, innovation, and the exchange of ideas in a safe and productive environment.

COMPENSATION, BENEFITS, and REWARDS

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

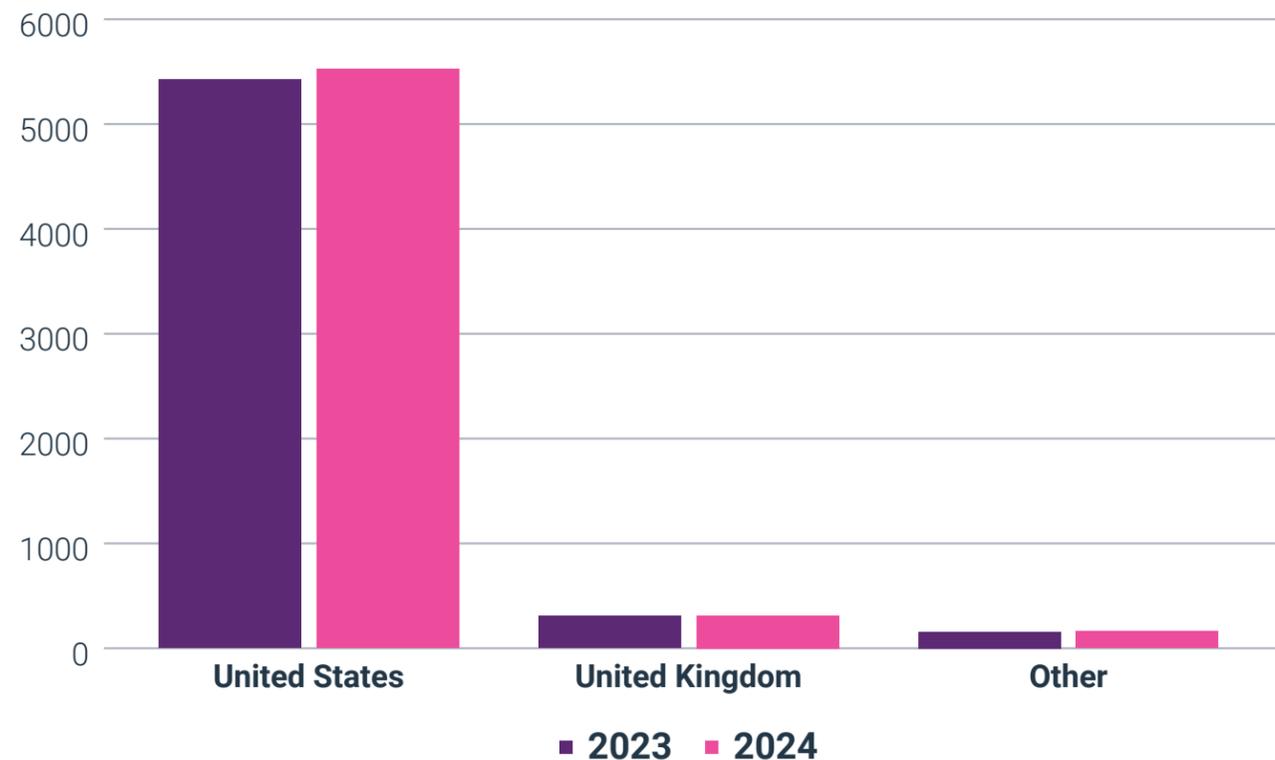
SHI's people profile

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 2024, SHI had 6,000 employees across all of our operations. Additionally, over 800 skilled employees joined SHI's workforce due to the integration of Locuz⁴. The vast majority of employees (92%) were based in the U.S., followed by the U.K. (5%). The remaining 3% of employees were spread globally.

SHI is committed to promoting work-life balance through flexible work arrangements. At the end of 2024, over 90% of our global workforce worked in hybrid or remote roles. Additionally, 99% of SHI's positions are full-time, underscoring the company's commitment to providing stable and consistent employment opportunities while meeting the diverse needs of our employees.

Number of SHI employees broken down by countries



⁴Excluded 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. The company 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 inappropriate 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.

