

EMPLOYER
OF CHOICE

INCLUSION
AND
DIVERSITY

HEALTH, SAFETY
AND **WELL-BEING**

COMMUNITY
INVESTMENT



Social

Employees are the driving force behind the Group's success, and the Group is unwavering in its commitment to their development, well-being and growth. It fosters a workplace environment that embraces diversity, promotes inclusion and ensures safety, while attracting talented individuals from varied backgrounds. The Group recognises that sustainable business success extends beyond its operations to create lasting value for its stakeholders and meaningful impact in the communities where the business units operate.

These priorities are structured within the Group Sustainability Framework, which provides a comprehensive approach to addressing stakeholder needs and expectations. Through this framework, the Group systematically advances its social initiatives while ensuring that they creates sustainable value for all stakeholders.

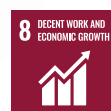
GROUP GOALS

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

CONTENT IN THIS SECTION

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

Linked SDGs



EMPLOYER OF CHOICE

As a leading employer of over 300,000 people globally, including those at joint ventures and associates, the Group has around 208,500* employees across its four core businesses. The Group is committed to ensuring optimal workplace conditions while supporting employee development and safety. This approach enables each core business to develop specialised human resource programmes within the Group's policy guidelines, ensuring workplace excellence and security while addressing unique business requirements and employee needs. This section of the report focuses on the core business operations and their respective workforce management practices.



Global

WORKPLACE-RELATED RECOGNITIONS RECEIVED IN 2024

Ports

- **Hutchison Ports HIT**
Good Employer Charter & Supportive Family - Friendly Good Employer - Labour Department, HKSAR Government
- **Hutchison Ports Pakistan**
People Developer Port/Terminal of the Year 2024 - Global Ports Forum
- **Hutchison Ports SITV**
Certificate of Merit award for taking good care of union members and employees for the period from 2019 - 2024 - Ba Ria Vung Tau Provincial Labor Federation
- **Hutchison Ports UK**
Disability Confident Committed - UK Government

Retail

- **AS Watson**
 - The Racial Diversity & Inclusion Charter for Employers - Equal Opportunities Commission
 - Platinum, HR Asia Best Companies To Work For In Asia - Harmonia Award HR Asia
 - Employer of the Year - Triple Crown Grand Award, L&D Team of the Year - CTgoodjobs
- **Savers**
UK's Best Workplaces (Super large organisations category) - Great Place To Work®
- **Superdrug**
Best Benefits to Support Menopause - Employee Benefits Awards
- **The Perfume Shop**
 - Top Employer in 2024 - Top Employers Institute
 - Spirit of Excellence Award - The People in Retail Awards 2024

Infrastructure

- **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

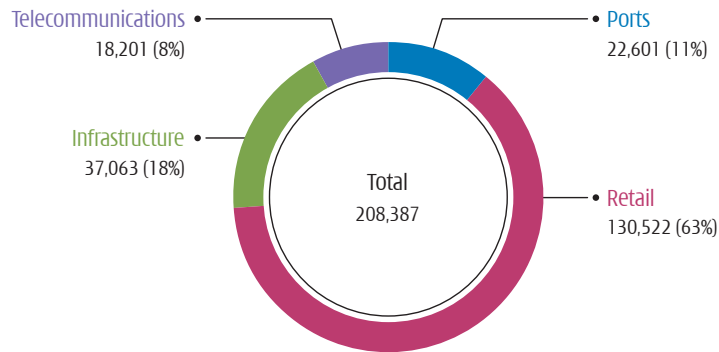
Telecommunications

- **Wind Tre**
 - TOP JOB in the study "Top Job - Italy Best Employers" - German Institute for Quality and Finance
 - Italy's Best Employer (5th consecutive year) - Statista and Corriere della Sera
 - Top Employer in 2024 (6th consecutive year) - Top Employers Institute
 - Equal Salary Certification - Equal Salary Foundation
- **3 Hong Kong**
15th Asia's Best Employer Brand Awards - Asia's Best Employer Brand
- **3 Ireland**
 - Investors in Diversity Gold award - Investors in Diversity
 - Tenth in the Irish Independent's Best Employer's list and Fourth in the Tech Industry list - Irish Independent's Best Employer's list
- **3 Sweden**
Career Company 2024 - Career Company (Karriärföretagen)
- **3 UK**
Level 1 of Disability Confident Employer Scheme - Department for Work and Pensions, UK Government

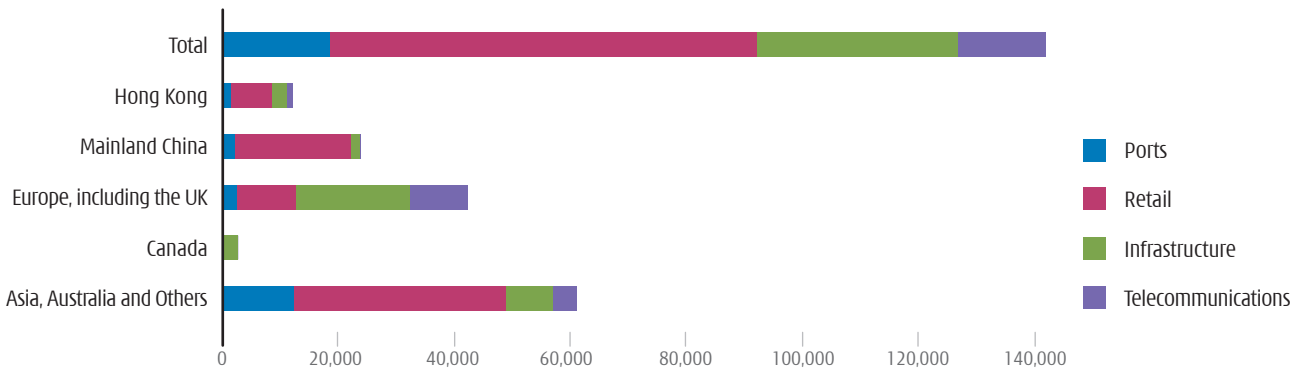
* excluded about 100,000 employees from associates and affiliates that are outside the Group's operational control, and the Finance & Investment and Others segment.

