





SOCIAL

Employees are important assets of the Group, and the Group remains committed to developing its workforce while fostering a positive, inclusive and safe workplace culture that attracts talents from diverse pools. Creating shared value for the Group's stakeholders and supporting local communities are also at the heart of the Group's operations. Recognising the importance of these elements, the Group has formulated the Group Sustainability Framework that addresses the priorities and concerns of key stakeholder groups.

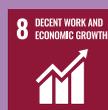
GROUP PRINCIPLES FOR PROGRESS

- CREATE GREAT PLACES TO WORK
- INVEST IN DEVELOPING THRIVING AND RESILIENT COMMUNITIES

CONTENT IN THIS SECTION

- EMPLOYEE OF CHOICE
- INCLUSION AND DIVERSITY
- HEALTH, SAFETY AND WELL-BEING
- COMMUNITY INVESTMENT

Linked SDGs



EMPLOYER OF CHOICE

The Group recognises the significance of its employees and aims to provide superior employment experiences and a great and safe working environment for its global workforce, which covers more than 300,000 people, including all joint ventures and associates, and 204,160 employees across the four core businesses (the scope of this report). With the Group policies providing a clear and overall direction, core businesses are encouraged to design and implement, a people-centric, fit-for-purpose human resource management approach tailored to their respective needs.



CREATING GREAT PLACES TO WORK - RECOGNITION RECEIVED IN 2023

Ports

- **Hutchison Ports HIT:** Caring Company - Hong Kong Council of Social Service
- **Hutchison Ports Pakistan:** "People Developer Port - Terminal of the Year 2023" acknowledgement
- **Hutchison Ports UK:** "Corporate Social Responsibility Pursuer Port - Terminal of the Year 2023" Awards

Retail

- **AS Watson:**
 - Diversity & Inclusion Awards under the category of "Mission", The Hong Kong HR Award - JobsDB
 - Employer of the Year (Grand Award) for the second consecutive year, CTGoodJobs
 - Best Corporate Social Responsibility Award (Grand Award), CTGoodJobs
 - the Best Talent Acquisition & Onboarding Strategy Award (Gold Award), CTGoodJobs
 - the Recruitment Team of the Year (Team Award), Best HR Awards - CTGoodJobs
 - Top Employer (Italy) - Top Employers Institute

Infrastructure

- **HK Electric:**
 - ERB Manpower Developer Award Scheme, Manpower Developer - Employees Retraining Board

Green Island Cement:

- Manpower Development Award - Employees Retraining Board

Northumbrian Water:

- World's Most Ethical Companies List / accreditation - Ethisphere

Reliance Home Comfort:

- Top 10 Most Admired Corporate Cultures Award - Waterstone Human Capital

Telecommunications

3 Hong Kong:

- 14th Asia's Best Employer Brand Awards - Asia's Best Employer Brand

Wind Tre:

- Top Employer Italy 2023 - Top Employer Institute
- EQUAL-SALARY Certification 2023 - EQUAL-SALARY Foundation

3 Austria:

- The "equalitA" seal of approval for industrial promotion of women - The Austrian Federal Ministry for Digital and Economic Affairs.

3 UK:

- The Times Top 50 Employers for Gender Equality 2023

The Times

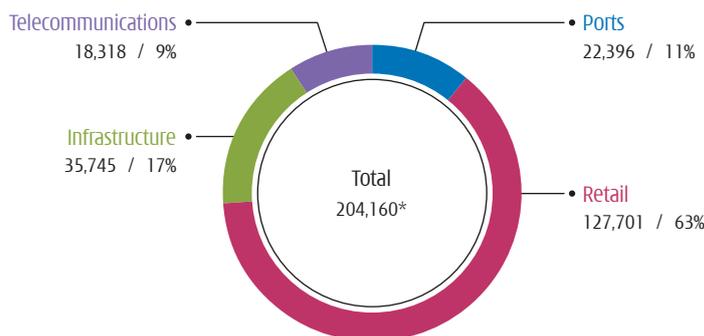
3 Sweden:

- Career Company 2023 - Career Company (Karriärföretagen)

- Top 10 Annual Great Place to Work® Sweden 2023

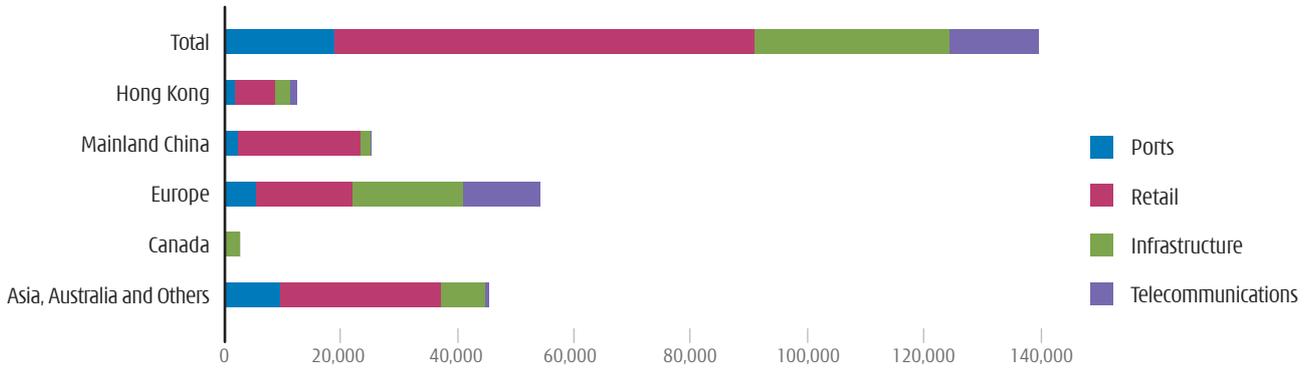
Figure 19 Core businesses employment profile 2023

By core business



* excluded about 100,000 employees from unscoped associates and the Finance & Investment and Others segment

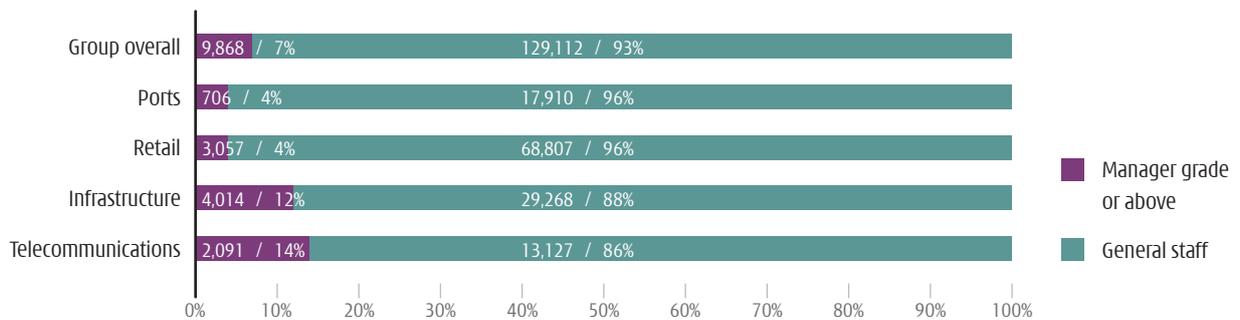
By location (full-time)



