



PEOPLE

We believe that the contributions of our employees are critical to the implementation of our SD 2030 Strategy and the overall success of Swire Properties.





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2024 Progress

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We believe that the contributions of our employees are critical to the implementation of our SD 2030 Strategy and the overall success of Swire Properties. As such, we aim to create an environment where our employees will be healthier, happier and more productive. We also seek to invest in our employees and aim to provide them with rewarding career paths as we work to develop a diverse, industry-leading team.

2024 Progress

Our People Working Group is comprised of 24 representatives from distinct functions within the Company. Its primary responsibility is to achieve progress in the six focus areas of the People Pillar: Talent Attraction, Talent Management, Occupational Health and Safety, Diversity and Inclusion, Workplace Wellbeing and Volunteering.

In 2024, we continued to work towards achieving our 2025 KPIs. Specific achievements this year included the revamp of our Workplace Wellbeing Framework, completion of diversity, equity, inclusion and belonging (“DEIB”) assessment and launched the Working Parents Connect employee support group in December. Our progress towards our 2025 KPIs is summarised in the table below.

Progress Summary Table



Talent Attraction

Employer Branding

2025 KPI

- Improve employee net promoter score (“eNPS”) by **10%**³

Progress Updates in 2024

- Our 2024 People’s Engagement Pulse Surveys showed an eNPS improvement of **81%**. Our Talent Management subgroup is developing strategies to further improve performance in this area.

³ Compared to the baseline year of 2020.



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Talent Management

Learning and Development

2025 KPI

- A **25%** increase in training hours per employee per year⁴

Progress Updates in 2024

- Delivered **173,933** training hours in 2024, an average of **25** training hours per employee. This is an increase of **105%** compared to our 2016 baseline year.

Engagement

2025 KPI

- Achieve an employee engagement index rating of **90%** or above
- Improve employee turnover rate by **5.5%**⁵

Progress Updates in 2024

- The results of our 2024 People's Engagement Pulse Survey, recorded an **87%** employee engagement index rating.
- The turnover rate in 2024 was **11%**, an **53.6%** improvement compared to our 2018 baseline year.

⁴ Compared to the baseline year of 2016.

⁵ Compared to the baseline year of 2018.



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Occupational Health and Safety



Safety

2025 KPI

- Maintain a Lost Time Injury Rate (“LTIR”) below **1.2** for non-hotel operations; and at or below **2.0** for hotel operations
- Maintain **zero** work-related fatalities and **zero** serious incidents⁶ for employees

Progress Updates in 2024

- In 2024 we recorded an LTIR of **0.56** for non-hotel operations and an LTIR of **1.08** for Swire Properties’ hotel operations.
- We maintained **zero** serious incidents and **zero** work-related fatalities in 2024.



Diversity and Inclusion



Policy, Strategy and Governance

2025 KPI

- Maintain a female representation of no less than **40%** in the workforce
- Maintain a gender balance in strategic leader positions⁷
- Maintain gender pay ratio at **1:1**

Progress Updates in 2024

- **42.5%** of the workforce is female.
- **40%** of strategic leader positions were held by women in 2024.
- The gender pay ratio in 2024 was **1:0.97** (female to male).

⁶ “Serious incident” is defined in the Swire Pacific Fatal and Serious Incident Reporting Policy.

⁷ Strategic leader refers to management position who lead functions, departments or regions.



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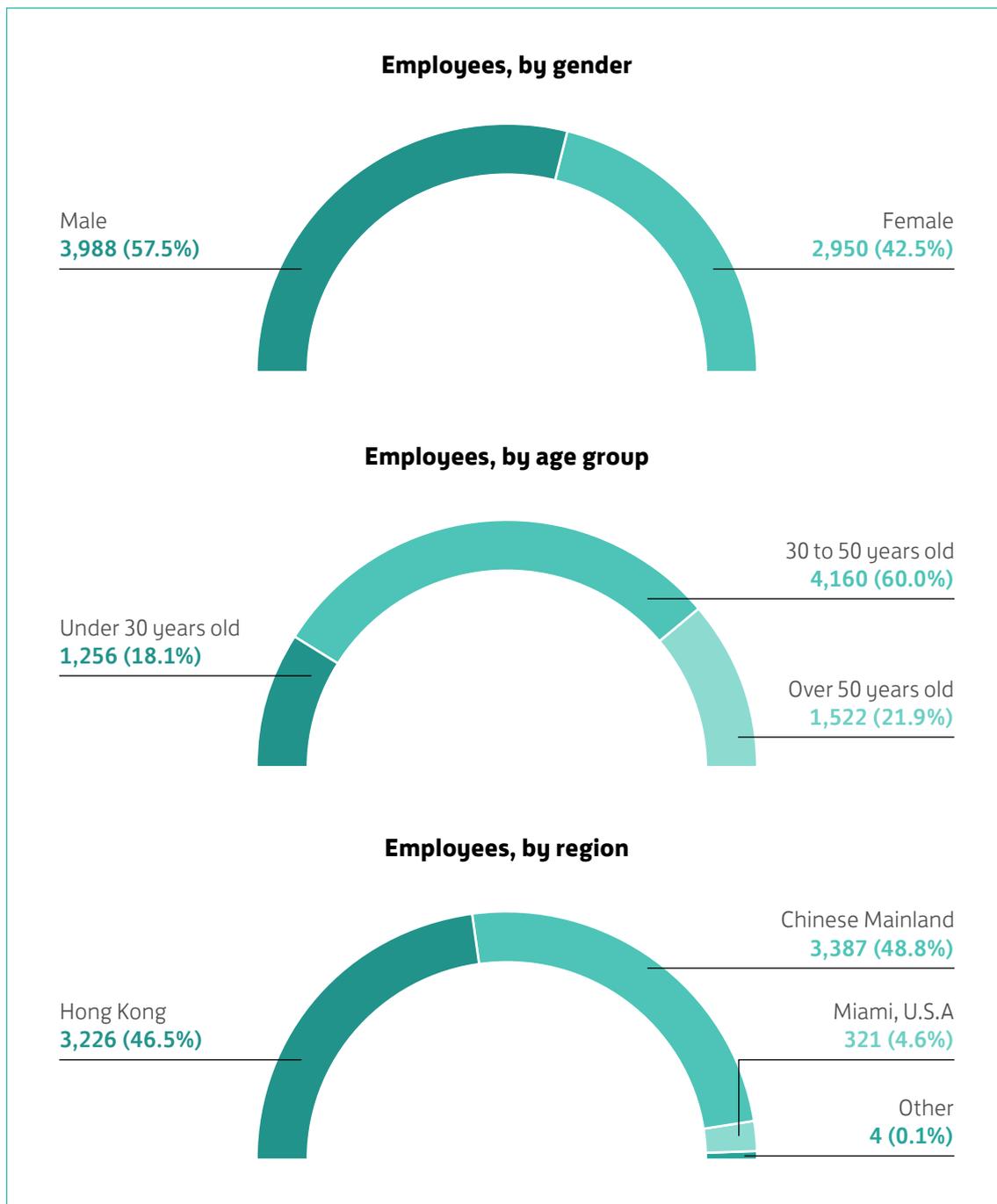
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Employment Profile

We employ 6,938 people⁸, of which approximately 3,226 are in Hong Kong, 3,387 in the Chinese Mainland, and 321 in Miami, U.S.A.

GRI
2-7, 2-8, 401

HKEX
KPI B1.1



⁸ This figure reflects employees with permanent and fixed-term/temporary contracts in our Hong Kong portfolio, Chinese Mainland portfolio, U.S.A. portfolio, and Swire Hotels.



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HKEX
Aspect B1

Creating an Industry-leading Work Environment for our Employees

Our employees receive competitive remuneration packages with a variety of benefits. In Hong Kong, these packages include paid annual leaves, medical care, retirement schemes and discretionary bonuses, while in the Chinese Mainland, in addition to social insurance and housing funds, employees are provided with paid annual leaves, medical care and discretionary bonuses. Swire Properties monitors employee working hours to ensure proper management of regular and overtime hours, and provides payment for overtime work. Overtime allowance is offered as part of the employee benefits package.

Our employer branding strategy, launched in 2020, ensures that we continue to attract and retain talent. Our 2025 KPIs have targets relating to talent attraction and retention which support our long-term plan of being identified as a “preferred employer” by 2030. Our recruitment and onboarding experiences aim to bring our brand to life by leveraging technology, enabling a digitally-led process while preserving experiential elements.

In 2024, we made several enhancements to our medical benefit plans to give all Hong Kong employees and their dependents access to a wider variety of healthcare services. These included expanding dental coverage to all dental treatments; expanding preventive vaccine coverage to all types of vaccines and extending the coverage to frontline staff; providing mental health coverage; and expanding maternal subsidies to include pre- and post-natal check-ups and hospital delivery costs.

Total New Hires		
1,248		
Total New Hires, by region		
	Number	Percentage
Hong Kong	543	43.5%
Chinese Mainland	605	48.5%
Miami, U.S.A.	100	8.0%



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Swire Properties Named Most Attractive Employer and other HR Awards



Randstad Hong Kong named Swire Properties as the Most Attractive Employer to work for in the Property and Real Estate Sector in 2024.