ISO 45001 certification

Our Data Center Factory at Nexus in the U.K. is certified with the ISO 45001 Occupational Health and Safety Management Systems standard. We are currently working towards obtaining ISO 45001 certification for our Data Center Factory at Ridge and End-User Integration Center in NJ.

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 2024, 100% of internal employees and contract workers were covered by the Living Wage benchmarking analysis, and 0% of them had wages below the threshold.

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 97% 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.

To assess employee sentiment, SHI uses Glint for annual surveys. In 2024, participation in the survey was 64%, down from 70% in 2023.

In response to the employee feedback we received in 2023, SHI maintained a hybrid work schedule, improved company-wide communication, and introduced new training courses.

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 2024, SHI After-Hours featured a variety of clubs, including:



Celebrating women in technology by hosting events and forums for inspiration and collaboration.



SHI's Latinx & Hispanic community group.

Book Club, Bowling Club, Co-ed Softball, Garden Club, Hiking Club, Ladies Golf, Pickleball Club, Running Club, Soccer Club, Ski and Snowboard Club, and Toastmasters.

This program provides 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



Learning and development

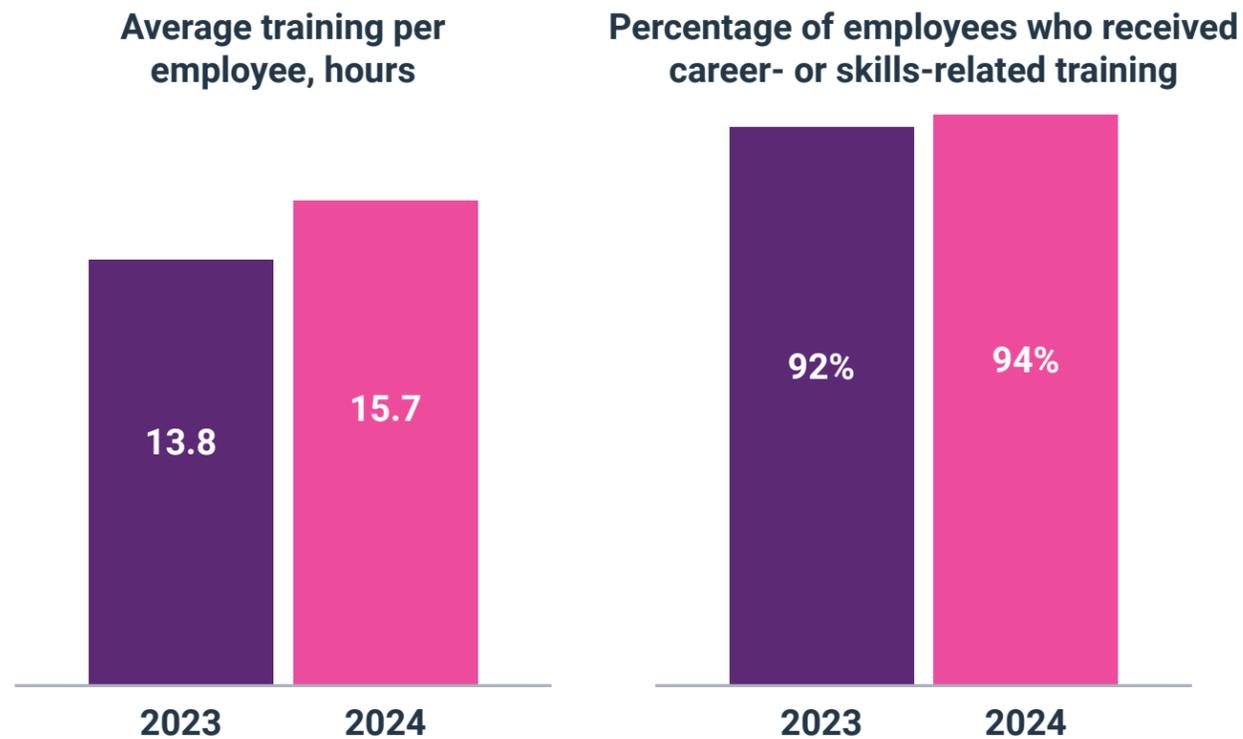
SHI invests in our employees' leadership development and professional growth by offering comprehensive training opportunities that align with our strategic goals. SHI ensures equitable access to career management programs and learning and development opportunities in accordance with our Career Management, Learning, and Development Policy.