Figure 20 Core businesses employment profile in 2024

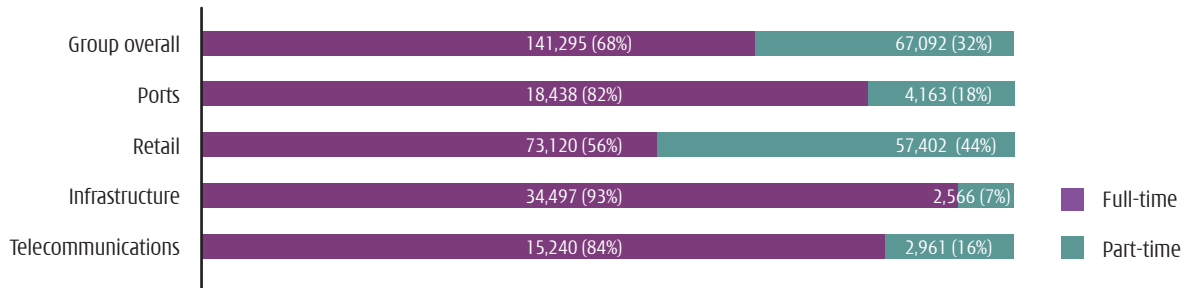
By core business



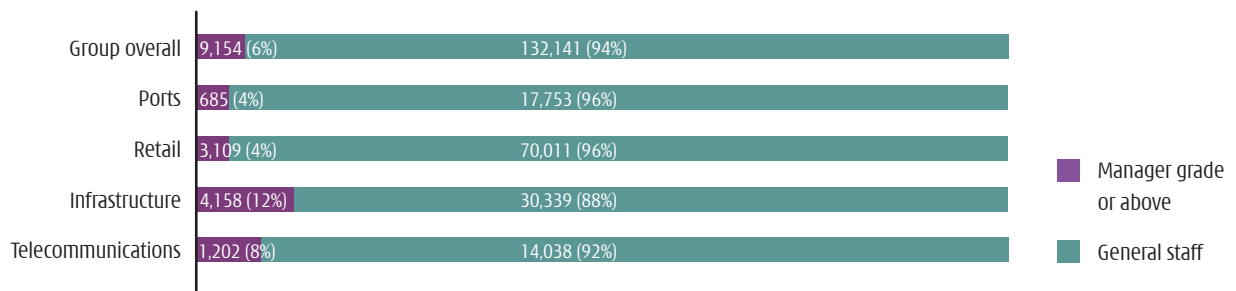
By location (full-time)



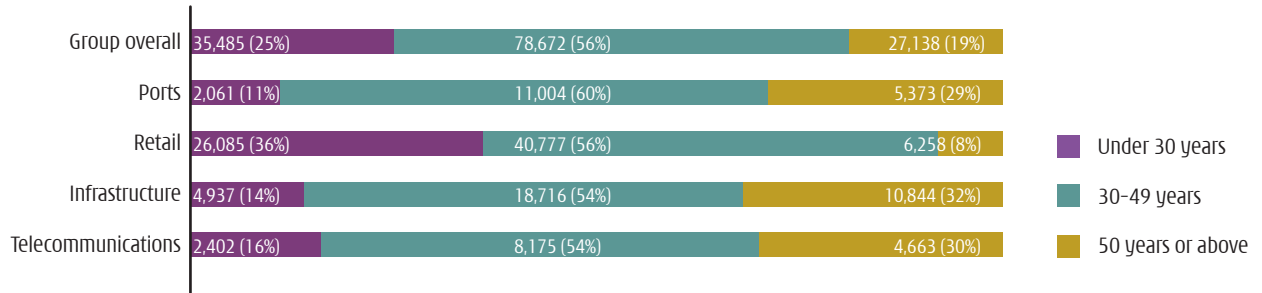
By employment type



By employee category (full-time)



By age group (full-time)



Talent Attraction and Identification

The Group recognises the importance of building a workforce based on talent, regardless of background, culture, gender or race. It aims to attract the best available talent, reflecting its dedication to diversity and inclusion. This approach supports its extensive customer base and local communities around the globe.

Both the Retail and Telecommunications divisions are committed to attracting top talent through comprehensive and innovative strategies. AS Watson has launched the "Be Remarkable, Be Yourself" employer brand, showcasing the Group's commitment to talent development. Collaborations with JobsDB, social media campaigns, and various internship and rotational programmes further demonstrate AS Watson's dedication to nurturing future leaders. Wind Tre in Italy engages with prestigious universities through Career Days, Professional Orientation meetings and company presentations to attract top talent. The "OnStage" internship programme provides a structured and supportive

environment for young graduates and undergraduates, focusing on professional and personal growth. 3 Sweden has taken innovative steps by participating in "Järvaveckan" and launching the "3Talent" trainee programme, aimed at newly graduated master's students. Collaborations with Women in Tech Sweden and Girls Coding underscore efforts to attract and retain female employees. Being a contributing factor to the fact that more than 50% of the external recruitments 2024 were women. 3 UK's new career page platform and focus on diverse candidates enhance recruitment processes. In 2024, 3 Ireland launched a refined Early Careers Programme designed to cultivate a skilled and diverse talent pipeline. This initiative emphasises targeted innovative recruitment processes (increasing applications by 50% year on year) and structured development. The programme includes graduate and integrated work-study apprenticeships, to ensure alignment with evolving business needs and future agility.



Group

HONG KONG TRAINEE AND INTERN RECEPTION 2024

As part of the Group's talent-nurturing initiative, over 60 trainees and interns from the Head Office and various business divisions attended the "Hong Kong Trainee and Intern Reception" on 26 July 2024. The event featured inspiring experience-sharing sessions from senior management and former Management Trainees, interactive team-building activities, and valuable networking opportunities, fostering connections among the next generation of leaders.