Randstad Most Attractive Employer 2024

The Randstad awards rank the employer attractiveness of Hong Kong’s largest commercial companies and institutions. This year’s awards saw 2,689 local respondents rate companies on their relative employer brand awareness and attractiveness.

Swire Properties has ranked in top 10 of the Employer Brand Awards every year since 2017, with the Company taking the title of “Most Attractive Employer in Hong Kong” in 2022.

Swire Properties won several human resources-related awards in 2024, recognising our continuing excellence in the way we treat and reward our people. In addition to the Randstad recognition, our honours included:

HR Distinction Award

We won the Gold award for Excellence in Strategic Talent Attraction at the HR Distinction Awards 2024. This award recognises our prioritisation of talent attraction, employer branding and ability to stay competitive in the current market, while underscoring our ongoing commitment to attracting top talent and creating a signature candidate experience that sets us apart from our peers.

HKIHRM HR Excellence Awards

Swire Properties won several honours at the 2023/24 HR Excellence awards, presented by the Hong Kong Institute of Human Resource Management (“HKIHRM”) to recognise organisations and individuals who have achieved business success through outstanding people strategies and practices. Our awards from HKIHRM included:

- Grand Award of Innovation – Excellent
- Green Achievement Award – Elite
- Community Caring Award – Excellent



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JobsDB – The Hong Kong HR Awards

The Hong Kong HR Awards, presented by JobsDB, are dedicated to celebrating the exceptional and inspirational accomplishments of organisations and individuals who have pushed the boundaries of people strategy. Swire Properties won the Sustainable Vision Award in the “Mission” category in the 2023/2024 edition of these awards.

CTgoodjobs Best HR Awards 2024

At the ninth annual CTgoodjobs Best HR Awards, Swire Properties won three major awards:

- Employer of the Year – Grand, Best Corporate
- Best Corporate Social Responsibility Award – Grand
- Best ESG Award – Grand

Our Talent Attraction Programmes

Swire Properties has various talent attraction programmes that are tailored to specific requirements:

Technical Trainee Programme

This 24-month programme is tailored to building surveyors and engineers, giving them hands-on training and allowing them to rotate through our properties and lead projects. The programme also guides them through building certification processes, allowing the trainees to become professionals before they graduate.

Property Executive Programme

The 36-month Property Executive Programme (“PEP”) aims to develop young talent pipelines for employees in the Chinese Mainland. PEP offers trainees a multitude of learning opportunities to enhance their professional growth. During the initial two-year period, trainees are immersed in a dynamic environment where they have the chance to work across various departments or teams within their local companies. In the third year, trainees are assigned to work on new and innovative projects or are placed in companies in our other operating regions.

Through the programme, we expose trainees to different roles, markets and cultures; enabling them to actively contribute their knowledge and expertise while acquiring new insights and perspectives.



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Swire Hotels' Management Trainee Programme

This management trainee programme gives trainees opportunities to work across departments and regions in Hong Kong and the Chinese Mainland. The 12- to 18-month on-the-job training courses give trainees an in-depth understanding of the hotel business and provide additional insights into hotel management.

The Swire Management Trainee Programme

This programme develops high-performance, high-potential individuals into business leaders who share a common set of values. It gives trainees the option to explore different industries, functions, countries and cultures while providing the flexibility to gain skills and experience in desired areas. Every few years, participants rotate to jobs that expose them to different roles and geographies, with opportunities to move across Swire Group operating companies.

Internship Programmes

Swire Properties offers opportunities to penultimate-year undergraduates who seek careers in property development and hotel management. These summer internships provide hands-on experience and professional counselling and are given to candidates with strong academic credentials who have an ability to connect easily with others, show leadership potential and who wish to inspire through example. These internship programmes include:

The Swire Properties Summer Internship Programme, an eight-week programme that offers architecture, building surveying, engineering and environmental science students hands-on experience, usually with an environment-related project, and prepares them to enter the industry.

The Swire Hotels Internship Programme, gives interns innovative practical experience in the hospitality industry.

The Swire Summer Internship Programme, an eight-week comprehensive introduction to the Swire Group for intellectually curious, adaptable and business-minded students who want to join the Swire Management Trainee Programme after graduation. The students work at a Swire operating company based in Hong Kong or the Chinese Mainland and lead and implement a business-related project.

Campus Recruitment Talks in Hong Kong

Swire Properties held a series of talks at major Hong Kong universities in 2024 to share information about our technical trainee and summer internship programmes. Representatives from our FMSD department introduced opportunities to potential candidates, presented our SD Vision and SD 2030 Strategy and introduced innovative initiatives including our decarbonisation strategy, tenant engagement programmes and youth empowerment initiatives.



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Continuing to Deliver on our Employee Value Proposition

Our reputation as a respected and valued employer – our Employee Value Proposition (“EVP”) – is defined by four core themes which reinforce our position as a modern, forward-looking and creative company that is proud of the mutual respect and trust that exists between employer and employees:

- **Building Trust** through adherence to impeccable professional and ethical standards, and a rigorous and respectful internal culture.
- **Building Pride** in the quality of our projects, and the imagination, invention and openness to innovative ideas that deliver ingenious and inspiring solutions.
- **Building Futures**, because long-term thinking is central to our commercial ethos, not only in the responsible, sustainable legacy we leave for future generations, but in the lasting and wide-ranging development of our staff.
- **Building Communities** by transforming the places where people live, work, stay, and play to best effect.

This EVP is part of our wider Employer Brand story in which the combined skills, imagination and creativity of everyone at Swire Properties have enabled us to transform the places where we operate, create new and thriving communities, and redefine our proactive responsibility for a sustainable future.



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HKEX
Aspect B3

Swire Properties places great importance on attracting and retaining talent. We offer fulfilling long-term careers with the Company and have numerous programmes in place to train our employees to high standards, encourage their continuous learning and development, create pathways for promotion and succession, and gather their feedback.

Swire Properties strives to ensure that every employee receives regular, objective, fair and open assessments of their performance and are rewarded accordingly with merit-based incentives. Our annual Performance and Development Reviews (“PDRs”) streamline our assessment processes and ensure consistency across the Company. Our office employees align their annual performance goals with the SD Pillars of our SD 2030 Strategy.

In 2024, we introduced a competency framework to our PDR. Competencies are observable and measurable behaviours that contribute to individual and organisational performance, and the framework allows us to differentiate these by job grades and responsibilities. This helps ensure our people have the right skills to support the Company’s long-term growth and success. Competency performance is measured and rated as part of the PDR.

Swire Properties also promotes collaborative and regular conversations and continuous feedback to ensure that objectives and goals are aligned and adjusted in an agile manner. Feedback is collected from peers from a cross-section of departments, direct reports and managers to provide a 360-degree view of employee performance. These employees are encouraged to discuss the findings with their team and identify any follow-up actions.

All employees undertaking job-related training – from training courses to long-term studies for diplomas, certificates, undergraduate or post-graduate degree courses offered by local or overseas external tertiary education institutions, industry organisations, and professional associations – are eligible for reimbursement of their course fees, regardless of their job role.

Swire Properties also has a robust annual talent review process that seeks to assess and develop our talent pipeline. The objective is to provide an overview of our organisational capabilities, identify high-potential individuals, develop robust succession plans, and deliver targeted development of our talent.



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2024 People's Engagement Pulse Survey

In 2024, Swire Properties conducted two People's Engagement Pulse Surveys to measure employee engagement. Colleagues from our Hong Kong and Chinese Mainland portfolios and Hotels took part, achieving a 90% response with an engagement index of 87%.

Employees were asked to rate the Company's efforts and effectiveness in fostering creative transformation, originality, workplace inclusivity, role empowerment, safe spaces for open dialogue and the work environment. The surveys also included factors related to people management, employee recognition, rewards initiatives and programmes promoting mental health awareness. The results will enable us to continue developing targeted strategies that create a positive and fulfilling workplace for our people and enable the success of our employees and the Company.

Significant Findings – Hong Kong and Chinese Mainland portfolios

- Response rate: 88%
- Employee Engagement Index: 88% – This is consistent with 2023, outperforming industry norms and on par with high-performing companies.
- Employee Net Promoter Score: 29 – Up two points from 2023.
- Wellbeing: 88% of our people feel that the Company cares about their wellbeing.
- Change Communication: 79% – Down two points from 2023, indicating that we have an opportunity to better communicate change, especially among our junior colleagues.

Significant Findings – Hotels

- Response rate: 95%
- Employee Engagement Index: 86%
- Team members are satisfied and engaged with their work, with an Employee Net Promoter Score of 51 (versus 27 in 2023).
- Our Employee Engagement Index is 86% (versus 77% in 2023), calculated based on eight questions measuring sustainable engagement.