In 2023, SHI launched SHI Learn, a platform offering diverse training resources, including SHI-specific courses and LinkedIn Learning content. In 2024, SHI Learn expanded, providing additional growth opportunities.

In 2024, SHI offered tailored courses and workshops on communication, productivity, problem-solving, self-development, teamwork, and adaptability to boost employee skills and drive innovation. SHI also introduced the Leadership Academy to cultivate future leaders.

The expansion of SHI Learn and training programs significantly increased employee engagement, with training attendance rising to 15.7 hours per employee from 13.8 hours in 2023, indicating a strong commitment to personal and professional development.

Training attendance



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.

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 in the U.S., guided by our co-founder and CEO Thai Lee, who has been at the helm for 35 years.

SHI's leadership team is a dynamic group that brings a diverse range of expertise, experiences, and perspectives to drive the company's business strategy. Currently, 25% of our CEO's direct reports are women, a slight decrease from 32% in 2023. This is attributed to a new male hire related to the company's growth.



Workforce diversity

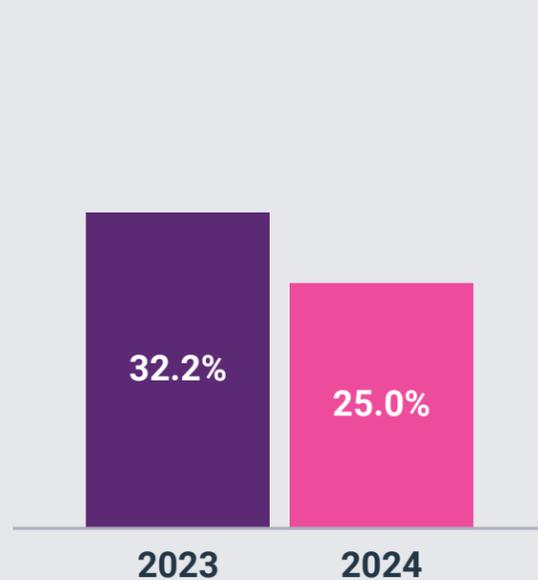
Through strategic talent acquisition and retention efforts, SHI ensures that a wide range of perspectives are represented in our workforce. Enabling all SHI employees to thrive and excel in diverse environments is crucial to our business success.

At the end of 2024, women made up 34.5% of our workforce, which is in line with the average share of women in the U.S. tech sector. Additionally, our 2024 operational capabilities and strategic thinking were maximized by our age-balanced workforce. Employees with one or more racial/ethnic characteristic represent 33.8% of our entire workforce and 22.1% of all people managers within the organization.