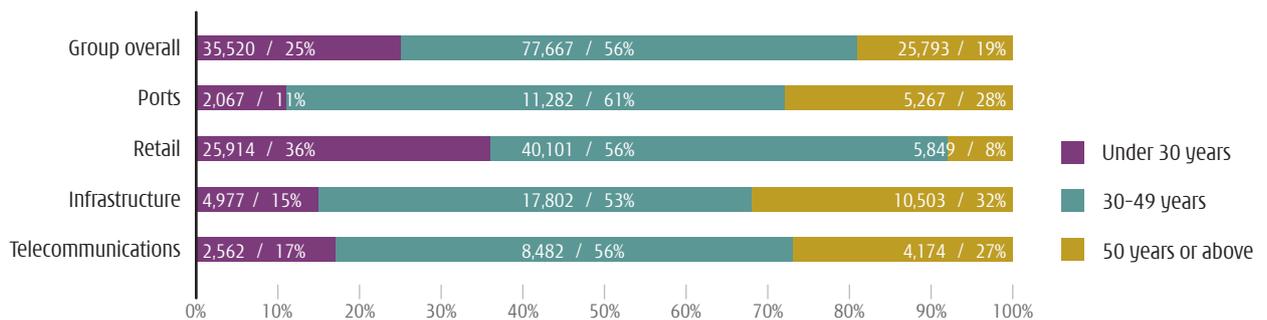
By employment type



By employee category (full-time)



By age group (full-time)





Woman employee at work, EDL

Talent Attraction and Identification

The Group understands that a successful workforce should be built on talent rather than background, culture, gender or race. The Group aims to recruit the best available talent, which reflects its commitment to diversity and inclusion, to support its wide customer base and local communities around the world.

With the world in flux due to regional conflicts, the Group continues to upscale its efforts responding to tight labour market conditions, organising multiple programmes and widening its engagement channels through social media, and partnering with educational institutions to attract young talent with diverse background. The Telecommunications division launched a cross-border recruitment campaign in Austria, offering the opportunity to work remotely,

and providing relocation support for employees moving to Austria for the job. The Ports division launched its "Apprenticeship Training Scheme", and joined the "Work Learning Assessment" and "Earn-and-Learn" Scheme of the Vocational Training Council of Hong Kong, aiming to attract young candidates and nurture future talents directly at school level. In addition, with the fierce competition for talent in the data analytics industry, the Retail division launched the "Retail Analytics Programme" to recruit and develop fresh graduates through a 18-24 month programme, offering broad cross-functional training and exposure to deliver insights through analytics to more than 30 business units in Asia, Europe and the Middle East.



Ports

APPRENTICESHIP PROGRAMME

The Group implements a variety of apprenticeship programmes to nurture its pipeline of young talents. Some business units partner with non-profit organisations specialising in delivering targeted support to young people from disadvantaged background, thereby aligning their talent development initiatives with the Group's broader community engagement objectives.

The Ports division has experienced increased competition in talent acquisition and thus launched various apprenticeship programmes within the division. Hutchison Ports UK launched a four-year Engineering Apprenticeship Programme, which saw ten new apprentices joining the business in 2023 and six existing employees beginning apprenticeship programmes in Q3 2023. Hutchison Ports FCP in Bahamas also conducted a two-year Facilities' Apprenticeship Programme. Upon successful completion of the programme, trainees transit into the areas of Plumbing, Electrical and Carpentry in 2024.

Summer Internship Programme

A total of 12 and eight summer interns from HIT in Mainland China and Hutchison Ports respectively successfully completed an eight-week programme which aimed at enriching interns' knowledge of the terminal industry and allowing them to acquire practical experiences.

Career fair/ Terminal visit

Hutchison Ports FCP in Bahamas actively engages in the High School Career Fair. At the fair, the team highlighted diverse career opportunities within the business unit and enthusiastically addressed students' enquiries about potential careers at the terminals.

Hutchison Ports Sohar in Oman hold a familiarisation visit for students aiming at pursuing their career in Logistics and Transport Management.



Internship programme, Hutchison Ports

Employment conditions and benefits

In line with the Group's [Human Rights Policy](#), all business units comply with relevant laws and regulations on working conditions and communicate clearly with employees about their established employment practices.

The Group's core businesses offer non-statutory benefits for all employees in order to remain competitive in their industries, such as maternity and shared parental pay (often exceeding legal requirements), childcare and educational support, staff discounts, smartphones for work and personal use, and long service awards. Pension plans, retirement benefits and performance-based bonuses are also offered to all eligible employees. The Group also offers non-statutory benefits linked to its management approach on [promoting health, safety and well-being](#), including onsite medical clinics and employee assistance programmes. The Group is adapting to emerging norms around flexible working and offers hybrid work arrangements for eligible employees where appropriate.

In the context of rapid and substantial increase in the cost of living experienced by employees, particularly in Europe and the UK, the Group focuses on finding fair and equitable solutions to protect job security. Pay reviews are conducted in the context of the local economy, interest rates considerations and market benchmarking.

The Group is committed to identifying, preventing and mitigating adverse human rights impact resulting from any business transaction of the Group, including any restructuring decisions. Central to these commitments are the following principles:

- Identify the potential impact of human rights issues on employees as early as possible.
- Communicate with employees and where necessary, the relevant labour unions at the earliest possible opportunity on potential impact, with due regard for human rights considerations.
- Prevent and limit redundancies where possible with compensation including severance payments (at or above statutory requirements) provided for redundancies.
- Include respect for human rights considerations in transition planning, such as redeployment and offering outplacement services to impacted staff where appropriate.



- Foster meaningful and constructive dialogue with employees, and take active steps in order to mitigate adverse effects on employees in the case of any ownership change or structural change to the business.

Support for employees regarding severance pay, assistance with outplacement, re-employment and retraining varies depending on the industries and geographies of operation. Tangible examples of Group assistance in relation to restructuring events include (in addition to providing severance pay): covering monthly health plan premiums for an extended period, providing extended notice period, and providing job opportunities in other parts of the business with retraining as needed.

The Group also respects its employees' right to join or form labour union without fear of reprisal, intimidation or harassment. Where employees are represented by a legally recognised union, the Group is committed to engaging in constructive dialogue with their chosen representatives. In 2023, approximately 33% of the Group's employees are covered by collective bargaining agreements.