Post-event feedback was overwhelmingly positive, as over 90% of respondents reported an enhanced understanding of the CK Hutchison Group, with 86% valuing the networking opportunity with fellow trainees and interns.





Ports

APPRENTICESHIP PROGRAMME

In 2024, Hutchison Ports implemented a series of talent attraction and apprenticeship programmes across its global network, combining youth engagement, educational partnerships and internship opportunities, demonstrating its commitment to nurturing a strong future youth pipeline.

Educational Partnerships and Youth Development

The Ports division offers eight-week internship placements for high school students, aiming at early brand awareness and pipeline development. This initiative complements various business unit-level programmes that showcase the division's multi-faceted approach to talent management. HIT in Hong Kong has established strong academic partnerships through its scholarship programme with the Hong Kong Institutes of Vocational Education to recognise the achievements of engineering students who participated in the placement programme at HIT. Hutchison Ports UK has increased its

educational outreach by facilitating visits for emerging technology students and expanding its presence at career fairs and industry events across multiple locations. It has also launched specialised apprenticeship and graduate programmes in Engineering and Finance.

Recruitment and Employer Branding

The Ports division has modernised its recruitment approach to enhance the brand identity. Aiming to attract foreign and expatriate candidates, Hutchison Ports FCP on Grand Bahama Island has extended additional benefits including relocation support, housing and transportation allowance, health insurance, and repatriation and travel.

Through these multi-faceted initiatives and its comprehensive approach, the Ports division ensures it remains competitive in attracting top talent from diverse backgrounds, while fostering a skilled and engaged workforce across its global operations.

Employment conditions and benefits

The Group's [Human Rights Policy](#) serves as the foundation of its employment practices, ensuring comprehensive compliance with labour laws or regulations across all jurisdiction and business units. The Group maintains transparent communication channels to keep its workforce well-informed about policies, employee rights and practices.

The Group's commitment to employee welfare extends beyond statutory requirements through a comprehensive non-statutory benefits package. This includes maternity and shared parental

leave provisions, substantial childcare support and educational assistance programmes. Employees benefit from competitive pension plans, performance-based bonuses and long-service recognition. Additionally, the Group offers various benefits, such as staff discount schemes and wellness initiatives. The Group prioritises employee health and well-being through multiple channels including onsite medical clinics providing health services, employee assistance programmes offering mental health support, and flexible and hybrid working arrangements where operationally feasible and tailored to regional needs.



Infrastructure

SUPPORTING THE LIVING WAGE

Wales & West Utilities has been an accredited Living Wage Employer by the Living Wage Foundation since 2022, demonstrating its commitment to fair compensation, particularly crucial during the current cost-of-living challenges. The company consistently adheres to the real Living Wage – an independently calculated rate based on actual living costs – ensuring employees can meet daily expenses and manage unexpected costs. The accreditation serves a dual purpose: supporting current employees while attracting new talent to the organisation. By taking a leadership position in fair pay practices, Wales & West Utilities

enhances its industry's appeal while ensuring its workforce is properly valued and supported during challenging economic times.

Wales & West Utilities has continued to align with the Living Wage Foundation's standards. This commitment supports Wales & West Utilities' essential role in safely delivering gas to homes and businesses across Wales and south-west England, where its dedicated workforce consistently delivers exceptional service to keep customers safe and warm.

The Group is committed to identifying, preventing and mitigating adverse human rights impacts resulting from any business transaction, 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 regarding potential impacts, with due regard for human rights considerations.
- Prevent and limit redundancies where possible, providing compensation including severance payments (at or above statutory requirements) 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.

During organisational changes, the Group maintains its commitment to employee support through a multi-faceted approach. This includes severance packages aligned with industry standards, outplacement services to facilitate career transitions, re-employment opportunities within the Group where possible, skills retraining programmes to enhance employability, and extended health coverage during transition periods.

The Group maintains constructive relationships with labour organisations. Employees are free to join or form labour unions without fear of reprisal, intimidation or harassment. The Group's commitment to fair labour practices is reflected in the collective bargaining agreements, with 38% of employees covered, in 2024. Regular dialogue with union representatives ensures that employee interests are effectively represented in organisational decision-making processes. For example, Hutchison Ports FCP on Grand Bahama Island has continued to review its salary scales in conjunction with the local unions and through relationships with other companies on the island.

Employee Engagement

The Group recognises that motivated employees are fundamental to business excellence, leveraging their collective expertise to drive continuous improvement. The structured employee engagement framework includes regular touchpoints throughout the year, highlighted by biannual surveys. Business units actively collect and analyse feedback from various internal activities, including internal conferences or workshops. This employee engagement approach

enables improvements in its operations, directly supporting the Group's long-term development. In 2024, Phoenix Energy is focused on enhancing workplace culture and employee satisfaction by preparing to participate in the Great Place to Work[®] survey in Q4. This global survey evaluates workplace culture and leadership behaviours, with certification signifying a company culture that employees truly value and appreciate.



Retail

ENHANCING EMPLOYEE VOICE AND ENGAGEMENT

The Retail division significantly advanced its employee engagement initiatives in 2024, with a view to enhance employee feedback mechanisms across its business units. The establishment of a global Employee Listening Steering Committee marked a pivotal development, focusing on creating a unified approach to employee engagement while maintaining flexibility for regional needs. As part of this employee engagement effort, a comprehensive toolkit has been developed to facilitate Colleague Engagement Surveys (CES), well-being assessments and demographic data collection. A significant milestone has been set for 2025, requiring all business units to conduct annual CES, demonstrating AS Watson's commitment to regular employee feedback.

