



Flexible Working Policy

We believe that flexible working can contribute to a more inclusive work environment, to improved productivity and to a better balance between work and personal life. In so doing, it improves the engagement of our employees and their ability to reach their full potential. This in turn benefits our businesses.

We trust that employees, when working flexibly, will continue to do what is necessary to ensure that their jobs are done properly.

Flexible working practices within the scope of this policy are compressed working hours, part-time work, staggered working hours, sabbaticals and remote working.

It is our policy to encourage flexible working where it is practical and appropriate to do so. Certain jobs, because of their nature and/or operational requirements, cannot be subject to flexible working arrangements. In considering the business case for accepting or rejecting requests for flexible working arrangements, the following issues (among others) will be assessed.

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

Operating companies may develop their own flexible working policies in accordance with the principles of this policy.

Merlin Swire
Chairman
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