



Swire Pacific Limited
Diversity and Inclusion Steering Committee
Terms of Reference

The Swire Pacific group is committed to creating an inclusive and supportive working environment for all our people regardless of their age, gender, gender identity, sexual orientation, relationship, family status, disability, race, ethnicity, nationality, religious or political beliefs. We believe in creating an environment where people feel comfortable at work and able to realise their full potential.

The Equal Opportunities and Diversity Council was formed in 2015 and comprised the Directors of John Swire & Sons (H.K.) Limited ("**JS&SHK**"). The key objectives of the Council were to formulate equal opportunities and diversity policies for all Swire group employees and to encourage and advocate equal opportunities and diversity within the Swire group.

Following the appointment of a JS&SHK Group Head of Diversity and Inclusion, Swire Pacific Limited ("**Swire Pacific**") has formed the Swire Pacific Diversity and Inclusion Steering Committee ("**DISC**"). DISC replaces the Equal Opportunities and Diversity Council. It also replaces the Swire group Gender Diversity Committee. The Swire Women's Network will continue in existence and will report to DISC.

DISC is responsible to the Chairman of Swire Pacific. DISC is jointly chaired by the Finance Director of Swire Pacific or Operating Company and the Staff Director of JS&SHK. The other members of DISC are the HR Directors of Swire Properties Limited, Cathay Pacific Airways Limited, Hong Kong Aircraft Engineering Company Limited and Swire Coca-Cola Limited, a Director in the Trading & Industrial Division of Swire Pacific, the JS&SHK General Manager, Staff Services and the JS&SHK Group Head of Diversity and Inclusion.

DISC has general responsibility:

- (a) to provide guidelines about diversity and inclusion ("**D&I**") to the group of companies comprising Swire Pacific and its subsidiaries, associates and joint venture companies ("**Swire Pacific group**"); and
- (b) to formulate policies designed to promote a diverse workforce and an inclusive working environment for all Swire Pacific group employees, with a view to ensuring that companies in the Swire Pacific group are regarded as employers of choice.

In addition to this general responsibility, DISC has the following specific responsibilities:

- (c) To recommend policies designed to deal with specific D&I difficulties in the places in which the Swire Pacific group operates.
- (d) To research and provide information on policies and practices relating to D&I outside the Swire Pacific group, in Hong Kong and elsewhere.
- (e) To share best practices and raise awareness of D&I issues within the Swire Pacific group and to encourage members of the Swire Pacific group to adopt D&I practices developed by individual members of the Swire group.
- (f) To coordinate communications about D&I so that they are consistent across the Swire Pacific group.
- (g) To monitor, measure and communicate the Swire Pacific group's D&I achievements.
- (h) To encourage and advocate sound D&I practices within the Swire Pacific group.