Employee Engagement

Motivated employees are more willing to contribute their knowledge and experience towards shaping the future of the business. It is important to continuously listen and respond to employees' concerns, with business units undertaking employee engagement regularly. In general, employee surveys are conducted at least bi-annually, with results tracked over time. Where activities such as internal conferences or workshops are arranged, post-event surveys are collected for feedback to ensure the effectiveness and findings are shared for improvement. This feedback is supplemented with initiatives on specific issues as needed, such as understanding employee needs in returning to the office after long periods of lockdown. AS Watson launched its Colleague Engagement Survey in 2023, collecting viewpoints and feedback on the three elements of "Say-Stay-Strive": employees' advocacy, commitment and desire to stay, and their willingness to provide sustained additional effort for the organisation. A bottom-up approach to increasing employee engagement was adopted via Action Planning Workshops, which collected consolidated feedback and ideas from employees for department heads to follow up. Leveraging on digital channels, Watsons Hong Kong also introduced a communication WhatsApp Channel "You Speak, I Hear" looking to further engage with colleagues openly and at convenient times. In addition, it also hosted "Chit Chat Sessions with MD" for store and office staff to encourage open communication. Feedback is taken to the management team for further action. In addition, the Group communicates its achievements through channels such as the Group online journal, *Sphere*, and implements improvement plans to strengthen outcomes that need attention.

Learning and Development

The Group is committed to investing in its people, with regular and structured training programmes planned annually for all employees. The management team regularly reviews course content to accommodate market updates and future needs for employees. Workshops on reporting standards, leadership, negotiation and other soft skills are provided to keep employees abreast of industry trends to enhance their skillsets and advance their career development. The management team also receives regular training on specific topics of concern. Some of the topics covered include ESG market trends, regulatory and compliance requirements updates and other related information.

In 2023, three Sustainability Working Group and two Sustainability committee meetings were held to deliver the latest trends on ESG markets and content. The Group also provided a total of over 3,900,000 hours of training to its employees.

Performance appraisal

The Group has developed internal performance appraisal systems for all employees across divisions, with the aim to help employees understand their performance and areas of professional growth. Performance is reviewed periodically and may impact annual remuneration. In 2023, the Group started enhancing the remuneration revision metrics that include ESG performance, and a gradual implementation schedule at the management level is proposed. Further details will be revealed in the next Sustainability Report.

Investing in leaders

Investing in future leaders is essential for ensuring the Group's core businesses remain sustainable and resilient while nurturing the Group's talent pipeline to retain high-performers. Leadership development programmes are in place in each of the Group's divisions addressing different layers of management. Building

sustainable leadership and talent pipelines to support business success and the career development of employees has always been one of the Group's priorities. Senior management is committed to building human assets at each managerial level through assessing and reviewing leadership strength and sponsoring targeted development interventions to fulfil organisational needs. A robust succession planning and talent review is carried out annually for all business units across the regions to evaluate and formulate appropriate business and people strategies on both the regional and business unit levels. This is supported by a comprehensive performance management and reward process to ensure equality, engagement and retention.

The Hutchison Ports' Regional Development Programme which covers multiple regions, from Asia Pacific, Europe and Latin America to the Middle East, is a cross-port learning structure that plays a pivotal role in sharing expertise, facilitating collaboration and grooming for regional leaders. The value of the Regional Development Programme to the business is immense in developing future-ready and engaged leaders with inclusive mindsets and global, forward-looking perspectives.

The Retail division continues its talent development programme "AS Watson Agile Leadership Series", looking to develop a pool of executives with strong strategic leadership skills based on the AS Watson Leadership Capabilities framework that is updated annually. Both the Infrastructure and Telecommunications divisions also have ongoing initiatives for nurturing future leaders; such as, "the Manager to Leader Programme" at AGIG, "IGNITE" and "Breaking Ground" programmes at EDL. At 3 UK and 3 Ireland, the "Amplify development programme", consisting of six modules delivered over the course of six months (in person and virtually), is designed to give People Managers practical insights and tools to develop their skills further.



Telecommunications

NEW GENERATION PROGRAMME

Wind Tre's "New Generation Programme" has the goal to develop personal and professional growth in the first two years from hiring, focusing on skills and talent empowerment for young graduates (2019-20, 2021-22 and 2023-24), in partnership with an NGO, "Telethon and Walk of Life".

Another talent development programme, the "Future Leaders" programme has the goal to develop future leaders through initiatives such as the Company Training Programme "Jump&Stretch" for the pipeline of 2019-22, which was developed in partnership with Luiss Guido Carli University and Bocconi University. In 2023-24, the new edition of the Jump Development Programme again worked in partnership with Luiss Guido Carli University, and trained 34 young talents as future leaders.

Succession planning

The Group has a proactive and comprehensive approach to succession planning. Each year, the core businesses undertake a review of succession plans for multiple levels, and the results are submitted to the Group for approval by Directors. This activity is also carried out in a granular fashion covering more layers of the organisation at the division level.

Upskilling and reskilling

As the Group continues to expand and conduct business in different regions, the ability to adapt to complexities and changes is vital to the success of the business. With new and emerging technology, such as big data computation and AI, that is capable of facilitating operations, it is vital to offer upskilling or reskilling training to employees, addressing up-to-date issues that enable continuous

contribution. The Group encourages employees on continuous learning by offering funding support on job-related degrees and certification programmes, which is in accordance with the Group's Employment Policy. Various business divisions offer mentorship and staff development programmes, ensuring that talented colleagues receive the opportunity to learn on the job and are able to upskill from their skillsets. UK Power Networks has provided funding for its employees to pursue professional qualifications, such as in electrical engineering and accounting. It collaborates with external professional providers to ensure employees' access to high-quality education and training. The funding is allocated annually, covering courses from September to July. In 2023, it helped 371 employees (in addition to 320 employees in the previous year), empowering them to participate actively in their educational pursuits and cultivate their skills.



Telecommunications

ONSTAGE PROGRAMME



OnStage provides a six-month internship in different divisions offered by Wind Tre, and in order to take the first steps in the world of telecommunications, participants receive professional and personal training as well as the opportunity to develop their own networks. The internship programme offers a six-stage training through gamification and is designed in partnership with Laborplay and personal coach Peter Busby. The six training courses include the elements of "The WELCOME DAY" session as an ice-breaker; "Online mode" for group works; "Specific Skillset training" focusing on key company values, skills and abilities needed at work, among which are decision-making, trust, vision and emotional intelligence, and a wrap-up "Graduation" session which includes personalised feedback for future development.



Ports

ONLINE TRAINING OPPORTUNITIES

Global Connect is a virtual learning platform offered to colleagues by the Ports division, which reaches across geographies and disciplines to develop business knowledge and role-model approaches required now and in the future. A unique group of thought leaders from multiple disciplines are invited to share their experience, and participants are able to gain insight, come up with new solutions and collaborate to shape an agile and sustainable business. The theme of the programme in 2023 is "Best Practice", where topics related to business operations and future plans are shared and discussed with different business units in the division, fostering in-depth follow-up actions on standards, services and efficiency improvements, as well as exploration and proactive discussions of innovative approaches for organisational growth.



Global Connect, Hutchison Ports

As the global ESG landscape is in constant flux, risk and opportunities emerge, and it is important to keep all business divisions abreast of global developments, especially regional compliance requirements, such as ESG reporting standards. Different internal group conferences are organised on the topic in 2023 with over 800 attendees. Participants are debriefed on various ESG-related topics, and gain insight on practical examples regarding the latest ESG regulatory requirements.

Getting future-ready

The Group invests in its future-readiness by scaling up capabilities that will be most relevant for its core businesses to remain competitive and resilient. Top skillsets expected to increase in importance over the coming years include critical thinking,

problem solving and self-management. The Human Resources Department regularly offers a variety of courses to help employees update their knowledge and excel at work.