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Learning and Development Programmes in Hong Kong and the Chinese Mainland

We launched a consolidated customer service handbook to standardise our service delivery protocols across all management offices in Hong Kong portfolio. To ensure that all customer-facing staff are familiar with the handbook’s content, we provided accessible learning resources, including flexible learning materials accessible via mobile devices. One e-learning series, titled “Legends of SPROPS Heroes”, is an innovative nine-episode series released in 2024. Each episode features a compelling narrative that follows a “hero” on a “quest” to overcome various challenges posed by a “villain”, all of which mirror real-world customer service scenarios.

We continued empowering our employees throughout 2024, providing engagement and learning opportunities through online and offline training programmes. Several of these were new or revamped versions of long-running initiatives such as the Achieving Excellence Programme and our structured leadership programmes. The New Joiner Programmes are day-long experiential induction sessions that bring new joiners from different departments together for a day of fun, learning and experience-building.

Total Training Hours and Spending in 2024

~173,900 hours

Total training hours

25 hours

Average training hours per employee

HKD10.8 million

Total training spend

HKD1,550

Average training spend per employee

Average Hours of Training, by gender



23.5

Male



27.2

Female

Average Hours of Training, by management level



25.7

Management level



24.8

Non-management level

HKEX
KPI B3.2



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Induction Programmes in Hong Kong

New Joiner Induction Programme



Swire Properties wants all our new joiners to have a comprehensive, productive and inclusive onboarding experience. The programme includes full-day induction sessions that bring together all new joiners from different departments across our properties for a day of experiential learning, sharing and experience-building. During the sessions, they hear first-hand from our directors about their journey to success at the Company, learn about our SD 2030 Strategy and initiatives, tour the Swire Archive Centre, listen to speakers from different departments as they share their experiences and tour one of our mixed-use developments.

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Frontline New Joiners Induction Programme



We expanded the New Joiner Induction Programme to include frontline staff. Recognising their distinct needs and expectations, we customised the programme for them with a goal of cultivating stronger engagement and fostering enhanced interactions.



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First Customer Experience and VIP Service Training Session



Our Retail Marketing department invited Dr Daniel Langer, one of the world’s top key opinion leaders on luxury management, to share his industry research and insights with our teams in a training session. Its aims were to ensure that our staff have the skills and capabilities to stay ahead of the rapidly changing expectations of retail customers and VIPs, and to amplify our efforts to provide our visitors with unique shopping experiences.

More than 150 colleagues took part in person or online. Themed “The Future of Customer Experience and VIP Service”, this unique training experience enabled participants to help us become more competitive and adapt even faster to a dynamic consumer environment.

Revamped Frontline Leadership Programme 2024



Combining the best parts of our BMT Leadership Excellence Programme and Technical Services Supervisory Excellence Programme, this expanded initiative kicked off with 24 leaders-in-training from customer-facing teams at our Hong Kong developments. The goal of the programme was to nurture great leaders, drive effective collaboration and equip our people with new mindsets and skillsets.



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Expert Insights at Taikoo Hui Guangzhou



The “Expert Insights” series at Taikoo Hui Guangzhou encourages employees to share their professional expertise, unique insights and specialised experiences with one another. This series of courses helps foster an open and collaborative workplace, promotes knowledge creation and builds a learning-oriented organisational culture.

Digital Explorer Training



Swire Properties is building for the future by embarking on a digital transformation journey. Launched in October 2024, our Digital Explorer e-learning programme introduces our office-based staff to practical skillsets and tools, inspires them with success stories, and provides insights into how digital technologies enhance work effectiveness by leveraging smarter processes and data-driven insights.

The training consists of three parts: a Digital Explorer e-learning that is open to all; a data visualisation dashboard and process automation platform training; and digital project management in-person training workshops that allow learners to discuss real cases and practice their learning. A digital training page was also created, with learning materials and resources to support participants’ continuous learning.



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Leadership Training and Development Programmes



In 2024, we continued with Swire Properties’ two-year Achieving Excellence Programme (“AEP”) and the one-year Professional Managers’ Programme (“PMP”). Both programmes aim to respectively enhance the leadership potential of our managers and talented staff and enhance their teams’ impact through workshops focused on topics such as coaching, team effectiveness and strategic thinking.

Over the past years, the AEP and PMP have trained more than 260 leaders from 30 departments. Thirty-four leaders joined the 2024 programmes, accumulating around 1,600 training hours. Participants rated the programmes as being uniformly excellent, showing particular appreciation for the practical training sessions, valuable collaboration time and significant improvements to their leadership skills.

Strategic Leadership Sharing



The 36-month Property Executive Programme (“PEP”) aims to develop young talent pipelines for operating companies in the Chinese Mainland. Trainees undergo extensive learning opportunities, working across departments in their local companies for the first two years to acquire functional knowledge and skills. In the third year of the traineeship, they are assigned to new projects or operating companies across regions for 6-12 months, gaining exposure to different markets and cultures.

Since 2022, the General Manager/Directors Lecture Series has been a key part of our PEP. This series provides first-year property executives (“PEs”) with a comprehensive perception of Swire Properties’ cross-regional operations, offering valuable insights into our business strategies. The lectures boost participants’ understanding of the Company’s commitment to our SD 2030 Strategy and innovation transformation and provide learning opportunities from the career development stories shared by general managers. Ultimately, the series hopes to prepare PEs for future leadership roles by giving them a strategic overview of how the business operates.



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Held monthly, the lectures are delivered by strategic leaders, including general managers and directors from various management offices and functions. Each lecture focuses on a different aspect of the Company’s operations, with topics including introductions to our placemaking projects and their unique business operating models, as well as our SD 2030 Strategy, marketing innovations and digital transformations across the organisation. The sessions are both informative and interactive, allowing PEs to engage directly with leadership and exchange ideas.

Chinese Mainland New Managers Training Programme



Launched in 2024, the New Managers Programme is a comprehensive two-year initiative for newly promoted managers in the Beijing area. It encompasses assessment, learning, practice and refinement through multiple stages, equipping participants with the tools to transition from theoretical knowledge to practical application. By emphasising leadership and performance enhancement, the programme enables meaningful

contributions to team and company objectives, while fostering a mindset shift from task execution to strategic thinking, promoting innovation and collaboration.



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Partnerships with Educational Institutions



Swire Properties offers our employees access to training programmes that have been developed in collaboration with educational institutions in Hong Kong. One notable programme is the “Executive Course in Real Estate Development”, developed with the Department of Real Estate and Construction at the University of Hong Kong. This has been offered

exclusively to our employees since 2014.

The 10-day course gives participants a comprehensive understanding of fundamental concepts in real estate and construction project management, equipping them with the knowledge and skills necessary to progress in their roles. They are exposed to a wide range of topics crucial to their professional development, including planning and development procedures, the real estate related regulatory landscape in Hong Kong and the Chinese Mainland, real estate investment and finance, sustainability, practical case studies, and emerging trends in the industry.

Swire Properties Service Excellence Awards



This annual programme honours the dedication and service of frontline employees, including customer service officers, guest service ambassadors, concierges and our Building Management and Technical Team colleagues. These brand ambassadors were celebrated at the 11th edition of the awards in 2024.

More than 100 colleagues were nominated, with the final 30, all of whom received accolades, proceeding to the final round of judging. The top three winners were chosen for being truly exceptional people who went above and beyond the call of duty.

The Gold Award winner was the Assistant Building Supervisor at the Cityplaza Management Office. He won the award for assisting an elderly Taikoo Shing resident who was in extreme distress, demonstrating an impressive level of quick thinking, professionalism and human compassion.



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Occupational Health and Safety

Occupational health and safety (“OHS”) is an indispensable part of our business and is enshrined in our SD 2030 Strategy. Our Health and Safety Policy underpins our commitment to providing and maintaining a healthy and safe environment for all employees, customers, contractors and members of our community throughout their association with the Company.

Endorsed by the Board, the policy sets the direction on how to achieve our ultimate goal of Zero Harm through demonstrating solid leadership and effective OHS management in the planning, design and delivery of all our business activities.

The relevant SDG is:



SDG 3

Ensuring healthy lives and promoting wellbeing.

GRI
403

HKEX
Aspect B2
KPI B2.3

Our Zero Harm Commitment

Zero Harm is a Company-wide commitment to eliminate or mitigate health and safety hazards across our operations, encompassing all our people, regardless of their seniority or level of experience. It means zero fatalities, zero injuries and zero harm to both physical and mental wellbeing because of our business activities.

Achieving Zero Harm requires an elevated level of commitment by everyone in the organisation to go beyond compliance and proactively work on an ongoing basis to introduce best practice OHS solutions to maintain a safe and harm-free environment for all our stakeholders.

In 2024, our unwavering commitment to Zero Harm and safety remained at all levels of the Company, demonstrated by the resources deployed to various safety improvement initiatives across our properties and hotel operations. These include the adoption of robotic technology for confined space inspections and continued adoption of Design for Safety principles on our projects, amongst others.