AS Watson Group Europe has built upon its 2023 biannual CES results and implemented tangible improvements in 2024. Notable changes have included enhanced annual leave entitlements and the introduction of a LinkedIn Learning platform to address training needs. The effectiveness of these initiatives was monitored through targeted pulse surveys, allowing for real-time adjustments. The engagement process involved extensive participation, with 110 staff members contributing to action-planning workshops. Regular communication channels have also been established, such as the monthly AS Watson Connect sessions at Group office level, providing business updates and interactive Q&A opportunities. Individual business units have developed their own engagement initiatives. For example, Superdrug hosts monthly Head Office Connect sessions and The Perfume Shop implements quarterly anchor days. Also, Watsons Türkiye has introduced the innovative W-Life internal communication platform, facilitating company-wide communication and celebration of achievements.

AS Watson
2024 Colleague Engagement Pulse Survey
 Group Supply Chain

“ There have been actions taken in response to your feedback in 2023 Colleague Engagement Survey. ”

Please tell us how you feel! 🗳️

Survey Period : 18 - 22 Nov

Please click [here](#) to begin the survey.
 Enter your team's token key to proceed: **GSC**

😊 😐 😞 ❤️ ❤️

ONLINE SURVEY

There's only a few questions and it'll take you **5 minutes** to complete!
 Your response is **anonymous**, no individual response will be identified.
 Please **DO NOT** forward your token to others.

**Be remarkable.
 Be yourself.**





Telecommunications

EMPLOYEE ENGAGEMENT

The Telecommunications division has implemented diverse feedback mechanisms and engagement strategies tailored to regional needs. Wind Tre in Italy maintains a well-established biannual engagement survey programme, #Diciamolanostra, which achieved over 70% participation in the second survey conducted in November 2024, focusing on crucial topics including Human Working models and sustainability-related topics. **3** Denmark has implemented quarterly satisfaction surveys complemented by targeted workshops, while **3** Sweden combines quarterly engagement surveys with regular one-to-one meetings and an innovative buddy feedback system.

3 UK and **3** Ireland conduct employee engagement surveys throughout the year focusing on key questions that are trended year on year to understand their employees experience. The surveys also capture open insights which are analysed to understand potential enhancements and focus areas for the business. Both business units implement structured Employee Action Plans addressing key focus areas such as Technology and Support Tools, Policies and Processes, Office Environment, Well-Being, and Growth and Development.

Their Employee Forums serve as crucial bridges between staff and senior leadership, meeting quarterly with Chief People Officers to ensure effective communication and action implementation.

3 Hong Kong emphasises annual performance appraisals and town hall meetings to foster open dialogue between employees and senior management. **3** Austria has introduced a new tool for regular targeted surveys throughout the year, complemented by anonymous feedback channels and whistleblower tools. Across all markets, there is a clear emphasis on creating transparent, inclusive workplace cultures that encourage open feedback and continuous improvement. This comprehensive approach to employee engagement reflects the division's commitment to maintaining a motivated, engaged workforce while adapting to local market needs and cultural considerations.

These diverse yet complementary engagement strategies demonstrate the division's commitment to fostering a positive workplace culture while ensuring local relevance and effectiveness. The implementation of both traditional and innovative engagement tools shows a forward-thinking approach to employee relations and organisational development.



The Group communicates its sustainability achievements and progress through multiple channels, including the quarterly Group online journal *Sphere*, and the monthly Group Sustainability Newsletter. These publications play an important role in showcasing the Group's initiatives and implementing improvement plans to strengthen areas that require attention. On the business unit level, Wind Tre of the Telecommunications division has been circulating a sustainability newsletter to all employees since 2020, detailing ESG activities introduced by various departments. The newsletter includes updates on numerous initiatives, engagement suggestions, and contributions from company managers and prominent sustainability figures. Starting from 2024, Wind Tre has integrated sustainability into its "Living W3" onboarding programme. New employees are required to participate in dedicated sessions with the Sustainability Team, to explore the company's ESG Plan and sustainability strategy. These meetings highlight Wind Tre's social and environmental achievements while fostering understanding of key sustainability initiatives. Additionally, 3 Hong Kong enhances employee awareness of ESG issues with posters, screensavers and a quarterly internal newsletter that underscores collective efforts and progress towards sustainability goals. It also organises recycling campaigns during special festivals to promote sustainability and circular economy concepts. In 2024, 3 Austria hosted Sustainability Days, featuring two focused themes: Health Management and Environmental Protection. The hybrid format enabled nationwide employee participation through a mix of expert presentations,

interactive quizzes, group discussions and wellness activities including yoga sessions.

AS Watson Industries (HK) contributes by sending out a monthly Sustainability Learning publication via email, ensuring continuous education and awareness among employees about sustainability practices and developments. Together, these initiatives reflect the Group's dedication to fostering a culture of sustainability and continuous improvement across its divisions.

Learning and Development

The Group's commitment to building a future-ready workforce is reflected in the comprehensive training and development strategy. The management team actively reviews and updates training activities to address market needs and future challenges. In 2024, the Group delivered over 3,900,000 training hours across diverse competency areas, including sustainability regulations and ESG reporting standards, anti-bribery, governance compliance, as well as essential leadership, negotiation and other soft skills. Management team engagement in sustainability development was strengthened through specialised ESG training and four strategic sustainability meetings (two each at Working Group and Committee levels), focusing on market trends and regulatory evolution. This multi-tiered approach ensures that employees are equipped with the skills and knowledge necessary for long-term success in an evolving business landscape.



In-house training courses, CK Hutchison

Investing in leaders

The Group maintains a strategic focus on developing future leaders and retaining high performers to ensure business sustainability and resilience. Each division implements tailored leadership programmes that address specific needs across management levels, ensuring a robust pipeline of future leaders. A structured succession planning process, conducted annually across all business units and regions, enables strategic evaluation of leadership capabilities and identification of development needs. Senior management actively engages in leadership assessment and development, sponsoring targeted interventions aligned with organisational objectives.

This systematic approach is reinforced by a robust performance management and reward framework, designed to enhance engagement and retain high-performing talent while ensuring fair opportunities for advancement across the organisation.