The Telecommunications division continually provides opportunities, in-person or online, for its employees to develop relevant skills to carry out their jobs with greater efficiency. It also provides training on emerging technologies and processes such as search engine optimisation, DevOps software systems optimisation, and DesignOps human systems optimisation. In 2023, 3 UK delivered over 475 training hours using Pluralsight digital tools. Its workforce has access to over 13,000 courses on a wide range of topics via LinkedIn Learning.



Ports

MYPORT TALENT DEVELOPMENT PROGRAMME

MyPort is a bespoke talent development programme offered by the Ports division for emerging leaders globally. It is a 15-month journey with multiple touchpoints to amplify participants' learning and engagement. The aim is to build employees' capabilities to be proactive in self-development, tackle conflict and challenges, and collaborate and innovate for the future. There are a total of three modules and a group project to consolidate skills and enhance cross-business units and cross-functional collaboration. Each module has three parts: a live learning session, a peer learning booster, and a fireside chat with leaders, along with a series of online/offline learning activities.

Topic	Sponsor	Champion
Sustainability: The Merits of Solar The Existing, against Upgrading and/or Increasing Capacity	Mark Taylor, Director - Hutchison Logistics & LTP	Clemence Cheng, Managing Director
Development of a Safe Solution to phase out Diesel Powered generators	Francois Bello, COO - ECT	Clemence Cheng, Managing Director
AI Science - Driven System for Enhance Customer Experience & Operation Efficiency	Carlos Del Castillo, COO - ICAVE	Jorge Lecons, Managing Director
Strategizing the Decarbonisation of HPH Trust (HIT & MTTAN)	Joe Ho, Director - Safety, Security & Environment, HPHCC	ST Pak, Group Operation Director
Enabling Technologies to the access of Operating a New Built Terminal on Shared Services	Mark Iu, General Manager - Program Strategy, HPHCC	ST Pak, Group Operation Director
Automate or Not to Automate, Next?	Anat Machima, COO - HPT	Stephen Ashworth, Managing Director

MyPort group project presentation, Hutchison Ports



Telecommunications

PREPARING FOR 100% “FUTURE-READY” PEOPLE

Wind Tre is dedicated to preparing its people for the challenges of the future by supporting their employability and investing in lifelong learning and self-development. The 100% “future ready” people initiative and the “Digital Mindset Development Programme” delivered over 340,000 hours of training in 2023 on topics such as empowering a common digital mindset for all people, cyber security, digital transition to support business, and more.



Retail

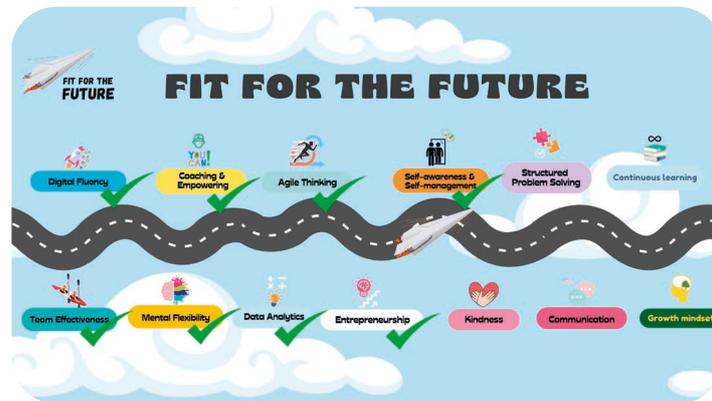
TRAINING FOR THE FUTURE-READY WORKFORCE

To support colleagues in delivering O+O and to continue to build a future-ready workforce, AS Watson rolled out an additional seven critical skills under the "Fit for the Future" campaign in 2023, which are identified as critical skills for success now and in the future.

Using the reskilling concept of "Unlearn, Learn, Relearn", the programme offers interventions through the Digital Gym mobile

app, toolkits and bite-size learning. This ensures that learning opportunities are available to all colleagues across AS Watson.

The Supply Chain Academy (eLearning) was also launched for colleagues in 73 supply chains across Asia and Europe business units, with the focus on reskilling and developing critical skillsets required in supply chains.



Training workshop, CKHH

INCLUSION AND DIVERSITY

Treating employees equally by ensuring an inclusive and diverse working environment is at the core of the Group's operation principles. While the Group has policies and programmes in place to ensure that the composition of its workforce reflects the diversity of the communities it serves, business divisions across the Group regularly conduct employee engagement activities and collect feedback for improvement. The management team is also regularly briefed on such engagement findings and review and update relevant policies as needed.

This topic on Inclusion and Diversity is linked to other material topics in the Group Sustainability Framework, such as [Labour and Human Rights](#) and [Social Inclusion](#).

Equal Opportunities

The Group is committed to promoting and protecting equal opportunities. In line with the [Human Rights Policy](#) and [Code of Conduct](#), the Group has zero tolerance towards discrimination on the basis of race, colour, national or social origin, ethnicity, religion, age, disability, sex, sexual orientation, gender, political affiliation or any other status protected by law. It handles all reports of impropriety and misconduct in accordance with its [Whistleblowing Policy](#).

Strength in Diversity

The Group recognises the value of embracing diverse perspectives, experiences and ideas, with a workforce which reflects the diversity of its customers, stakeholders and the communities it serves.

The Group's core businesses implement inclusion and diversity programmes suited to staff's needs and circumstances, including training, networking, mentoring, and senior-level sponsorships

ensuring that there is oversight regarding diversity performance to ensure the Group's workforce is in right balance. 3 UK, for example, adopts a diverse calendar of cultural and religious events with personal stories (i.e. Pride, Black History Month, International Women's Day, Global Accessibility Awareness Day, Windrush, Diwali). In addition, leadership ethnicity targets are introduced and planned to be achieved by 2030; that is, to have 20% of employees from ethnically diverse heritages in leadership positions, 5% of whom are black (including all black heritage). In similar fashion, Hutchison Ports Ajman in United Arab Emirates regularly monitors workforce composition in relation to job role and gender, age group and nationality mix, and reports to senior management on a regular basis via monthly dashboard reporting. Diversity and Inclusion training workshops and events are being held in Hutchison Ports Gwangyang and Hutchison Ports Busan in Korea to cultivate understanding and promote a fair and equitable organisational culture amongst all management and employees.



Telecommunications

MILANO PRIDE AND SUPPORT TO THE LGBTQ+ COMMUNITY



Milano Pride parade, Wind Tre

During 2023, Wind Tre's inclusion journey on LGBTQ+ topics moved forward through its first participation at the annual Milano Pride parade. The aim of the initiative was to demonstrate support for the LGBTQ+ community, disseminate awareness among colleagues on related themes and participate as a group at the parade. Donations of more than EUR2,600 from employees of Wind Tre were made to the ARCIGAY Association benefiting its helpline and psychological support services.