2023-2025 Health and Safety Roadmap

The Company-wide 2023-2025 Health and Safety Roadmap is delivering the desired outcomes of raising health and safety awareness as well as identifying and mitigating potential hazards from the workplace. The roadmap clearly defines our OHS priorities, approach and deliverables over a three-year time frame. The four core elements of the roadmap are:



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- Design for Safety** – Our Design for Safety (“DFS”) programme is focused on integrating safety considerations into the planning and design phases of construction projects. Its primary objective is to proactively identify and address potential safety hazards and risks early in the project lifecycle and remove them before they are introduced into the work environment. With an emphasis on safe construction, constructability and maintainability, DFS is a collaboration among various stakeholders – architects, engineers, contractors, safety professionals, and our in-house technical and facility management teams.

By incorporating safety principles and best practices into the design process, DFS creates safer working environments and reduces the likelihood of accidents and injuries during construction and operational phases. This cost-effective means to eliminate hazards across the project lifecycle has also been included in the Company’s Development Charter and is now part of the process for all new developments and major enhancement and renovation projects.

- Deep Dive Safety Inspection Programme** – Proactively identifies and mitigates potential serious hazards across our properties while fostering awareness and promoting collaboration among stakeholders. Launched in February 2023, this comprehensive 18-month programme covers over 200 pre- and post-operational facilities in Hong Kong, the Chinese Mainland, Southeast Asia and Miami. As at the end of December 2024, over 2,000 potential hazards have been identified and mitigated as a direct result of this programme.
- Life Saving Rules Campaign** – This programme is delivered to frontline teams in Hong Kong and the Chinese Mainland. The campaign focuses on raising awareness and on preventative actions to be taken in relation to potentially fatal hazards associated with their activities. In 2024, the campaign was delivered to all frontline staff and was included as part of our induction safety training. The campaign materials, including an awareness video, posters and guidelines, were also expanded to include other languages, specifically Bahasa Indonesia, traditional and simplified Chinese and English.
- High Potential Incidents** – This process, which conducts investigations to identify the contributing factors and root causes of serious near-miss incidents with the aim of preventing recurrence via corrective actions and lesson sharing, was established across the Company in 2024 and is an important part of our prevention initiative.

Support for the Health and Safety Roadmap has been robust across all levels of the Company, leading to significant progress on implementation and adoption. The pace of adoption, number of inspections, employee education and removal of hazards from the workplace are all exceeding scheduled timelines.



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Safety Management Systems

HKEX
KPI B6.4

Swire Properties’ Safety Management System (“SMS”) is certified to the ISO 45001:2018 standard, the international standard for Occupational Health and Safety Management. In 2024, approximately 87% of our assets⁹ in Hong Kong and the Chinese Mainland conformed to the ISO 45001 systems. Our residential portfolio was certified and operates with an ISO 45001:2018-certified SMS. Our hotels and Brickell City Centre at Miami operate with SMSs that are aligned with the principles of ISO 45001:2018.

Leadership oversight of OHS performance is part of our SMS and is demonstrated by having OHS as a standard agenda item at monthly Executive Committee meetings chaired by the Chief Executive, reported in quarterly board papers and reviewed at every board meeting. The Chief Executive is accountable for OHS matters and oversees their implementation. OHS performance indicators and initiatives are also presented to our parent company, Swire Pacific, on a quarterly basis. Swire Properties is supporting the Hong Kong Development Bureau’s Smart Site Safety System (“SSSS”) initiative, using various technologies and systems to enhance the management of safety at our construction sites. We have also introduced SSSS into our construction projects in the Chinese Mainland - Taikoo Li Xi’an is an example.

Swire Properties has Safety Management System Steering Committees (“SMSSCs”) in place in Hong Kong and the Chinese Mainland. These are formed by health and safety representatives from each management office. The SMSSCs meet quarterly to monitor and evaluate the Company’s safety performance, risks and progress towards targets. Findings and updates from the SMSSCs are communicated down to the portfolio level through each portfolio’s Health and Safety Working Group and Human Resources Department.

Similar health and safety coordination meetings are held with representatives from Swire Hotels and Brickell City Centre in Miami on a quarterly basis. Relevant matters of significance relating to health and safety are regularly reported to the Board.

In 2024, Swire Properties launched a heart attack prevention programme that included workshops on healthy living, as well as automated external defibrillator (“AED”) review and AED training sessions across our Hong Kong and Chinese Mainland operations.

⁹ Calculated based on the number of employees.



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OHS Employee Engagement and Communication

Effective communication and employee engagement are essential elements of our Zero Harm Commitment.

Safety Engagement in Hong Kong and the Chinese Mainland

Life Saving Rules Campaign Roadshow



The Life Saving Action Campaign roadshow was held across our properties in Hong Kong throughout 2024. The “Make Safety Personal” theme summarised the objectives of increasing individuals’ knowledge of and ability to identify nine key high-risk hazards and the associated preventative safety measures, as well as enhancing overall awareness of workplace health and safety. The campaign included videos, posters and other visuals presented in Putonghua, Cantonese and English. A total of 1,769 frontline staff participated in the campaign.

Inaugural EHS Engineer Safety Workshop



Our Health and Safety Team hosted the first “EHS Engineer Safety Workshop” for our Chinese Mainland colleagues. The goals were to align priorities and focus on enhancing contractor management strategies to ensure safe and secure workplaces for all stakeholders. The workshop covered contractor management, best practices and collaboration, alignment with 2024 H&S goals and priorities and how to improve efficiency and effectiveness. A

total of 22 colleagues participated in the workshop.



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Confined Space Safety Campaign



A revised Code of Practice on Safety and Health at Work in Confined Spaces has been issued by the Hong Kong government to strengthen safety controls on confined space activities. In light of this, Swire Properties has been reviewing and reinforcing our safety control measures.

In 2024, we conducted a safety campaign and a series of activities to prioritise safety in confined spaces. The campaign sought to enhance our awareness of the risks associated with working within confined spaces as well as our ability to manage these risks, including working with our contractors to focus on safety to avoid accidents and incidents.

We also conducted risk assessments for over 2,000 confined space locations in our Hong Kong portfolio, held professional confined space training for engineers and technicians, evaluated our contractors' abilities to conduct safe operations in confined spaces, and conducted train-the-trainer exercises in the Chinese Mainland. We also began using robotic technology for inspections of high-risk locations, such as underground areas and pipes, to eliminate the need for workers to enter these spaces.

The Confined Space Awareness classroom course and e-learning course provide essential knowledge to identify, manage and mitigate risks associated with working in confined spaces. Designed for personnel in the technical and PMT staff, this course covers hazard recognition, safety regulations and emergency procedures, ensuring a foundational understanding of safe working practices in confined space management. In 2024, 1,200 people participated in the training.

Construction Site Safety Inspection Course

We developed a series of safety inspection courses for construction sites to enhance our employees' ability to oversee safety at these locations. These courses are designed to equip construction site management staff with the necessary knowledge to identify potential hazards and implement safety precaution measures. They cover all critical aspects of construction site safety, empowering staff to address issues promptly and maintain a safe working environment. In 2024, 1,800 participants took part in the training.



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2024 Health and Safety Performance

HKEX
KPI B2.1, B2.2

Swire Properties prioritises the health and safety of our employees and we pride ourselves on our safety-oriented workplace culture.

In 2024, we maintained our record of zero workplace fatalities and zero serious or life-altering injuries among our employees. There were also no confirmed incidents of non-compliance with relevant laws or regulations relating to the provision of a safe working environment and the protection of employees from occupational hazards.

One of our 2025 KPIs is to achieve and maintain a Lost Time Injury Rate (“LTIR”) below 1.2 for non-hotel operations, and at or below 2.0 for hotel operations. Through investment in training and awareness programmes, we have achieved significant LTIR improvements over the past 10 years. In 2024, our overall LTIR was 0.71, with hotel operations at 1.08 and non-hotel operations at 0.56.

In 2024, our total recordable injury rate (“TRIR”) decreased by 2.5% compared to 2023; similarly, our LTIR decreased by 10.1% over the same period and our lost day rate (“LDR”)¹⁰ increased by 10.7% compared to 2023.

HKEX
KPI B2.2

Employee LTIR and LDR Trends			
	2022	2023	2024
LTIR	0.87 ↓ 9.4% change year-on-year	0.79 ↓ 9.2% change year-on-year	0.71 ↓ 10.1% change year-on-year
LDR	31.42 ↓ 12% change year-on-year	22.81 ↓ 27.4% change year-on-year	25.25 ↑ 10.7% change year-on-year

Employee LTIR and LDR 2024, by portfolio		
	LTIR	LDR
 Properties	0.56	20.01
 Hotels	1.08	38.71
Overall	0.71	25.25

¹⁰ Number of lost scheduled working days per 100 employees per year (calculated by number of lost-time injuries/number of hours worked multiplied by 200,000).