The Telecommunications division develops future leaders through targeted programmes focusing on young talent. Wind Tre's "New Generation Programme", which provides a structured two-year

development path for recent graduates, is enhanced through a valuable partnership with Telethon and Walk of Life. This initiative has shown consistent growth, supporting multiple cohorts from 2019-2024, ensuring a steady pipeline of emerging talent. The "Future Leaders" programme represents a strategic investment in leadership development, particularly through its Jump&Stretch programme (2019-2022) and the subsequent Jump Development Programme (2023-2024). These initiatives, developed in collaboration with prestigious institutions such as Luiss and Bocconi universities, have successfully engaged 34 young talents in the latest cohort, demonstrating Wind Tre's commitment to nurturing internal leadership capabilities. These programmes collectively demonstrate the division's strategic focus on building a capable leadership pipeline while providing structured development opportunities for both emerging talents and established leaders. The partnerships with renowned educational institutions underscore the commitment to delivering high-quality leadership development programmes that meet both current needs and future challenges.



Retail

TRAINING IN LEADERSHIP

The Retail division has organised various targeted programmes and initiatives across its business units. A significant division-wide initiative has been the rollout of Positive Leadership workshops across all Asian business units and the Group office, grounded in positive psychology principles. These sessions are enhanced by digital skills training for business unit leaders, covering emerging technologies, AI developments and customer lifetime value concepts.

Specialised programmes across different markets demonstrate the division's adaptability to local needs. Watsons Wine conducted an innovative design thinking workshop for over 20 store leaders, focusing on customer experience enhancement. Watsons China implemented a business simulation course for 32 leaders, emphasising entrepreneurial insights and business acumen. In Watsons Taiwan, the focus extended to operational leadership, with 36 store managers participating in training roadshows and 50 regional and area managers receiving

specialised team management training. The division's commitment to store-level leadership is exemplified by Watsons Philippines' engagement with 4,101 leaders through AS Watson Brand refresher courses and townhall sessions, reinforcing core values and capabilities.

AS Watsons Industries China's Leadership Styles Workshop represents the division's commitment to fostering inclusive leadership, with 40 colleagues participating in discussions on promoting diversity and inclusion through effective leadership approaches. This comprehensive approach to leadership development reflects the division's strategic focus on building a robust leadership pipeline while ensuring adaptability to evolving retail market demands and promoting a positive, inclusive workplace culture. AS Watson Group Europe partnered with an external supplier to deliver diversity and inclusion training to all employees, with separate sessions specifically designed for line managers.

Upskilling and reskilling

The Group's expansion into new markets is supported by a dynamic approach to employee capability development. Recognising the transformative impact of new technologies, such as big data and AI technologies, on operations, the Group has implemented targeted upskilling and reskilling initiatives to ensure that its workforce remains future-ready. The commitment to continuous learning is demonstrated through financial support for professional development, including job-related qualifications and certifications, as outlined in the Group's Employment Policy. Each business division offers tailored mentorship and development programmes, creating a comprehensive learning ecosystem that combines practical experience with progressive skills enhancement, and enabling employees to evolve alongside the growing business needs.

In the Ports division, functional training is provided for frontline and skilled employees to enhance their efficiency and keep them abreast of evolving technical requirements. Health and safety, digital competency and compliance courses are mandatory for respective employees and contractors, aligning with company and regulatory requirements. Leadership and professional skills

offerings also help to foster management effectiveness and cultivate best practice among core managers (i.e. Operations Manager Training and Engineering Young Talents Training in various locations including China, Hong Kong, the UK, Rotterdam and the Bahamas).

The Port's Global Connect initiative, now in its third year, saw the 2024 "Collaborate for Synergy" series achieve resounding success. This event brought together over 1,600 employees across different business units around the globe to explore key business topics. Through sessions on commercial strategies, automation and digitalisation in operations, sustainability and well-being, employees gained valuable insights into innovative practices and collaborative approaches. The Global Connect series demonstrated the organisation's commitment to fostering a learning culture and investment in its most valuable asset - its people. As employees continue to enhance business acumen and cross-functional perspectives, they are prepared for future readiness in alignment with the company's forward-looking direction and evolving business landscape to achieve sustained success.



Retail

TALENT DEVELOPMENT

AS Watson Group Asia launched two flagship leadership development programmes in 2024. The Leadership Acceleration Programme, initiated in April, represents a significant investment in developing high-potential talent, engaging 22 selected leaders in an intensive 18-month journey. This programme focuses on three critical areas: commercial acumen, transformational leadership and strategic mindset, which are designed to develop leaders capable of navigating complex business challenges and driving organisational growth.

Building on this foundation, AS Watson Group Asia launched Aspire 2.0 in May 2024, a 12-month development programme targeting senior leadership development. It brings together 27 senior leaders through a multi-faceted approach combining workshops, leadership assessments, group coaching sessions and action learning projects. The programme design

ensures the practical application of leadership skills while fostering innovation and strategic thinking capabilities. These programmes ensure the development of well-rounded leaders who are equipped to drive the organisation's future growth and transformation. This comprehensive leadership development strategy reflects the company's investment in sustainable organisational development and succession planning.



Succession planning

Succession planning at the Group operates through a systematic, multi-tiered approach. Core businesses conduct annual succession plan reviews for multiple organisational levels, ensuring comprehensive talent pipeline coverage. These detailed plans undergo thorough evaluation before receiving final approval from the Group's Directors. Individual divisions further enhance this framework by extending succession planning to additional organisational layers, creating a deep and stable talent continuity strategy.

Getting future-ready

The Group maintains a forward-looking approach to capability development, prioritising critical skillsets essential for future business success. The focus on enhancing critical thinking, problem-solving abilities, and self-management competencies reflects projected workforce requirements in coming years. Through the Human Resources Department's comprehensive training offerings, employees receive continuous support to enhance their knowledge base and strengthen their professional capabilities, ensuring both individual excellence and organisational resilience.



