

# Cross-Operation Candidate Referral Policy Mainland China and Hong Kong SAR

People and Culture  
Effective Date: 1 March 2026



THE HONGKONG AND SHANGHAI HOTELS, LIMITED  
香港上海大酒店有限公司



## CROSS-OPERATION CANDIDATE REFERRAL POLICY

### 1. PURPOSE

The policy is designed to enhance our recruitment efforts by leveraging the networks of our current full-time employees. This initiative aims to increase the number of referrals and trusted recommendations for open vacancies, ensuring a fair system to reward employees who refer successful candidates.

### 2. SCOPE

- i. This policy is effective from 1 March 2026.
- ii. It is applicable to full-time employees located within the below countries / region where we operate multiple operations, specifically:
  - Hong Kong SAR
    - **HO** – Head Office, **PHK** – The Peninsula Hong Kong, **PML** – Peninsula Merchandising Limited, **TRB** – The Repulse Bay, **TPC** – The Peak Complex
  - Mainland China
    - **PSH** – The Peninsula Shanghai, **PBJ** – The Peninsula Beijing, **PMC** – Peninsula Merchandising China)
- iii. Employees may refer candidates to operations in other countries / regions; however, referral rewards (incentives) will not be eligible for payment. For example, if an employee in Hong Kong SAR refers a candidate to a vacancy in Shanghai, this is possible, however, a reward (incentive) payment cannot be granted due challenges with currency, payroll and salary tax liabilities.

### 3. QUALITY OF REFERRALS

Referrers are encouraged to recommend individuals who possess the requisite skills and qualifications to perform well in the role and align with our core principles to fit into our work culture.

### 4. DEFINITION OF REFERRAL

All of the following criteria must be met to qualify as an eligible referral:

- i. A referral was initiated and submitted online through the Internal Careers Portal ([link](#)).
- ii. The referred candidate must submit an application on the HSH careers portal by clicking on the email generated unique job advertisement link sent to them by the Applicant Tracking System (ATS). The referrer's name is to clearly stated on the application for tracking purposes in the ATS.
- iii. The recruiter assigned to manage the vacancy can identify the candidate as a referral in the ATS.
- iv. The referred candidate is hired for the specific position they were referred to and has completed the probationary period.



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### 5. ELIGIBILITY CRITERIA

#### 5.1 Positions

Rewards for successful cross-operation candidate referrals are only given for open, permanent, full-time job postings listed on the job advertisement page that clearly state a referral amount.

#### 5.2 The Referrer

- i. Hiring operations are expected to use the ATS for managing internal referrals. The referrer must be a permanent full-time employee with an active SAP employee file and an enabled SSO login to the eHR Suite.
- ii. The referrer must be a permanent, full-time, active employee at the time the referral reward is paid (i.e. monthly payroll cut-off date). No referral reward will be paid if the referrer is serving their notice period, has resigned or whose employment has been terminated (voluntary or involuntary), or has transferred to a temporary, consultancy, casual or contract role that does not have an SSO login.
- iii. A reward cannot be claimed by the following members of staff:
  - Head Office Grade A, B or C, Managing Directors, General Managers, Hotel Manager or operational Executive Committee Members (ExCom)
  - People and Culture (P&C) Department
  - The Hiring Manager of the referred position
  - The Department Head where the position falls within their remit (direct or functional report)
  - Employees without an active employee file or enabled SSO eHR Suite login
- iv. If multiple employees refer the same candidate to the same job vacancy, only the first application submitted through the HSH Careers Portal will be eligible for the referral reward.
- v. Ownership by Requisition: the referrer claims the candidate ownership only for the specific job vacancy they referred, however, the same candidate can be referred to multiple job vacancies by different referrers. The system will automatically track the referrer per job requisition.
- vi. The Director of People and Culture at the hiring operation has the authority to approve a referral payment if the referred candidate is hired for a different role than the one originally referred, as long as no other employee has already submitted that candidate for the role they are ultimately hired for.
- vii. In the event of any disputes or disagreements regarding the referral process, eligibility, reward payment or similar, these matters shall be raised by the Director of People and & Culture to the VP, Talent Acquisition by email for escalation and review.



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### 5.3 The Referred Candidate

- i. The candidate must not have applied, been previously identified or engaged by P&C, or had their application submitted by a recruitment agency within the past 12 months from the referral submission date.
- ii. The candidate must not be a current employee, or, have been a former employee of any HSH group operation or known to our operations as a consultant, outsourced labour, business partner, supplier, or vendor within the past 12 months.
- iii. The candidate must be hired within 12 months of the initial referred application.