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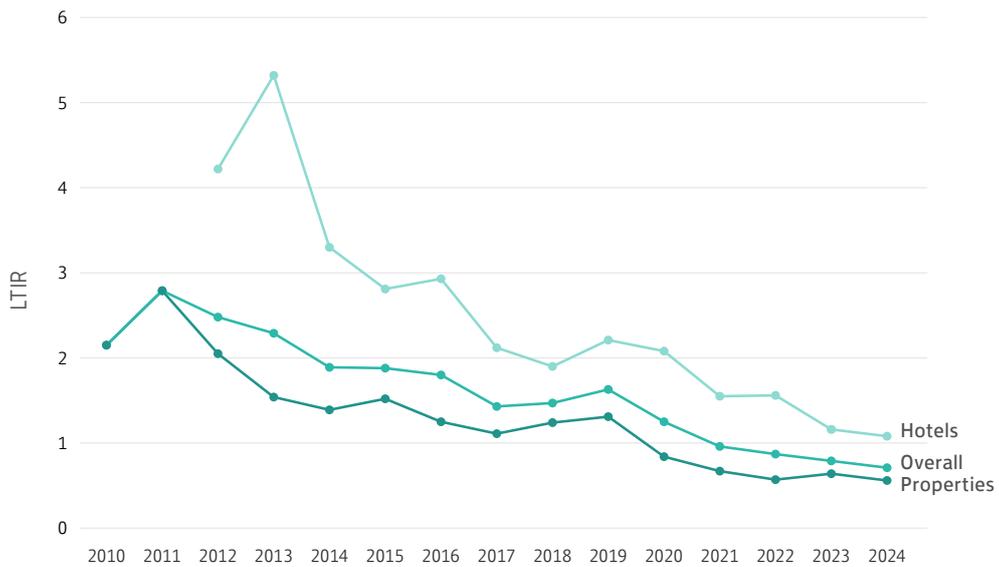
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Trend Analysis of Lost Time Injury Rate (LTIR) from 2010 to 2024

Our 2023-25 Health and Safety Roadmap is on track and is achieving the desired outcomes of raising safety awareness amongst employees and effectively identifying and removing serious hazards from the workplace.





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Swire Properties' Internal Safety Awards



All our properties maintained robust internal health and safety standards this year, with many achieving awards, including Zero Lost Time Injury (“Zero LTI”) awards and our Outstanding Health and Safety Performance Award. Citygate Outlets and Taikoo Hui Guangzhou achieved the highest scores in the Outstanding Health and Safety Performance Award 2024 for the second and fourth years respectively.

Both properties maintained incident-free workplaces throughout the year and scored well on internal audits and safety improvement initiatives.

2024 Zero Lost Time Injury Awards

2,000 days Zero LTI Award:

- Taikoo Hui Guangzhou

1,000 days Zero LTI Awards:

- Citygate Outlets
- Island Place
- INDIGO
- Taikoo Li Qiantan

500 days Zero LTI Awards:

- ZHANGYUAN
- Taikoo Li Sanlitun

180 days Zero LTI Awards:

- Pacific Place
- Cityplaza
- Pacific Place Apartments
- EAST Residences Hong Kong
- Taikoo Li Chengdu
- EAST Beijing
- The Middle House
- The Temple House



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Workplace Wellbeing

We value our employees and continued to work to improve their health and wellbeing in 2024 through a wide variety of activities and events held both in and out of the office. Grounded by our three pillars – Community, Sports and Wellbeing – we are building a workplace culture that empowers our people to thrive, engage and connect.

Swire Properties' Workplace Wellbeing Framework

Based on feedback received from our People's Engagement Surveys, Swire Properties developed a new Workplace Wellbeing Framework in 2023. Aligned with our SD 2030, the framework's purpose is to make wellbeing a tangible, meaningful and fundamental characteristic of the way we work and the overall employee experience.

Based on feedback given by employees, the framework has three key focus areas:

- Built Environment
- Workplace Interactions and HR Policy
- Ways of Working

The framework is managed within the People Pillar of our SD 2030 Strategy and overseen by our ESG Steering Committee, with a Wellbeing sub-group situated within the SD 2030 People Working Group. Tracking the success of employee wellbeing initiatives related to the framework is done through employee experience metrics and progress made against the three areas outlined above.

In 2024, we designed and implemented wellbeing-specific actions and activities that show positive and measurable impacts on employee wellbeing in support of our SD 2030 Goals. We are guided by specific feedback from our People's Engagement Survey and other sources to bridge generational expectations on working styles and the overall work environment.



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'People +' Employee Engagement: Focused on Community, Health & Wellbeing



In 2024, we enhanced our employee wellbeing initiatives by offering a variety of activities to promote health and wellbeing. Regular wellness activities included yoga sessions twice a month and exercise classes, alongside special events like health talks on specific ailments and mental wellness sessions for managers. A highlight was Sports Day 2024, held on 2 November at Hong Kong Science Park, which brought together over 200 colleagues. New

activities, such as tug of war, fostered teamwork, while heart-healthy games and sustainability efforts aimed to minimise waste, encouraging participants to bring their own containers and providing e-certificates to reduce paper use.

Meanwhile, in recognition of the importance of mental health, we introduced tailored programmes in each of our offices to support wellbeing. Resources on healthy work practices, ergonomic assessments and ensuring access to the EAP, which offers counselling and 24-hour support, were also made available. Regular luncheons and training sessions further promoted physical, mental, and emotional wellbeing, helping employees achieve a better work-life balance.

A cornerstone of our wellbeing strategy is our partnership with our EAP provider to deliver three dynamic wellbeing courses. Each course introduced a new topic for our operating companies in the Chinese Mainland. Covering a diverse array of wellness themes, we engaged 329 participants.

Through these initiatives, we are committed to fostering a culture of health and wellbeing, ensuring our employees feel supported personally and professionally.



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Diversity and Inclusion

Swire Properties embraces Diversity and Inclusion (“D&I”) as we understand the importance of a diverse workforce to our business success. In 2024, we continued our work to build an inclusive and supportive working environment through policies, engagement and education.

The relevant SDGs are:



SDG 5

Achieving gender equality and empowering women and girls.



SDG 10

Reducing inequalities within and among countries.

Our commitment to promoting diversity in the workplace is documented in our Corporate Code of Conduct and our Equal Opportunities Policy, both of which are communicated to employees through our employee handbook. Additionally, the [Swire Pacific Diversity and Inclusion Steering Committee](#) formulates policies and provides guidelines that promote a diverse workforce and an inclusive working environment across the Swire Group.

In 2021, Swire Properties became a corporate member of CareER, an NGO that provides career development opportunities to persons with disabilities and special educational needs. We also began participating in the CareER Disability Inclusion Index, a comprehensive localised assessment tool that evaluates a company’s performance in terms of disability inclusion in its operations and services. We have been recognised as a CareER Disability Inclusive Employer.

D&I Policy

Our [D&I Policy](#) reaffirms our commitment to creating an inclusive and supportive working environment for all our employees regardless of age, gender or gender reassignment, sex or sexual orientation, marital or family status, disability, race (including ethnic origin or nationality), and religious or political beliefs.

Our D&I Committee is chaired by our Director, Human Resources and reports to the Executive Committee (“EXCOM”) on a quarterly basis. The D&I Committee’s responsibilities include ensuring equal opportunities, advocating fair and bias-free processes for recruiting, developing and promoting our employees, and monitoring our success in achieving D&I in our workplaces. The D&I Committee also serves as a governing body that reviews grievances relating to discrimination.

As society has evolved, so have the Company’s D&I practices. In recognition of our increasingly diverse workplaces, we have introduced new policies on respect in the workplace, staff grievances and parental leave. These policies are fostering an inclusive and supportive working environment for all our people, creating a workplace in which they feel comfortable and able to reach their full potential. In turn, this produces a work environment without harassment and bullying, in which proper procedures are in place to ensure that grievances and complaints are dealt with effectively, fairly and efficiently.

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Aspect B1



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Respect in the Workplace Policy

Our [Respect in the Workplace Policy](#) aims to ensure that all our people are treated, and treat others, with dignity and respect. It outlines Swire Properties' expectation that our people contribute to an environment of trust and respect and conduct themselves in a manner which is not offensive, or reasonably perceived by others to be offensive, and which takes due account of the diversity of others' backgrounds, cultural values and beliefs. Behaviour which does not adhere to this policy will not be tolerated and will lead to disciplinary action being taken, up to and including dismissal.

Parental Leave Policy and Guidelines

Our [Parental Leave Policy and Guidelines](#) demonstrate Swire Properties' commitment to supporting our employees when they start or grow their families, and our commitment to removing bias in the workplace. We recognise that there are many diverse types of family units, and we challenge the view that childcare is solely a female responsibility. Ultimately, we want our people to pursue fulfilling and successful careers while raising children. Providing appropriate levels of parental leave is key to this aim. The policy recognises all parents regardless of their gender or sexual orientation, how they became parents (whether by natural birth, surrogacy or adoption), and the nature or existence of a family unit.

In addition to parental leave, we offer our Chinese Mainland employees five to 10 days paid care leave annually, giving them more time to take care of their children.

Flexible Working Policy Initiative

Our Flexible Working Policy was launched in 2019. We introduced the Staggered Working Hours initiative to allow employees to arrive or leave the office at flexible times provided they are present during specified core working hours. Employees can balance their work with their personal commitments, helping advance our goal of building a more people-centric workplace culture. We believe that staggered working hours empower our employees to be more creative and productive.