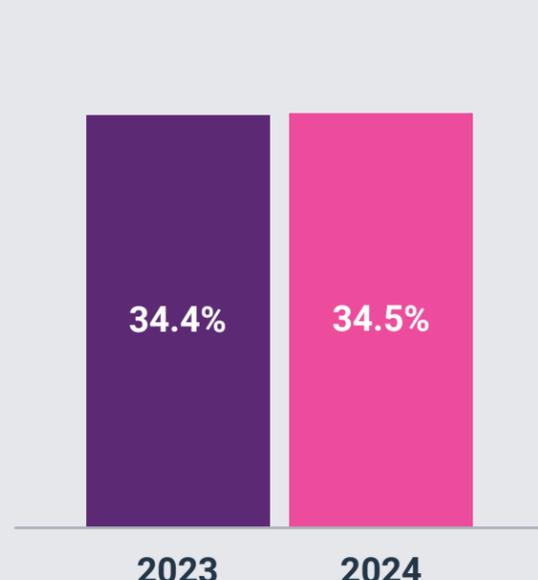


Gender diversity

Percentage of women in senior leadership positions

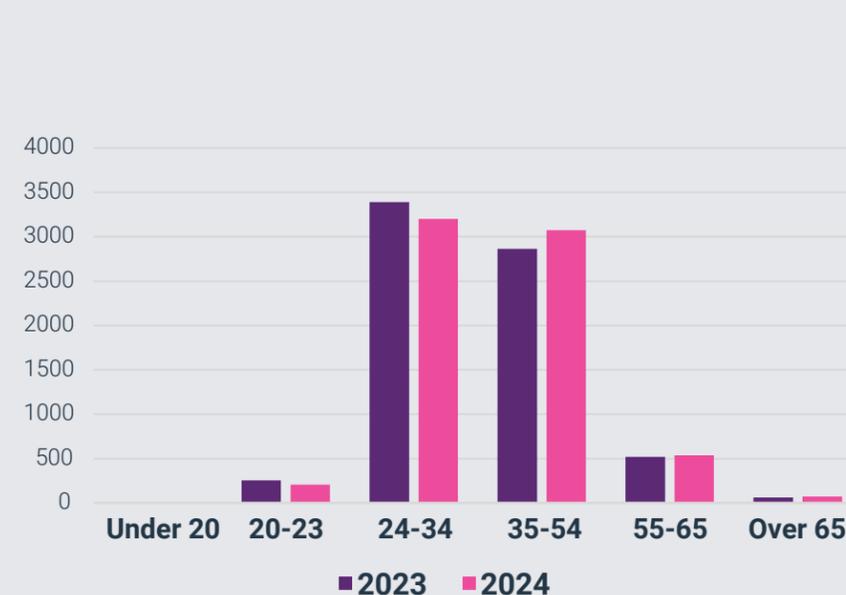


Percentage of women in SHI workforce



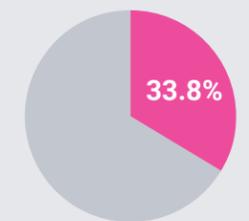
Age diversity

Age distribution of SHI employees

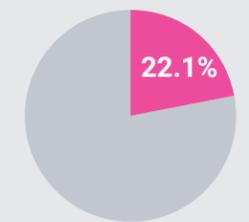


Ethnic diversity

All employees with one or more racial/ethnic characteristic



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.



Employee Resource Groups (ERGs)

Our ERGs, including the Asian Business Community, the Black Culture Collective, and EMBRACE, provide platforms for connection, growth, and support, fostering an inclusive environment.



Hybrid working and well-being

Our hybrid working policy enhances employees' physical and mental well-being by reducing the number of in-office days and minimizing commute times. This approach ensures effective collaboration on designated in-person days, strengthening team dynamics.

Employee Resource Groups (ERGs)

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 include:



SHI actively participates in annual events celebrating diversity and equity, including Asian American and Pacific Islander Heritage Month, Black History Month, Pride Month, and Women's History Month. Our ERGs lead panel discussions and organize group activities, volunteer events, and educational webinars, spreading awareness about their individual missions.



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 its operations and within its 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 2025 statement.](#)

In 2024, we started the implementation of a digital platform to help SHI assess environmental, social and governance risk in the supply chain and engage suppliers, if necessary. See more in the [Sustainable supply chain management](#) section.

SHI x International WeLoveU Foundation



Our partnership with the International WeLoveU Foundation exemplifies our commitment to environmental and social impact. In 2024, we collaborated with WeLoveU to plant 1,000 trees, engaging SHI employees in meaningful volunteer activities aimed at enhancing planetary well-being and fostering community involvement.

A highlight of this collaboration was the E.A.R.T.H. Center event, where 40 volunteers from WeLoveU, SHI, and our Black Culture Collective (BCC) planted sunflowers, transplanted perennials, and maintained over 1,150 plants. This initiative supports WeLoveU's Mom's Garden Project, which aims to plant one million trees by 2026, aligning with our goal to reduce carbon emissions and promote biodiversity.

The BCC's leadership in these efforts earned them the Heart of the Community award from WeLoveU, honoring their environmental contributions and community service. Through such initiatives, SHI demonstrates that collective efforts can drive meaningful change and create a healthier planet for future generations.

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 important to our employees. 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.

SHI Giving Program

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 2024, the program received 289 matching requests from 181 dedicated employees to support a broad range of causes, including healthcare, sports, and education. The top beneficiaries of the SHI Giving Program last year were:



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