Retail

BUILDING A DIVERSIFIED WORKFORCE

AS Watson continues to demonstrate its efforts in building a diversified workforce and has employed five interns from the Zubin Foundation and the Amber Foundation, which work with ethnic minority groups, as well as the CareER Association that works mainly with talented people with disabilities or special educational needs. In Hong Kong, PARKnSHOP formed a partnership with HOPE Centre (Harnessing Opportunities and Potentials for Ethnic Minorities), a support service centre to provide job opportunities for ethnic minorities to promote inclusivity in recruitment. As a result, 2% of the current workforce are from ethnic minorities, with 11 ethnic groups and 14 nationalities being represented.



Telecommunications

PROMOTING GENERATIONS FOR INCLUSION

To promote an open and inclusive culture, Wind Tre continues to stimulate dialogue, cooperation and feedback amongst employees belonging to different generations. The Generations 4 Inclusion is the first Wind Tre initiative fully dedicated to cross-generational teamwork on Diversity and Inclusion topics such as gender equality, age and life stages, parenthood and caregiving, disability, LGBTQ+, and inclusive language and behaviour.

Generations 4 Inclusion involves 72 employees grouped into 12 heterogeneous and inclusive teams, representing all ages, genders, skills, departments and offices. Each team works on one specific diversity and inclusion topic, with the aim of developing concrete projects and proposals. In February 2023, the projects were presented and evaluated by an internal jury, and two projects that focused on LGBTQ+ topics and inclusive language respectively won the competition.



Gender Equality

The Group has made efforts to maintain a gender balance, and gender-split policies have been put in place to ensure that gender equality can be achieved. While the overall split of male and female employees across the Group is relatively balanced, the core businesses themselves may face structural barriers to advancing gender equality. The employment profile of the Ports and Infrastructure divisions, for example, which involve significant amounts of fieldwork reflect entrenched gender stereotypes in their traditionally male-dominated fields. The Group has been

implementing various measures to resolve the issue and the hard work is starting to be recognised. For example, 3 Austria from the Telecommunications division was awarded the "equalitA" seal of approval for its efforts in promoting women within the industry.

The Group is working hard in parallel to overcome these barriers such as through anonymising job applications to help eliminate biases in selection processes and increased job advertisements across a broader range of platforms to reach a wider, more diverse audience.

Telecommunications

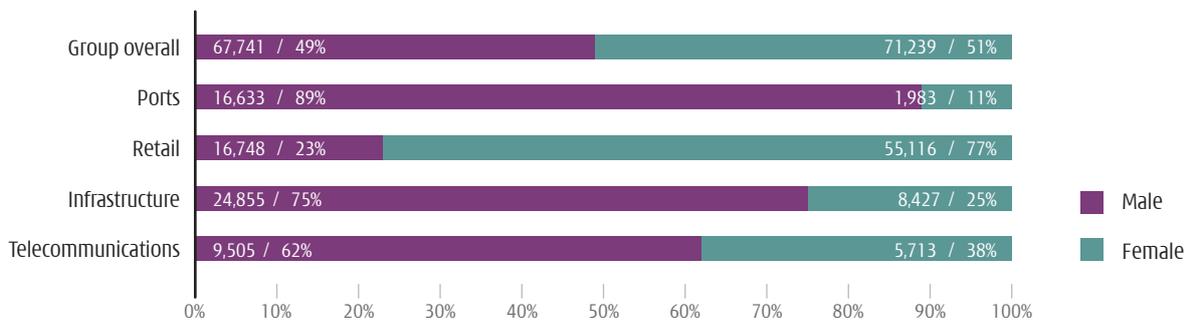
SUPPORTING WOMEN AT WORK

Wind Tre's two programmes of "Women Academy" and "Women Academy 4 Executives" continue to empower and support women's growth, helping women to develop self-awareness, to understand gender bias and its influence, build a career path, and strengthen female identity.

In 2023, follow-up meetings were organised to capitalise on the learning, looking to focus on new challenges and new needs, as well as to reflect on experiences of inclusion within the employee journey.

Figure 20 Core businesses employment breakdown in 2023 (full-time)

By gender



Ports

OPPORTUNITIES FOR A MORE DIVERSE TALENT POOL

Hutchison Ports UK has set diversity key performance indicators that focus on increasing the numbers of women, those with disabilities, people from ethnic minorities, and specific age brackets within the business. The purpose is to transform the makeup of the workforce to become more representative of the local demographics within which Hutchison Ports UK resides. The Human Rights Policy, which stipulates clear guidelines with respect to Equality, Diversity, and Inclusion have also been internally circulated and are available for all employees to ensure that these policies are well communicated.



Woman employees at work, Hutchison Ports UK

The Group promotes balanced work pay for all employees and particularly for disadvantaged groups. In recognition of its work, Wind Tre has been receiving Equal Salary Certification since 2022. This certificate is granted by an independent foundation (the Equal Salary Foundation with the support of Geneva University) to companies complying with the requirements on balancing

work pay between women and men, with external audit and annual corrective action activities on identified improvement areas. PARKnSHOP Hong Kong also adopts the “wage equality principle” based on the Minimum Wage Ordinance to all employees.



Infrastructure

SUPPORTING WOMEN TO THRIVE IN THE WORKPLACE

The Infrastructure division is aiming to create a more diverse and inclusive workplace where equal opportunities to thrive are offered to all employees. Aiming to nurture a workplace environment that embraces greater diversity, AGIG is revising its respective Diversity and Inclusion plan to address the afore mentioned topics, and the revised plan will be ready to launch in 2024. Progress and achievements are summarised in the following table:

Business Units	Details of target	Progress
EDL	<ul style="list-style-type: none"> 25% female in employment across workforce 	Achieved
Northern Gas Networks	<ul style="list-style-type: none"> Gather and report workforce diversity data and produce baseline by 2026 Focus recruitment methods to encourage applications from diverse backgrounds Embed effective Colleague Communities and provide executive-level support 	In progress
Northumbrian Water	<ul style="list-style-type: none"> Reduce gender pay gap to under 7% by 2025 	In progress, reduced to 10.5% in 2023
United Energy	<ul style="list-style-type: none"> 27% female in employment across workforce by 2026 15% female in management roles by 2026 	In progress, female in employment and management roles are 27% and 12% respectively by Q3 2023
Victoria Power Networks	<ul style="list-style-type: none"> 25% female in employment across workforce by 2026 22% female in management roles by 2026 	In progress, female in employment and management roles are 22% and 20% respectively by Q3 2023
Wellington Electricity	<ul style="list-style-type: none"> Achieve 50:50 gender balance across the business for new employees where possible by Q1 2024 	In progress

HEALTH, SAFETY AND WELL-BEING

The Group complies with or exceeds applicable health and safety laws and regulations and upholds industry-specific standards for best practice. In accordance with the [Health and Safety Policy](#), corporate safety standards setting out minimum requirements for health and safety apply to all workplaces and facilities.

The Group's management approach to this topic is closely linked with [Service Excellence](#).



Hutchison Ports Thailand

Creating a Culture of Safety

Comprehensive governance structures for health and safety have been established within all core businesses. These governance structures oversee the implementation of Safety Management Systems comprising clear delineation of responsibilities, including those of senior management and safety personnel, coordination of Emergency Response Planning, and record-keeping procedures.