Swire Properties introduced our Remote Working Policy in 2022 to provide our employees with more flexibility when performing their work duties.

We also employ a variety of other working alternatives across our offices. These were initiated during the COVID-19 pandemic and include distributed work, working from home and telecommuting arrangements. These policies vary according to needs and geography. We provide part-time working arrangement as an accommodation option for employees with special needs and circumstances.

We launched the Sabbatical Leave Policy in 2020. Sabbaticals allow an employee to have an extended period away from work, during which time they may recharge themselves, adjust to any life transitions, dedicate time to family matters, or develop their skillsets in various areas. Although this is unpaid leave, employees on sabbatical still enjoy selected staff benefits such as annual leave, medical, training and the use of recreation facilities.



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Female Representation in the Workforce

(As at 31 December 2024)



42.5%

female representation in the workforce

Percentage of Strategic Leader Positions Held by Women

(As at 31 December 2024)



40%

of Strategic Leader positions held by women

2024 Gender Pay Ratio



1 : 0.97

(female to male)

2024 Chief Executive Pay to Employee Pay Ratio



1 : 30.4*

*Calculated as the ratio between the total annual compensation of the Chief Executive and the mean employee compensation



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Pride Month 2024

During Pride Month 2024, Swire Properties organised weekly events to show support for our LGBTQ+ community and to celebrate an inclusive workplace. Altogether, more than 100 colleagues from different offices and departments took part in these Pride Month activities. In Hong Kong, these included:

Drag Performance and Trivia Night



Colleagues enjoyed a show by drag queen Emma Ohrey and took part in a fun Pride-themed quiz while sampling complimentary food and drink at The Upper House's Salisterra restaurant.

Rainbow Crochet Workshop



Combining a therapeutic session of crochet while learning more about LGBTQ+, this workshop was a hit with colleagues.

Transgender Talk with Henry Tse



To increase awareness of policy issues facing the LGBTQ+ community, we partnered with 1880 to organise a panel discussion with guest speaker Henry Tse. The audience heard about his recent landmark achievement of getting the Hong Kong government to acknowledge and officially change his gender on his Hong Kong Identity Card after a seven-year legal battle.



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5km Charity Road Race



In a long-standing tradition, Pride Month once again culminated in our 5K Charity Road Race. This year, all runners pledged to make a minimum donation in support of Hong Kong Marriage Equality, a local non-profit organisation. Swire Properties matched all the donations, doubling the impact for this worthwhile cause.

Pride Month in Miami



Throughout Pride Month, Brickell City Centre proudly hosted the “Freedom to Express” programme, a month-long series of events honouring and uplifting the LGBTQ+ community. The initiative featured a diverse range of activities that celebrated identity, fostered connections through community art events, and raised a toast to the spirit of LGBTQ+ with Pride-inspired cocktails. The events attracted more than 1,500 attendees.

Pink Friday



Held every November, Pink Friday gives visible support to the LGBTQ+ community and celebrates the importance of inclusive and diverse workplaces. Over 130 Swire Properties’ colleagues showed their support by dressing up in pink on Pink Friday. 2024’s festivities included a colourful photo opportunity backdrop; a staff yoga event at Blueprint; a Pink Friday-inspired “pink menu” created in collaboration with two Taikoo Place F&B tenants, where customers dressed in pink could enjoy special offers; and complimentary cookies and lunch sets distributed to tenants and colleagues.

tenants, where customers dressed in pink could enjoy special offers; and complimentary cookies and lunch sets distributed to tenants and colleagues.



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Gender Equity Network



In September, the Gender Equity Network (“GEN”) hosted the seventh “Uncomfortable Conversation” talk series with Neurodiversity as the topic, addressing common misconceptions and the importance of genuine inclusion. Forty-four people attended the talk.

Additionally, GEN hosted 20 “Comfortable Conversations” talk series, gathering colleagues for breakfast discussions on a

range of D&I issues. These monthly gatherings engaged over 100 participants, promoting deep dialogue on gender-related issues in a supportive environment.

International Women’s Day



On 8 March 2024, we marked International Women’s Day by organising a series of events for all Swire Properties’ staff, including an online quiz, an “appreciation wall” and a “comfortable conversation” set up by the GEN. Themed #InspireInclusion, these initiatives aimed to collectively confront biases, challenge stereotypes and combat discrimination, while striving to build a world where diversity thrives.

The event attracted enthusiastic participation, with over 200 entries for the online quiz.



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Taikoo WIN Events



The Taikoo Women’s Inspire Network (“Taikoo WIN”) is a business network established by Swire Properties and two of our Taikoo Place tenants, aiming to create a community in support of women working for professional firms and companies based in the Taikoo Place area. In 2024, Taikoo WIN held several events:

A “Move and Thrive” wellness event in partnership with a fitness gym. Instructors

guided participants through a 30-minute “stick mobility” class, promoting mobility, stability and strength, and sharing tips on how to correct office posture.

A breakfast event to celebrate International Women’s Day. The 40 participants networked with like-minded new friends in the Taikoo community, holding small group discussions about practical issues and exploring different approaches to achieving a healthy work-life balance.

The Taikoo WIN Mentorship Programme continued in 2024, again focusing on emerging female leaders, particularly those with management experience who hope to progress to a leadership position. At a breakfast event in June, the mentors and mentees met in person and engaged in speed networking.

A panel discussion event titled “Managing Life-Changing Experiences and the 9 to 5” saw a panel of experts courageously share stories and speak about the impacts of their personal lives on their careers. The discussions included conversations on the struggle to conceive, the effects of menopause and managing caregiving responsibilities – all in the context of the workplace. After hearing the speakers, the participants shared their own stories and discovered ways to uplift those in the workplace in need of extra support.



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Working Parents Connect



This newly-formed employee support group was launched in December 2024 with a “Holiday Family Fest” event, where our colleagues and their children enjoyed a festive afternoon of activities at the office while connecting with other working parents. This group aims to create an engaged and intimate community for working parents at Swire Properties, equipping them with practical parenting knowledge and tools, and fostering an inclusive and supportive workplace.

Open to all working parents in the Company, numbering approximately 630, or almost 30% of our Hong Kong workforce, the group will organise events and activities for parents with children in different age groups – from expectant parents to those with secondary-age kids. In a pre-launch survey, parents identified their top challenges as being worried about not having enough time for their children, balancing family and work and navigating their children’s emotional management and overall development.



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Movember



Movember, a combination of the words ‘moustache’ and ‘November’, is a global charity event where men grow moustaches during the month of November to spotlight men’s health issues. Organised by the Movember Foundation, this event funds research and support for prostate and testicular cancer, mental health and suicide prevention, aiming to boost early cancer detection, diagnosis, effective treatments and cut preventable deaths.

This year’s Movember activation included two breakfast “comfortable conversations” around the topic of Movember at EAST Hong Kong; a broad invitation to “grow a mo” and take before-and-after photos; and a “comfortable conversation” named “Move for mental health” where 20 participants walked around Quarry Bay discussing the topic and enjoying a complimentary lunch.

DEIB Assessment



In 2023, we conducted our first diversity, equity, inclusion and belonging (“DEIB”) assessment across the Company. Its purpose was to assess the maturity of inclusion, belonging, equity and diversity policies and initiatives; identify key strengths and gaps in Hong Kong and the Chinese Mainland; predict risks that may arise from these gaps; and propose steps and a roadmap to enhance maturity and reduce risks.



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The assessment, which was completed in 2024, involved interviews, focus groups and assessing talent management policies, practices and processes. Findings were analysed in both Hong Kong and the Chinese Mainland, and are being used to develop an DEIB roadmap. The three main DEIB goals are to:

1. Maintain a female representation of no less than 40% in the workforce.
2. Maintain a gender balance in strategic leadership positions.
3. Achieve an employee engagement index rating of 90% or above.

While the Company has several DEIB strengths, the assessment revealed several opportunities, including making DEIB a business imperative so that management can reinforce accountability and behavioural change; developing an inclusive culture to empower employees to speak up; and strengthening analytical capabilities to make better decisions.

The UPSTAIRS Programme at The Upper House



In 2024, The Upper House once again collaborated with the Hong Kong Down Syndrome Association on the UPSTAIRS Programme, which gives Down Syndrome individuals the opportunity to receive practical training and gain hands-on experience at the hotel for one month.

Beginning in late July, the eight trainees attended departmental workshops in the hotel. They then each had one-month job attachments with different departments, including Steward, Restaurant and Bar, Kitchen, Guest Experience, and Housekeeping. All trainees completed the programme and graduated on 26 August. Since the programme’s launch in 2018, 46 trainees have graduated.



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EAST Hong Kong and JCSRS



EAST Hong Kong once again collaborated with the Jockey Club Sarah Roe School (“JCSRS”) on our annual student vocational training and work experience programme. JCSRS is the only English Schools Foundation school in Hong Kong catering to students with learning disabilities. Starting in March, four JCSRS students with special learning needs joined the hotel as team members. Every Wednesday, accompanied by two supporting coaches, the students

worked in the hotel lobby, the FEAST kitchen and the linen room under the guidance of our team members.

