

Flexible Working Policy

We recognise that flexible working can contribute to a more inclusive work-life environment and may help to support the balance between the commercial needs of the company and the employee's own commitments in a way that is consistent with our culture and values.

We strive to accommodate flexible working arrangements¹ where it is necessary and practicable to do so. However, certain roles, owing to their nature and/or operational requirements which may vary from time to time, may not be appropriate for flexible working arrangements.

When working flexibly, we trust our employees to continue to do what is necessary and appropriate to ensure that their roles and responsibilities can be met without additional/unnecessary costs or undue disruption to the business, other colleagues and/or the community.

Request for flexible working arrangement shall be subject to the discretion of Management². In considering such request, Management may take into consideration any potential impact to the business, its operations and people, and all round productivity. We may also decline any request for any of the following reasons (which are non-exhaustive):

- Any additional costs to the business or service
- The ability to meet customer demands
- The ability to organise work within available staffing
- The impact on work colleagues
- The impact on service quality or performance
- The ability to recruit additional staff

This Policy applies to Swire Pacific Limited and its subsidiaries. Associated and joint venture companies are encouraged to comply with it. Implementation of this Policy is the responsibility of Management.

This Policy does not form part of any employee's contract of employment and we may amend it at any time and from time to time.

Approved by the Board on 13th November 2025

¹ Flexible working arrangement may include staggered working hours, remote working, part-time and sabbaticals.

² Management refers to the Management team of Swire Pacific or each of its operating group of companies, as may be relevant.