Telecommunications

CONVERSATION PLATFORM

Wind Tre demonstrates a comprehensive commitment to workforce development, specifically targeting Goal 4 of its ESG Plan, which aims to achieve 100% "future-ready" people. The company's approach centres on fostering lifelong learning and self-development through accessible digital platforms and targeted training programmes. The digital "ConversatiON" platform provides all employees with continuous access to soft skills, and language training.

Wind Tre has implemented specialised programmes focusing on critical areas of digital transformation. To address evolving market demands, Wind Tre has established targeted technical training programmes including the Ericsson Master and Huawei OptiX projects, alongside updated insourcing training activities. It also

maintains a strong focus on compliance and ethical business practices through its e-learning anti-corruption course and the anti-trust compliance programme, which provides periodic training to prevent anti-competitive behaviour.

This multi-faceted approach to workforce development demonstrates Wind Tre's commitment to building a resilient, skilled workforce capable of navigating digital transformation while maintaining high standards of compliance and business ethics. The integration of technical, soft skills and compliance training creates a comprehensive development framework that supports both individual growth and organisational sustainability objectives.

INCLUSION AND DIVERSITY

The Group's operations are built on principles of inclusivity and diversity, reflected in its policies and programmes that promote a diverse workforce aligned with a community presence as this commitment extends beyond policy implementation through regular employee engagement initiatives across business divisions, creating channels for feedback and dialogue. Management actively participates in this process by reviewing engagement findings and adapting policies to strengthen an inclusive workplace culture.

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](#).

Zero Tolerance for Discrimination

The Group upholds equal opportunities through a comprehensive framework anchored by the [Human Rights Policy](#) and [Code of Conduct](#). Its zero-tolerance approach encompasses all forms of discrimination, including race, colour, national or social origin, ethnicity, religion, age, disability, sex, sexual orientation, gender, political affiliation and other legally protected statuses. Any reported violations are addressed promptly and thoroughly according to the [Whistleblowing Policy](#), ensuring accountability and maintaining workplace integrity. 3 Austria's commitment to workplace fairness has been recognised with the prestigious "EqualitA" certification, acknowledging its excellence in providing equal opportunities for all employees.

Strength in Diversity

The Group is dedicated to embracing diverse perspectives and reflecting the diversity of its stakeholders and the communities within its workforce. This commitment is fundamental to its business philosophy and operational practices. The Group's core businesses implement inclusion and diversity programmes suited to staff needs and circumstances, including training, networking, mentoring and senior-level sponsorships ensuring oversight regarding diversity performance to maintain the right balance in the workforce. To ensure effective implementation, senior management maintains active oversight of diversity performance metrics, regularly reviewing workforce composition and balance. This systematic approach helps to maintain appropriate representation across all levels of the organisation.



Infrastructure

ADVANCING WORKFORCE DIVERSITY AND INCLUSION

The Infrastructure division introduced the Workforce Diversity Policy in 2024. The policy ensures equal opportunities, development, compensation and career advancement, with particular emphasis on gender balancing and empowerment. The Board-level Sustainability Committee regularly reviews and monitors the policy's effectiveness.

The division places special focus on gender diversity, creating supportive pathways for women's career advancement and ensuring their contributions are recognised. Through these coordinated efforts, the Infrastructure division continues to build a workforce that better reflects and serves its diverse communities while fostering innovation and resilience.

3 UK and 3 Ireland, for example, have implemented a holistic Inclusion and Belonging Strategy that uniquely integrates diversity and inclusion initiatives with well-being and workplace practices. They promote a diverse calendar of cultural and religious events, such as International Women's Day, Global Accessibility Awareness Day, Pride and Diwali. 3 Austria prioritises creating an environment where all employees feel comfortable, understood and valued.

This vision is implemented through four pillars: Education, Events, Network and Empowerment, and Transparency and Role Models, ensuring continuous engagement and the development of an inclusive workplace culture. Educational materials and articles covering a broad range of topics, such as ethnicity, religion, sex, gender, disabilities, and general health and well-being are regularly distributed among employees.



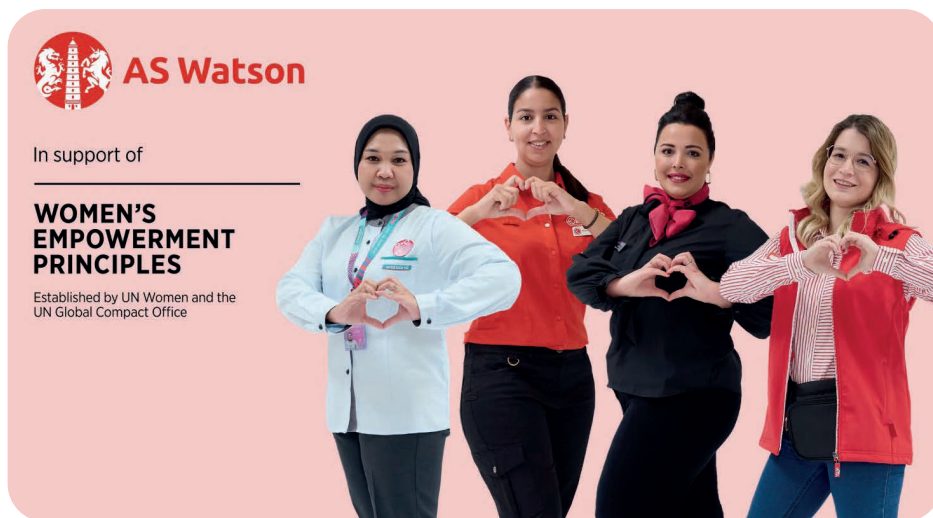
Infrastructure

A DIVERSIFIED AND INCLUSIVE WORKFORCE

In Australia, AGIG takes pride in the diversity of its workforce. As per the latest figure, 40% of its employees are from non-English-speaking cultural backgrounds and 37% are multilingual.