In the Ports division, Hutchison Ports' Group Safety Committee (SAFCOM) advises and oversees the division's safety performance. The committee comprises of senior management from the

Human Resources, Risk Management and Engineering teams as well as regional coordinators who liaise with Safety Committees established in every port. In addition, the relevant safety policy clearly states that the responsibility of the Port's safety rests with the Head of the Business Unit, assisted by the Head of Safety, with a direct reporting line to ensure the necessary authority and priority is accorded.

Many business units in the Infrastructure division, including HK Electric, UK Power Networks, Wales & West Utilities, Seabank Power, SA Power Networks and AVR have obtained the certification for Safety Management System in accordance with international standards, such as ISO 45001.

Training is integral for engaging workers on health and safety topics. In accordance with the [Health and Safety Policy](#), all business units provide employees and contractors with job-related guidelines and training to promote a zero-harm occupational culture. Employees are encouraged to contribute to the Group's

safety performance by abiding with health and safety policies and only undertaking work for which they are trained, competent and medically and physically fit for.

The Infrastructure division continues to prioritise health and safety on the agenda for board discussion, adopt safety performance indicators in the compensation scheme for senior managers, and organise annual health and safety conferences with representatives from all business units. Other business divisions are also arranging similar training programmes and initiatives, ensuring the importance of a "safe operation" is communicated effectively to employees at all levels.



PROMOTING A CULTURE OF SAFETY THROUGH TRAINING

During 2023, HK Electric organised various health and safety training to promote and enhance employee awareness. These included: (1) the Health and Safety Forum "Safety is an attitude", (2) web-based training on the Safety Management System illustrated with an animation video, (3) "Manual Handling Operations and prevention of Back Injuries" and "Work and Cardiovascular and Cerebrovascular Diseases" webinars, and (4) demolition works and fire safety ambassador training. It also participated in the "Life First - Walk The Talk 2023" campaign, introduced by the Construction Industry Council, to enhance safety awareness in the division and raise health and safety standards.

Seabank Power's intranet-based training database comprises a comprehensive collection of health and safety courses that are mandatory for each employee to complete. These courses encompass various standard modules applicable to all employees, such as display screen equipment use, and specific courses designed for individual employees (i.e. confined space working). All employees must complete their assigned courses within the designated calendar year to uphold a productive and healthy workplace.



2023 major incident drill exercise, HK Electric



OFFERING SAFETY TRAINING PROGRAMMES

The Ports division held a Regional Safety Sharing session in Jakarta in December 2023. The aims were raising awareness of pedestrian and electrical safety, as well as providing relevant information on enforcement and preventative measures.



Regional Safety Sharing Session, Hutchison Ports

Business units from Indonesia, Thailand, Myanmar and Vietnam were invited to join the sharing session.

ICI PARIS XL from the Retail division also launched a five-year and a one-year training plans, providing both long and short-term focus and action points with regard to health and safety. The following are examples:

- Monthly health and safety advice session on different related themes
- A health and safety checklist completed by a district manager or health and safety advisor in each ICI Paris XL Belux
- Organising ergonomics training (i.e. lifting loads)
- Organising toolbox meeting on fire prevention and other related themes

Safety Risk Management and Mitigation

The Ports division has established a clearly defined set of Global Minimum Safety Standards to address emerging risk areas, and a new version has been issued in 2023 underscoring the importance of pedestrian safety in terminals and reinforcing the related safety control measures. To ensure the alignment of safety standards and practices, a regional safety workshop and safety audits were conducted by the Safety, Security and Environment team to raise safety awareness and identify potential hazards. In parallel, SAFCOM provides oversight and coordination on risk mitigating measures, such as introducing automated operations to reduce the interface between workers and machinery.

The Infrastructure division has adopted a well-established Health and Management System to maintain health and safety working conditions beyond mere regulations. The Health and Safety Committees manage and oversee risk assessments for respective operations, as well as monitoring and addressing work-related injury risks. Internal and external audit programmes are periodically implemented across different business units to facilitate continuous improvement and protect stakeholders from harm. Safety awareness training, covering topics such as emerging health and safety-related trends, occupational health and emergency rescue are also conducted to improve employees' health and safety knowledge and understanding.



PREPARING FOR UNEXPECTED RISK

In June 2023, Hutchison Ports YANTIAN in Mainland China recorded almost 8,000 participants in the YANTIAN Safety Month organised for staff and external contractors, including safety training utilising VR technology, emergency drill competition to raise typhoon preparedness, and quizzes and lectures on safety knowledge and skills.



Safety awareness activities, Hutchison Ports YANTIAN



Retail

HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT SYSTEMS

In the UK, the Retail division complies with applicable health and safety legislation and regulations in relation to its retail stores, distribution centres and offices. A Health, Safety and Environment management system, model "HSG 65" was implemented, including four key areas - Plan, Do, Check, Act, to build a safe and sound working environment for the employees.

HEALTH, SAFETY AND ENVIRONMENTAL MANAGEMENT SYSTEM

Monitor performance of control measures

- Implement appropriate means for workers to report incidents, near misses or health and safety concerns.
- Monitor workplace conditions and worker health so far as is reasonably practicable.
- Engage with workers and their representatives when making decisions about procedures of monitoring.

Take action on lessons learnt

- Regular review of the effectiveness of control measures at scheduled periods.
- Review incidents or near misses and talk to the workers to check that the control measures are effectively eliminating/minimising work risks.
- Use the results of the reviews, investigations into incidents or near misses, and monitoring results to continuously improve control measures.



Assess risk and identify control measures

- Identify hazards that could give rise to work-related health and safety risks.
- Assess work risks to decide which risks to deal with, and in what order.
- Engage with workers and their representatives when identifying and assessing risk, and when making decisions about the ways to eliminate or minimise the risk.

Implement control measures

- Implement control measures that effectively eliminate or minimise the risk.
- Give preference to control measures that protect multiple at-risk workers at the same time.

The health and safety enforcement officers of local authorities were also invited along with the Primary Authority Partners, Slough Borough Council and Merseyside Fire and Rescue, to provide advice and guidance on current UK health and safety legislation from time to time.

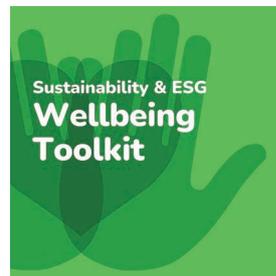
Holistic Well-being

Productivity can be boosted with the support of a healthy workforce, and the Group has implemented various measures to ensure the well-being of employees is well taken care of. The scope of the Group's management approach to occupational health and safety has incorporated a broader aspect of employees' well-being. Hutchison Ports' Well-being Framework adopts a whole-self perspective to ensure employees are well developed within the three core facets: Care, Contribute and Collaborate.

In 2023, Hutchison Ports continued its global well-being campaign "BEWELL", as employees experienced a wellness journey through initiatives on the "Wellness Challenge" checkpoint. It aims to motivate and encourage employees to develop well-being from a holistic perspective through a series of diverse challenges that drive their physical, psychological, emotional, social and intellectual well-being. Over 1,000 employees benefited from the initiative. Awards were presented to both individuals and business units to honour awardees' achievements in cultivating positive lifestyles and habits.