This is the eighth year that we have welcomed five students from JCSRS. Through partnerships with special education institutions like this, we offer real-life working experiences and help to give every individual an equal opportunity to thrive.

Black History Month



To celebrate Black History Month, we hosted a “spirited storytelling” mixology class. Participants explored Black history class while learning to craft two unique cocktails. The featured drinks included Woodson’s Confidence, a “Black Manhattan” inspired by the founder of Black History Month; and Pearl of the Antilles, a rum and cognac concoction honouring the rich culture and history of Haiti.



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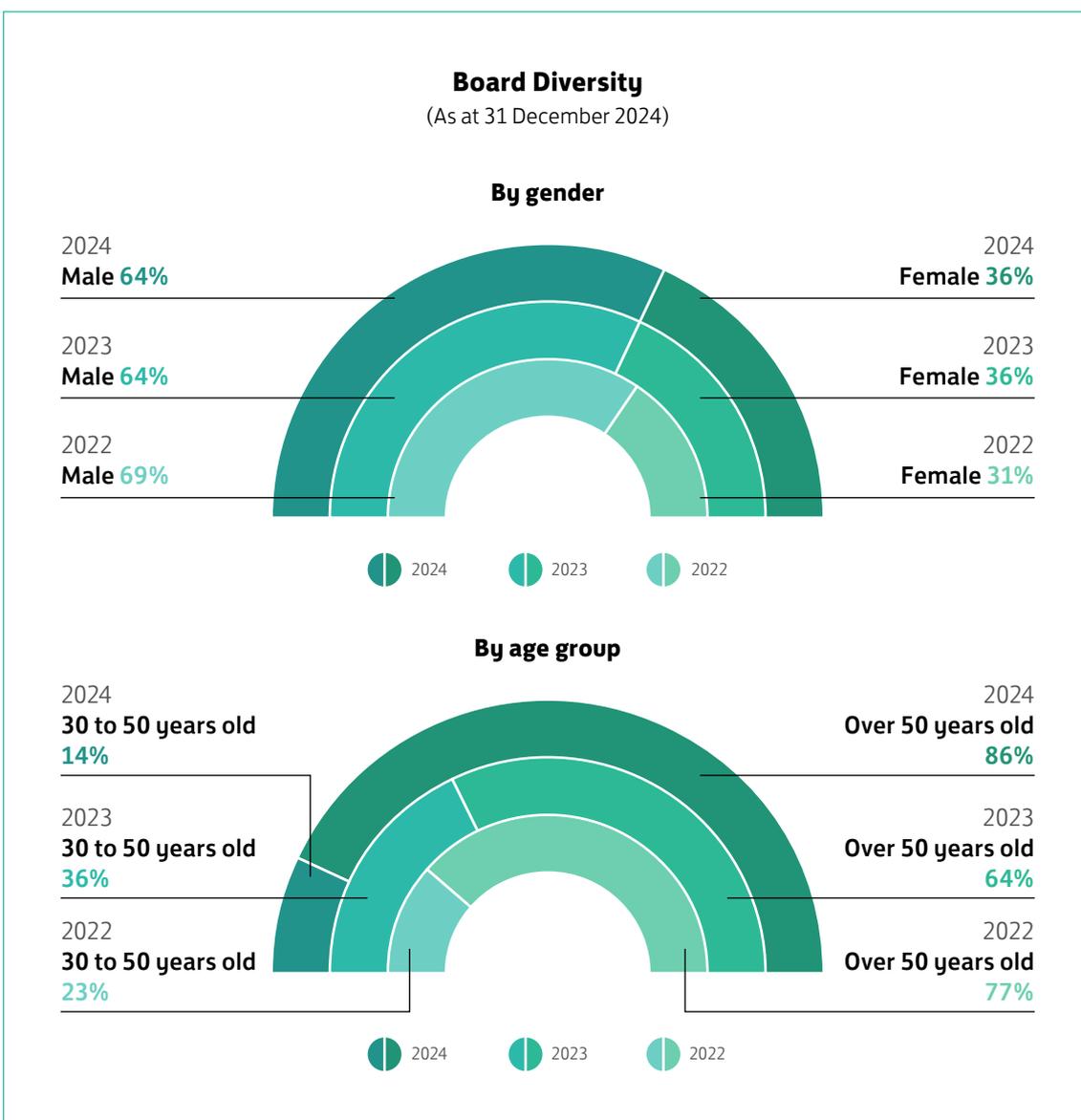
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Board Diversity

Our [Board Diversity Policy](#) recognises the value of diversity in the composition of our Board and endorses the principle that our Board should cultivate a balance of skills and experience as well as a diversity of perspectives that are aligned with our business.

In 2023, we revised this policy to provide enhanced disclosure on policy ownership. The Nomination Committee was given the responsibility for implementing and monitoring this policy. We also introduced board diversity targets to help monitor implementation. These targets will guide us as we develop strategies to improve diversity across our Board. Our performance against these targets will be published in the Company’s annual reports and sustainability reports.

We are committed to maintaining at least 30% female representation on the Board. At the end of 2024, 36% of Board positions were held by women.





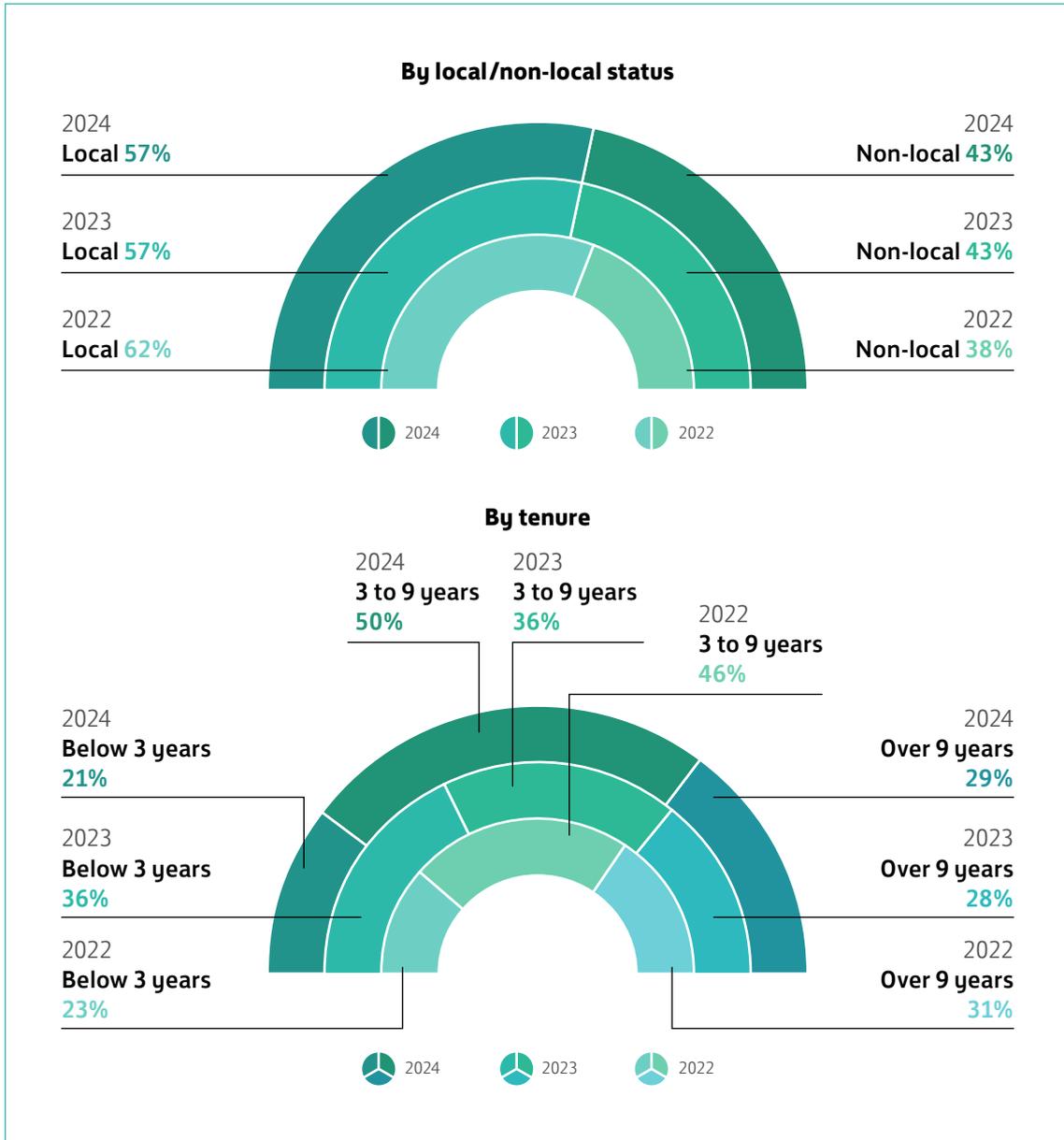
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Additional information about the diversity of our Board members is available in the [Swire Properties Annual Report 2024](#).