During 2024, AGIG launched a specific plan for 2024-2026, reinforcing its commitment to foster a diverse and inclusive workplace. The Engagement Plan focuses on four areas:

- Being a diverse and culturally safe workplace: attracting and retaining diverse employees and ensuring that they have a positive employee experience.
- Promoting fair and equal opportunities: fostering a fair and transparent workplace by offering unbiased initiatives and practices.
- Embedding inclusive practices in the way we work: recognising diversity and inclusion as everyone's responsibility and ensuring that inclusion is embedded into everyday business.
- Leading by example: empowering leaders to champion and model inclusive behaviours.



In support of

WOMEN'S EMPOWERMENT PRINCIPLES

Established by UN Women and the UN Global Compact Office

Commitment to Women's Empowerment Principles by UN Women, AS Watson

Gender balancing

Despite efforts, the Group's core businesses are still facing structural barriers in advancing gender balance. This is particularly evident in the Ports and Infrastructure divisions, where traditionally male-dominated fields reflect entrenched gender stereotypes. To address these issues, the Group has implemented various target solutions, such as anonymising job applications and diversified recruitment channels, demonstrating the Group's commitment to reshaping traditional workforce demographics in these sectors.

In 2024, Wind Tre obtained the UNI/PdR 125:2022 certification on Gender Equality. The certification was issued by IMQ S.p.A. – a certification body accredited by Accredia – following a voluntary audit process that verified the implementation of a gender-balancing management system. This system includes the adoption of KPIs and concrete interventions in culture and strategy, governance, HR processes, opportunities for growth and inclusion of women in the company, fair pay, protection of parenthood and

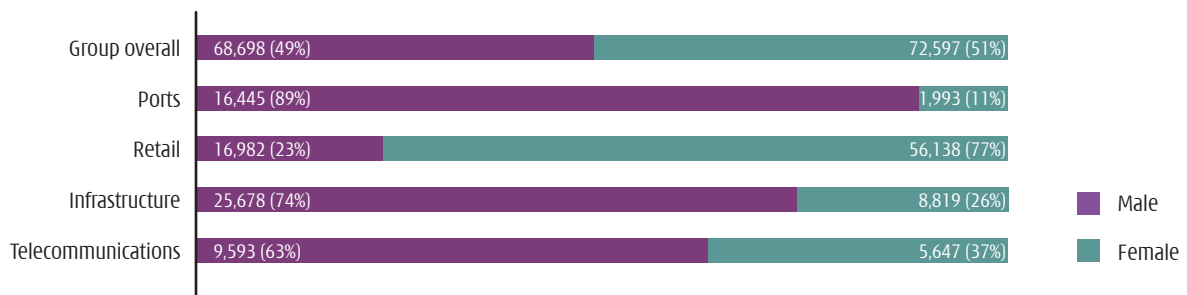
work-life balance. As part of this project and as required by the standards, a gender-balancing related policy was drafted and an internal Guidance Committee was established to implement and direct concrete actions.

Supporting women at work

AS Watson has become the first health and beauty retailer to be a signatory of the Women's Empowerment Principles, a global movement under UN Women (United Nations Entity for Gender Equality and the Empowerment of Women) dedicated to advancing gender equity and women's empowerment. In support of this movement, AS Watson has strengthened its commitment to fostering a workplace, marketplace and community that promotes inclusivity and opportunities for women.

Figure 21 Core business employment breakdown in 2024 (full-time)

By gender



Retail

PHARMACY ASSISTANT APPRENTICESHIP PROGRAMME

Watsons Philippines has launched an innovative programme addressing both workforce diversity and career development for underprivileged women through a strategic partnership with Punlaan School. The initiative specifically targets young women, providing them with specialised training and direct pathways to employment in the pharmaceutical retail sector.

This comprehensive programme combines three months of academic learning with three months of practical training in Watsons stores. To ensure accessibility for underprivileged participants, the programme provides financial support through training allowances, with successful completion leading to immediate employment

opportunities. The inaugural batch of 20 female scholars have already graduated and have been endorsed for probationary employment within AS Watson's retail network.





Telecommunications

WOMEN IN TECH AND WOMEN IN LEADERSHIP

3 Sweden has implemented innovative strategies to attract and retain female talent, particularly in technology roles, through partnerships with Women in Tech Sweden and "Girls Coding" (Tjejer Kodar). These collaborations include interactive sessions at headquarters with approximately 70 participants, focusing on workplace inclusion and technology career opportunities.

A significant milestone in 2024 was the launch of 3 Ireland's Women in Leadership pilot programme in partnership with University College Dublin, directly supporting the business unit's target of achieving a 50/50 gender balance in leadership roles by 2030. The programme features a dual-mentorship model where participants both receive mentoring and provide mentorship to newly promoted female managers, creating a sustainable cycle of leadership development and knowledge sharing within the organisation.

The initiative's success is further evidenced by 3 Ireland's recent appointment of 15 senior female leaders in 2024, demonstrating the programme's practical impact across markets.

These multi-faceted approaches across different markets demonstrate the division's commitment to not only attract female talent but also create sustainable pathways for women's advancement into senior leadership positions. By combining traditional mentorship and networking opportunities with modern digital engagement strategies, the division maintains a holistic approach to achieving gender diversity goals while nurturing an inclusive culture.

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 for three consecutive years 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.



Infrastructure

EQUAL OPPORTUNITIES AT WORK

EDL has been recognised as one of the top 101 workplaces for women by WORK180. This assessment evaluates 10 standards, including inclusive hiring processes, representative leadership, flexible working arrangements, fairness in wages, shared caregiving responsibilities, employee voice, career development, an inclusive culture, employee safety and strategic commitments.

Through innovative HR practices, Wales & West Utilities proactively fosters a respectful and inclusive work environment, committed to breaking down workplace barriers and eliminating prejudices and biases. Its continuous efforts to improve diversity and inclusion were recognised by the CIPD Awards in Wales where Wales & West Utilities won the "Best Equality, Diversity and Inclusion Initiative" award.

HEALTH, SAFETY AND WELL-BEING

The Group strives to comply with or exceed applicable health and safety laws, regulatory standards and industry best practice. The Group [Health and Safety Policy](#) establishes corporate safety standards that define minimum requirements across all workplaces and facilities.