The Telecommunications division is also proactively supporting its workforce through the current economic hardships. Wind Tre launched the "Welfare Comete" counselling service, which allows employees and family members to seek professional psychological support to overcome moments of anxiety, situations of fragility, and so on. Other business units, such as 3 UK, 3 Sweden, 3 Ireland and 3 Austria also offer individual counselling services to support employee well-being.

The "ASW Well-being Toolkit" was introduced in 2023, offering practical advice to enhance mental, physical, social and financial well-being across business units and group functions in AS Watson, creating a healthier and more fulfilling work environment.



Employee well-being can be critical to workforce productivity and overall Group success. At AS Watson, fostering a culture of well-being is not just an individual effort but a collective journey that is undertaken as a team.

AS Watson Head Office and Watsons Thailand organised "Wellness Week 2023" with health checks, healthy breakfast sessions, seminars and workplace massage sessions to promote employees' awareness of well-being. In parallel, Watsons Singapore and PARKnSHOP Hong Kong provided an array of activities and wellness information through online portals to achieve similar objectives.

Superdrug and Savers in the UK launched a Digicare App in 2023, providing employees accessibility to digital General Practitioner services, mental health and nutritional consultations, second medical opinions and annual health checks. The App also provides guidance and support to help detect, manage and prevent physical and mental health issues. In addition, an extra staff discount was offered to support employees managing the cost of living crisis in 2023 (i.e. 40% off on Superdrug products and family and friends of employees also enjoy a 30% discount, plus 20% off branded products four times a year).





Retail

EXTENDED SERVICES FOR EMPLOYEES' WELL-BEING ACROSS ASIA

Since October 2022, the Retail division's eDoctor programme has been extended to include consultation by e-Chinese medicine practitioners in order to provide an overall comprehensive medical service. In 2023, a three-day wellness programme was conducted, covering health checks, sharing insights on physical and mental health and learning sessions to promote work life

balance and enhance the awareness of self-care. In considering the safety of the employee, the flexibility to work from home is also allowed during and even after an adverse weather condition has ended depending on individual circumstances and upon the approval of the line supervisor.

Contractor Safety

The Group's [Supplier Code of Conduct](#) aims to promote the safety of other workers, who are not employees, by integrating contractor safety into procedures for contractor tendering and selection, workplace policies and guidelines, and training programmes. Other activities undertaken by business units include overseeing contractor safety performance and including contractors in dedicated health and safety forums.

AS Watson includes general terms and conditions for working with suppliers, and in most agreements, there is compliance with applicable laws and regulations for both parties. Safety guidelines and regulations would be included under these compliance obligations, and based on the "AS Watsons Supplier Due Diligence Screening Process", suppliers and named contractors with

non-compliance on safety legislation and any public litigation or proceedings related to health and safety legislation would be excluded to help ensure safe operation throughout the entire project.

In the Telecommunications division, contractors, safety performance and risk are assessed according to the SA 8000 social accountability management system, which focuses on workers' conditions management (human rights, development, valorisation, training and professional growth of people, health and safety of workers, non-discrimination, work of minors and young people) and its requirements are also extended to suppliers and sub-contractors. Wind Tre, for example, does not admit suppliers who do not comply with the requirements of SA 8000 to its supplier registry.



Infrastructure

SAFETY TRAINING WITH CONTRACTORS

HK Electric's site safety supervision training take place regularly to ensure the highest health and safety standards. This comprehensive training programme also involves contractors' wardens and operatives associated with the organisation, to ensure that all individuals working on HK Electric's projects will have a deep understanding of and commitment to maintaining the highest health and safety standards.

United Energy in Australia provides its contractors with the Victorian Electricity Supply Industry (VESI) skills and training, serving as a fundamental component of its well-established safety systems. The training includes specifications for minimum qualifications, competency assessments and refresher training requirements for accessing the VESI Electrical Networks, as it aims to offer in-depth guidance on vital competencies, ensuring adherence to work standards and fostering a deeper understanding of current safety practices.

COMMUNITY INVESTMENT

As a responsible corporate operating in multiple regions, the Group understands the importance of sharing and contributing to the needs of local communities, and thus applies a broader strategy to communicate and engage with various community partners, such as local authorities, non-profits, schools and other educational organisations. The Group aims to identify critical issues where help is needed, and provides support to targeted beneficiaries to maximise the impact. In accordance with its [Human Rights Policy](#), the Group proactively engages, listens and learns from the perspectives of the local communities in which it operates.

Community engagement and investment initiatives undertaken by the Group's core businesses are linked with other material topics in the Group Sustainability Framework, such as:

- [Social Inclusion](#)
- [Biodiversity Protection](#)
- [Circular Economy](#)
- [Learning and Development](#)

Addressing the Challenges of Today

Even with the pandemic seemingly coming to an end, the risk of a "second-coming" and the after-effect can still be felt in people's daily lives. Alongside the ongoing regional conflicts, people's wellness (i.e. their physical and mental health, connections to others or even access to nature) can decline across communities. With the wide regional outreach through business activities, the Group is able to work with different partners, engaging targeted beneficiary groups and maximising its contribution to communities.

With poor mental health identified as one of the issues resulting from the pandemic, 3 UK has been working with the Samaritans since 2021 to leverage its technology, retail stores and expertise, to help more people with emotional support, 24/7, 365 days a year. As the official sponsor of Samarathon, and over the last three years, 3 UK has assisted the month-long fundraising event across its 300 stores and 4,300 employees, helping to raise vital funds and inspire more people to take on the challenge. A total of 12,094 miles were run, jogged or walked by 513 participants, with GBP15,500 raised as a result in 2023 by 3 UK employees.



Samarathon, 3 UK



Telecommunications

SOLUTIONS TO MAKE CITIES MORE DIGITAL AND SUSTAINABLE

Recognising the impact of technology on fostering the digitalisation and sustainable transformation of cities, Wind Tre continues to respond to the growing demand for solutions for digitalisation and resilience in the urban environment. In 2023, as part of the Smart City project, Wind Tre launched the "Smart City Transformation Academy", a complimentary digital education initiative developed in collaboration with Forum PA. It primarily caters to local administrations and encompasses a wide range of topics, such as digital technologies at the service of environmental improvement, energy saving and innovation, efficient mobility and tourism, and the optimisation of public services.



Retail

SUPPORTING THE PHYSICAL WELL-BEING OF THE YOUTH

Children and youth are the pillars of the community; and the Group always looks to contribute to their well-being by encouraging physical exercise. As a long-time sponsor of the event, AS Watson has recognised a record number of 962 outstanding student-athletes to the Hong Kong Students Sports Awards. Awardees include students from primary, secondary and special schools in Hong Kong, covering over 80% of all primary, secondary, and special schools. Since its launch in 2005, it has handed out 15,500 awards and has become one of the largest athlete recognition schemes in Hong Kong.