## 6. THE REFERRAL REWARD

- i. Operations have the discretion to determine which permanent full-time vacancies will be included in the referral programme under this policy. For any full-time vacancy designated as eligible, the referral amount will be stated in the job advertisement on the Internal Careers Portal to ensure referrers are aware of eligible roles and referral amounts.
- ii. For critical or hard-to-fill positions, a higher reward may be offered at the discretion of the hiring operation, subject to prior approval from the Director of People & Culture or the Managing Director.
- iii. Referral rewards will be paid through payroll and are subject to applicable income tax. For employees on net compensation packages, referral bonuses will be treated as a gross amount and taxed accordingly.
- iv. The reward will be paid only after the referred candidate successfully completes their probation period as per their local contract. In the event probation is to be extended, the reward will only be paid after the extended probationary period has been successfully passed.

### THE REWARD IS STIPULATED AS BELOW BY COUNTRY / REGION:

Location	Rewards and Payment
Hong Kong SAR	HKD 6000 - paid the following payroll period after the referred candidate has successfully completed their probationary period (3 months), or after extended probation
Mainland China	CNY 2500 - paid the following payroll period after the referred candidate has successfully completed their probationary period (6 months), or after extended probation

*\* Probation periods vary by local labour law and company policy*

Paper and Offline versions are for REFERENCE ONLY.  
Please refer to Policy Portal for the most recent and official version.



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### 7. REWARD PAYOUT

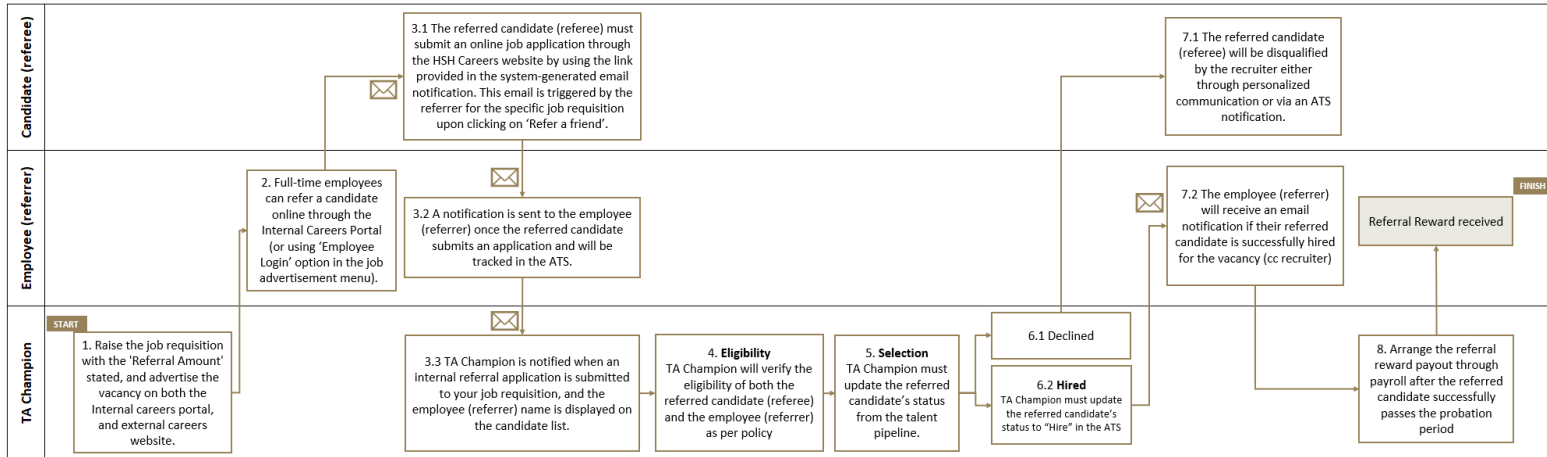
- i. Reward will be paid out in the form of a cash incentive through the local payroll
- ii. The referrer will receive the payment in the month following the referred candidate's successful completion of their probation period

#### EXAMPLE REWARD PAYMENT SCHEDULE

Date of hire	Date of 6-month probation	Reward payout
14th February	14th August	September Payroll

- i. The referral payment may be subject to local statutory and payroll deductions including taxation
- ii. Any taxes arising from intercompany cross-charges will be borne by the hiring operation
- iii. For outstanding reward payments, please contact your P&C Department