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Our Growing Community of Ambassadors

Swire Properties strives to take a leading role in creating positive community impacts, and our people play a vital role in creating connections with our communities. The Company encourages our employees to actively give back to the community in the spirit of philanthropy and volunteerism.

The Swire Properties Community Ambassador programme unites our families and friends, Swire retirees, our business partners, office workers at our managed portfolios, our customers and the service users of our charity partners in the spirit of giving. Together, we create sustainable value through innovative programmes that enrich people's lives and entire communities.

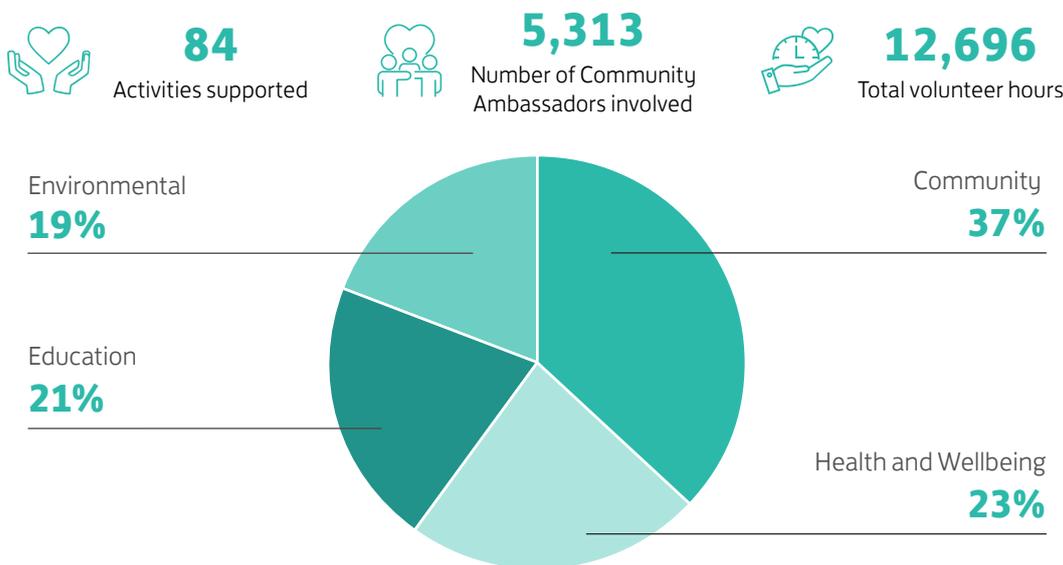
The ever-growing Community Ambassador network operates through our Hong Kong, Chinese Mainland and Miami developments. Its programmes, initiatives and events focus on creating positive impacts through placemaking, youth development, social inclusion, community-building and sustainable development.

We also provide tangible benefits to our Community Ambassadors. For every 10 hours of voluntary service they complete, our employees are eligible to receive one extra day of leave, capped at two days per year.

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Community Ambassador Programme Volunteer Hours, by focus area



Community Investments and Contributions in 2024

HKD90 million
Total value of cash contributions

HKD6.8 million
Total value of in-kind contributions



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Community Ambassador Events in Hong Kong

LITTLE FASHION FOR LOVE



Our Community Ambassadors launched a new initiative in 2024, “LITTLE FASHION FOR LOVE”, a pre-loved kidswear charity sale. This collaboration between St. James’ Settlement Green Little and the Quarryside community space combined the promotion of green lifestyles and sustainable fashion with family volunteering and a desire to foster a culture of sharing.

In late January 2024, more than 500 Ambassadors and other stakeholders donated their time, effort and more than thousands of children’s clothing to make the “LITTLE FASHION FOR LOVE Pre-loved Kidswear Charity Sale and Fun Day” a success. The sale raised more than HKD60,000 for St. James’ Settlement, while adults and children alike enjoyed themselves at various “go-green” workshops and activities that explored music, art, sustainability and sports during the fun day out at Quarryside.

The initiative received a Silver Award at the Construction Industry Volunteer Awards Scheme 2024, organised by the Construction Industry Council. Our CAs are now planning and organising a second version for early 2025.

BOOKS FOR LOVE @ \$10



“BOOKS FOR LOVE @ \$10”, one of Swire Properties’ largest and most popular annual community outreach events, returned for its 12th year in 2024. The event promotes the joy of reading in a green and affordable way while contributing to the meaningful cause of child welfare.

For 2024, we ran a citywide book collection campaign throughout January, with over 320,000 preloved books collected by the end of the month. In March and April, we hosted the two-week online charity book sale, offering more than 17,000 good quality pre-loved children’s books, along with special offers and reading “surprise packs”. The sale received an overwhelming response, raising more than HKD200,000.

The traditional eight-day in-person BOOKS FOR LOVE book sale was held in May. Alongside the sale itself, we held a series of engagement activities to promote the love of reading.



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These included “Storytelling Showtime”, with 10 story partners and 600 free spots for public participation; three themed cosplay parades; fairy tales for young readers to stimulate their creativity and imagination about the world of books; and a 360-degree camera, giving visitors an immersive photo opportunity.

The initiative brought 45,000 book lovers to the two venues at Taikoo Place (ArtisTree and Berkshire House) and raised a new record of HKD1.36 million for charity, with the proceeds going to the Treasure Trove platform to support children’s welfare. More than 6,000 volunteers from different generations were mobilised, including our Community Ambassadors and volunteers from our two NGO partners. They supported the book sorting, online book scanning and book sale operations. The initiative also helped engage our tenants in community work. Eighteen of our office and retail tenants participated in the book-sorting sessions, alongside school partners and seven volunteer service teams from the civil service.

In Miami, inspired by the Hong Kong BOOKS FOR LOVE, we held the Reverse Book Fair from 19 to 23 August. The Miami community gathered at Brickell City Centre’s Garden Deck and donated several hundred books. These were sorted and categorised by our Community Ambassadors and then donated again through various partner organisations to public schools and underprivileged families in Miami.

BOOKS FOR LOVE is one of our CA programme’s biggest successes, empowering literacy in the community and creating a long-lasting and inspirational love of reading for young people. We intend to grow the initiative in the future to engage more tenants and business partners in volunteer work and attract more partners to support our community efforts.

My Construction Hero



Running for the fourth consecutive summer, this popular Community Ambassador engagement initiative, held in partnership with our Projects Department, aims to spark young people’s interest in the construction industry and in the concept of building vibrant communities.

My Construction Hero provides an eye-opening opportunity for our little Ambassadors to explore various construction and engineering topics. Over the past three years, they witnessed the live construction of Two Taikoo Place. This year, 60 little Ambassadors explored the rich biodiversity of the newly opened Taikoo Square and Taikoo Garden, learning more about placemaking for the next generation.



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Community Ambassador Events in the Chinese Mainland

Walk for Love 2024



As part of Swire Properties' greater community outreach efforts, over 1,100 dedicated Community Ambassadors across the Chinese Mainland volunteered for our annual "Walk for Love" charity project to support youths who need a helping hand. This year, the Ambassadors walked 459 million steps, or more than 287,000 km, both at a physical event and remotely via a dedicated online pedometer app. The team also raised funds to purchase 490

cotton-filled vests to be donated to children at the Wenle Central Boarding School in Qinghai Prefecture, where most of the students are orphaned, abandoned or from single-parent or low-income families.

This year, colleagues in Sanya joined the walk for the first time, while Community Ambassadors from Beijing, Guangzhou, Shenzhen, Shanghai, Xi'an and Chengdu returned to support this worthwhile initiative.

INDIGO CAs Support the Hearing Impaired



On World Hearing Day on 3 March, Community Ambassadors from INDIGO participated in a charity activity at Olympic Forest Park. Wearing "Running for Hearing" vests and ear-shaped headgear, the participants promoted ear health awareness. INDIGO's Moving Club members also contributed to an online fundraising effort by "donating" the steps they had walked. The funds raised will help the hard of hearing receive treatment.



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INDIGO Community Ambassadors Leave No Trace



In celebration of Earth Day 2024, INDIGO Community Ambassadors joined the “Leave No Trace” initiative, run by an organisation that provides innovative approaches to education, skills, research and science to help people care for the outdoors. During a workshop on 23 April, participants discussed ways to minimise their environmental impact when enjoying natural and cultural heritage areas. On 27 April, more than 20 CAs visited the Mutianyu section of the

Great Wall to pick up litter while jogging. Over their eight kilometre trek, they collected more than 15 kg of trash.

Supporting Frontline Workers and Neighbourhoods



Our Community Ambassadors demonstrated their care for workers at and around our properties throughout the year – providing summer supplies to food delivery drivers, couriers, sanitation workers, and shared bike service staff; holding “Mr Fix-it” projects to look after recreation centres and parks; and making the 2024 Spring Festival special for the people in our neighbourhoods across the country.