AS Watson has also been in collaboration with Operation Smile since 2012, reaching over 6,500 children with cleft lips and performing successful corrective surgeries. In 2023, AS Watson hosted a surgical programme in the Philippines sponsoring 60 surgeries, helping children with cleft lips and palates to live their best lives with bright smiles.



AS Watson Hong Kong Students Sports Awards awardees



PROTECTING THE ENVIRONMENT

The Ports division kicked off its “Go Green 2023” event and “Go Green x Dock School Campaigns” in 2023, in which 32 ports in 19 countries conducted 113 environmental activities, including tree planting, beach clean-ups, climate action card games (Climate Fresk Cards) and workshops with students, staff educational workshops and student terminal visits, spreading the message of climate protection worldwide.

In 2023, Wind Tre also continued working with its long-term partner in forestry protection, the WWF, by recovering 70,000m² of protected areas in the WWF “Oasis” of Macchiagrande, close to Wind Tre’s main office in Rome. It is a continuation effort of the “Oasis project” that has been supported by Wind Tre since 2021 to help conserve these protected areas.



“GO GREEN” CAMPAIGN

Working alongside the sustainability awareness campaign and with popular boy band MIRROR, the “Go Green” campaign looks to inspire 18 million of AS Watson’s loyal customers to Go Green across four Asian markets, including Hong Kong, Malaysia, Taiwan and Singapore. The objective is to encourage customers to take positive actions in their daily lives and to make more sustainable choices.

To extend its effort in engaging its customers, AS Watson has also developed a gaming section in its Watsons and MoneyBack app to promote sustainability whereby customers can create their own virtual Green Garden. By completing various green tasks over the course of six weeks, customers can establish a greener lifestyle through “Skip it” (Reduce); “Bring it” (Reuse) and “Keep it” (Recycle). The campaign also estimates the carbon emission savings for each green task and AS Watson will match those carbon emission savings by sponsoring relevant tree-planting projects. The project is estimated to offset 900 tonnes of CO₂ and make a bigger impact on the planet in parallel with its green actions.



Virtual Green Garden in Watsons & MoneyBack app, AS Watson

Targeted Community Contributions

The Group's core businesses implement community investment programmes tailored to their specific circumstances and community engagement objectives, involving corporate donations, fundraising and volunteering. A common management approach

across the Group is to seek input from employees on the selection of good causes and organisations to support in order to increase their sense of ownership and motivation to contribute.



Retail

SHARING THE GIFT OF A SMILE

AS Watson's "Project LOL" philanthropy programme aims to bring "Lots Of Love" and "Lots Of Laughs" to people in Hong Kong and around the world, focusing on three main areas of service, namely health, education and a caring community. AS Watson strives to spread the laughs and bring positive changes to local communities and 'the people living there'.

In 2023, AS Watson donated over HK\$100 million in cash and in-kind contributions to various charities, demonstrating its commitment to supporting the underprivileged and providing aid during emergency disasters through the philanthropy programme.

As Watson's "Smile for Good" corporate volunteering programme encourages its employees to join hands with NGOs worldwide to make positive impact on the community. Through this initiative, over 21,000 volunteers have contributed 26,000 hours serving over 210,000 individuals in need across the communities where AS Watson operates. In Hong Kong, AS Watson organised a

volunteering activity with 56 business partners and over 1,200 volunteers were invited to serve 2,000 senior citizens.



Project LOL senior citizen visit, AS Watson



Infrastructure

EMPLOYEE FOUNDATION

The SA Power Networks Group Employee Foundation was established in 2006 with the principal purpose of enabling employees, their families and friends to make positive contributions to the lives of people in the local community through payroll donations, fundraising and volunteering. It makes regular donations to many charities, and a full workday is also paid for each staff member to volunteer with a South Australian-based charity.



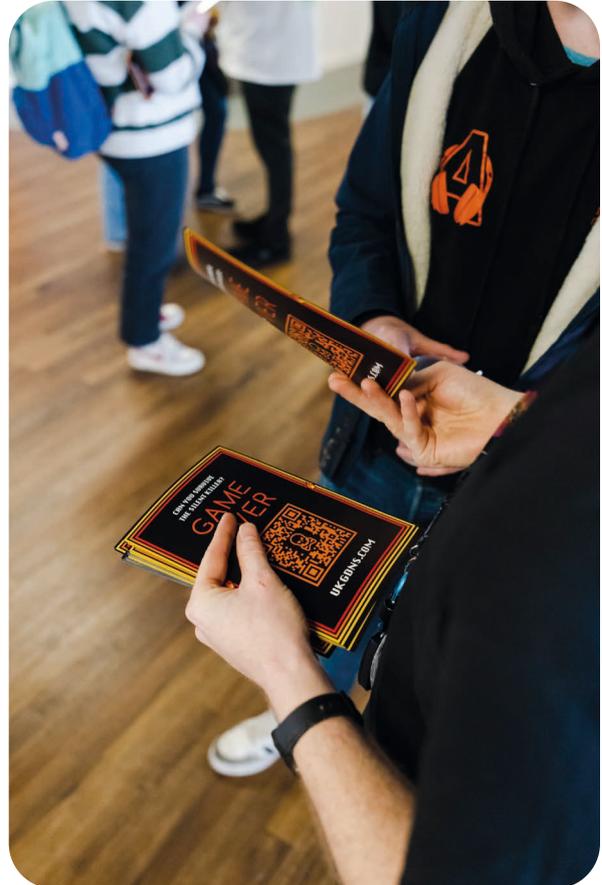
Community services, SA Power Networks



ORGANISING THE "GAME OVER" CAMPAIGN

Wales & West Utilities conducted research and discovered that young people, particularly individuals aged 16-24, require increased awareness regarding the significance of carbon monoxide alarms and regular gas appliance servicing compared to other age groups. In response, Wales & West Utilities organised various events to enhance young people's understanding of gas safety. To specifically target this demographic, it expanded the existing "Game Over" awareness campaign, which focuses on the risks associated with carbon monoxide. Recognising the high participation of young people in gaming, it has launched a digital campaign tailored to computer games to more effectively engage with this age group.

Moreover, Wales & West Utilities have introduced a student campus ambassador programme as part of its efforts to expand the outreach. These ambassadors play a crucial role in developing a collaborative gas network campaign, which proved to be an effective way of reaching out to young individuals. The digital gaming campaign, combined with the involvement of campus ambassadors, resulted in a notable increase in the campaign's reach amongst the target audience. So far, more than 77,000 young individuals have viewed the campaign content and engaged with student representatives advocating for gas safety.



"Game Over" campaign on gas safety, Wales & West Utilities



PROVIDING COST OF LIVING FUND FOR NEEDED CUSTOMERS

In response to the cost of living crisis, UK Power Networks established the Cost of Living Fund, providing GBP500,000 extra funding to scale up in-depth support over 2022/23. Extensive research and engagement has identified gaps in existing support systems resulting in the expansion of the operations, by forging new partnerships and introducing innovative assistance. The vulnerability training provided

to its Executive Team Members has helped to secure senior endorsement for this additional funding, resulting in more than double the number of customers receiving in-depth support compared to the previous year. This winter, UK Power Networks continues to provide this level of support through its extensive fuel poverty support programme.