### 8. REFERRAL PROCESS MAP



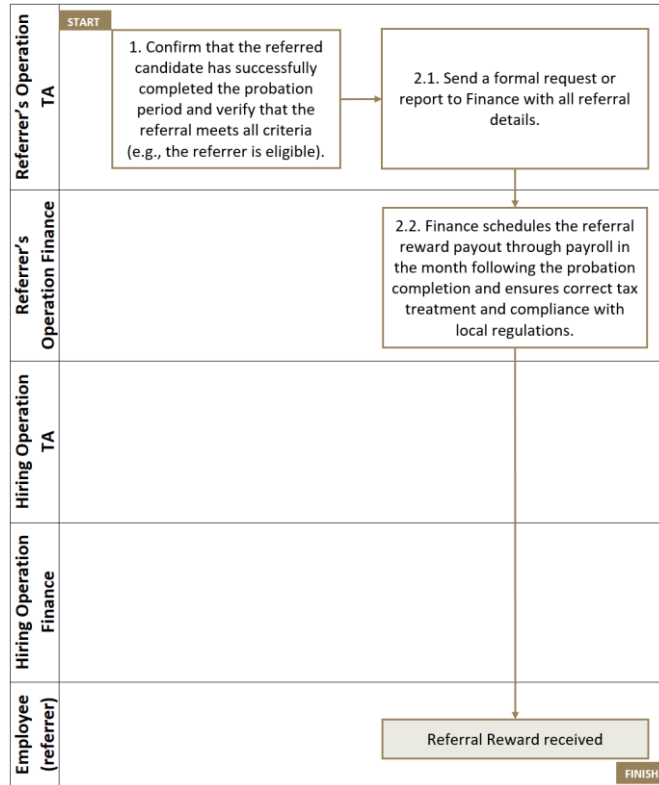
### 9. COST ALLOCATION & REWARD PAYMENT PROCESSING

#### 9.1 Referrals within the same operation.

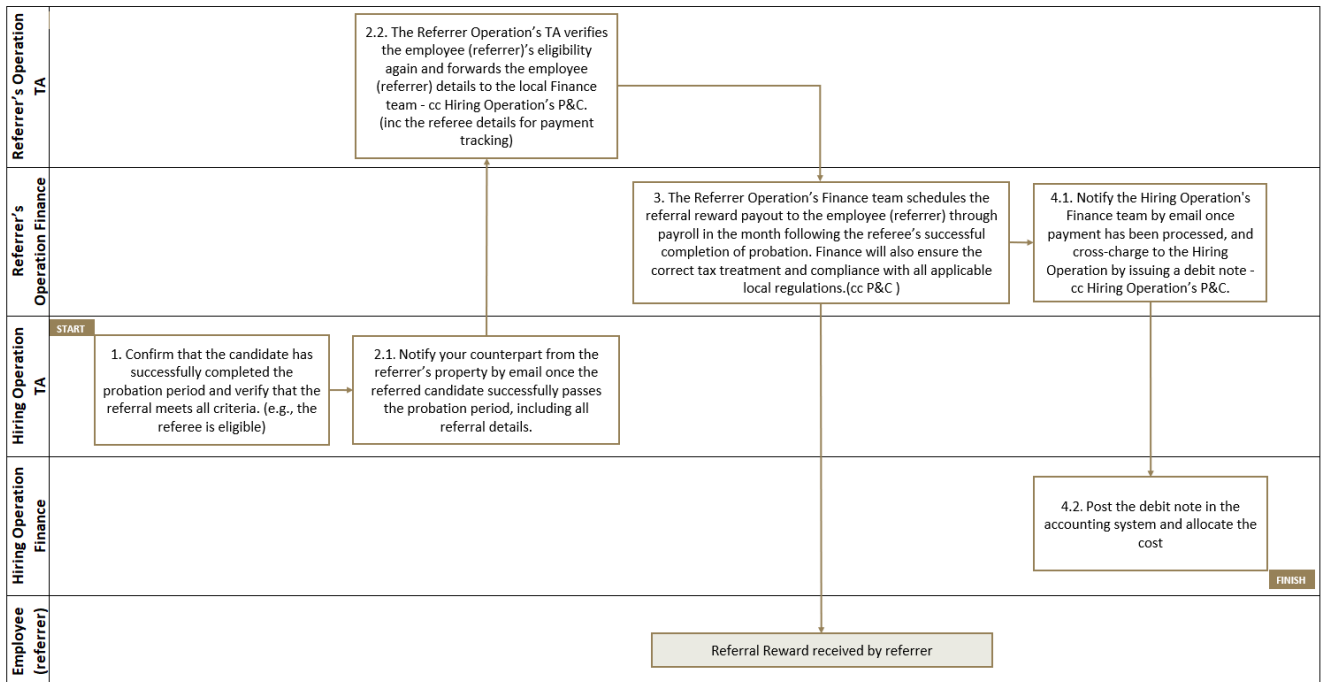
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### 9.2 Cross-operation referrals within the same country / region as listed in this policy.



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## CROSS-OPERATION REFERRAL POLICY

### 10. REVISION HISTORY

Revision Date	Description
08/JAN/2026	Initial Version

We will review and update the policy as necessary, ensuring clear and timely communication of any changes. The terms are subject to modification by Management based on business or statutory requirements. In case of any questions, please reach out to the Head Office Talent Acquisition Team.