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

Creating a Culture of Safety

The Group's core businesses have established comprehensive governance structures for health and safety. These structures are the foundation for the Safety Management Systems that clearly delineate responsibilities for senior management and safety personnel. Coordination of Emergency Response Planning and thorough record-keeping procedures are integral components of these systems.

In the Ports division, safety is governed by the Hutchison Ports' Group Safety Committee (SAFCOM) with its Chairman reporting directly to the Group Managing Director. SAFCOM's main purposes are to develop and maintain safety standards and guidelines across business units, as well as monitor safety performance. The Safety Management System (SMS), which is underpinned by the Safety Policy, demonstrates the commitment by the division to providing a safe working environment. The Policy outlines the key concepts of the SMS, including conducting regular assessments of the terminals and adopting preventative measures to reduce safety risks. The Policy is the direct link between the overarching SAFCOM strategies at the division level and the day-to-day working at the terminal level. All business units are expected to implement the Safety Policy accordingly. At the business unit level, the highest level of management who has the responsibility for health and safety issues is their Head of business units. This can be their Chief Executive Officer or General Manager. They ensure that the business units' safety management adheres to Hutchison Ports' Safety Policy and relevant safety regulations.

The Infrastructure division also understands that health, safety and well-being are key to operations and the commitment is clearly stated in the division's Health and Safety Policy. This policy ensures compliance with the relevant laws and regulations while incorporating best practices. Key commitments include the following:

- Complying with all applicable laws and regulations in the relevant jurisdictions
- Meeting industry-specific standards or referencing relevant best practices

- Adopting local or international health and safety guidelines for goods and services purchased
- Maintaining a safe working environment
- Providing employees and contractors with guidelines or training and development specific to job requirements
- Assessing the health and safety performance of contractors and suppliers on a regular basis
- Engaging employees and contractors through information sharing and programmes to improve health and well-being; and soliciting feedback for continuous improvements
- Monitoring and reporting health and safety performance
- Providing adequate resources to implement this Policy
- Enforcing the implementation of the Health and Safety Policy with regular reviews and internal audits

In their commitment to maintaining exemplary safety standards, many business units in the Infrastructure division have also acquired certification for their Safety Management System, aligning with international standards such as OHSAS 18001 or ISO 45001. As of 31 December 2024, the total number of employees that are covered by OHSAS 18001/ISO 45001 was estimated to be around 50%. This division also keeps health and safety at the forefront of board discussions. Annual conferences on health and safety are organised that involve representatives from all business units. Other business divisions are also implementing training programmes and initiatives to underscore the significance of safe operations across all levels of the workforce.

Engaging workers on health and safety topics through training is vital. In line with the Health and Safety Policy, all divisions provide employees and contractors with job-related guidelines and training to foster a zero-harm occupational culture. Employees are encouraged to support the Group's safety performance by adhering to health and safety policies and only undertake work they are trained, competent, and medically and physically fit to perform.

Business units within the Telecommunications division offer various training opportunities to ensure that safety principles are well understood and shared by all levels of employees. For example, topics such as fire safety, first aid training, awareness-raising activities on personal security, health and safety, and the environment, are offered regularly by 3 Denmark, 3 Ireland, Hutch Lanka, 3 Sweden and 3 UK.

In the Ports division, employee occupational health and safety is intertwined with the safe delivery of its services. Since the successful completion of the previous three-year safety training programme, safety training is then structured as annual briefing sessions attended by business units' safety personnel. These sessions typically cover safety incident reviews, yearly initiatives and any other safety-critical issues. In 2024, the sessions were carried out in May and September.

In addition to division-wide coordinated programmes, each business unit also has its own tailored initiatives and ways to communicate and enforce safety measures. For example, at Hutchison Ports RAK in the United Arab Emirates, safety trainings is conducted regularly (weekly and monthly) on health and safety topics for both employees and contractors, ensuring compliance with the business units' safety standards.



Infrastructure

TAILORED SAFETY PRACTICES

Business units in the Infrastructure division implement targeted safety practices to address critical areas such as distribution safety, fire safety and road safety. These initiatives ensure that employees are well trained, informed and equipped to perform their duties safely and responsibly.

SA Power Networks conducts annual training for all personnel in preparation for each fire danger season. This training builds a high degree of awareness of fire risks and their responsibilities to safeguard themselves, their colleagues and the wider community during the high-risk season.

In 2024, Victoria Power Networks delivered comprehensive training across 14 depots, improving drivers' competency and adherence to road safety regulations. The Heavy Vehicle Driver Assessment, conducted by an external provider, involves a detailed four-hour evaluation of each driver's skills. Meanwhile, the Load Restraint course, delivered internally, provides employees with critical knowledge on safely securing loads.



Road safety training, Victoria Power Networks

Safety Risk Management and Mitigation

In the Ports division, since the update of the Global Minimum Safety Standards clause 12.11, business units have reviewed their day-to-day activities extensively to eliminate the presence of pedestrians to ensure safety. Wherever point-to-point travelling is necessary, proper modes of transportation are provided to workers to significantly reduce the risk of vehicle and pedestrian contact. The relevant control measures are well documented, reviewed by business units' safety management team, and endorsed by their Head of business unit. All business units in the Ports division are required to develop and implement written Business Continuity Plan under the Business Continuity Management Policy. The Business Continuity Plans include setting up an incident response team, carrying out business impact analysis, coordinating resources and personnel for different emergencies, and conducting drills to ensure operations are efficiently restored after an incident.

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 play a vital role in overseeing risk assessments within their respective operations, as well as monitoring and addressing work-related injury risks. Regular internal and external risk assessments are also conducted across operations. These assessments help to identify potential hazards, evaluate associated risks, and implement suitable control measures to reduce or eliminate those risks.

Business units in the Telecommunications division adopt a similar approach, dedicating resources to identifying and managing operation risks to ensure employees' safety. Wind Tre in Italy has assigned the Facilities Management department to be responsible for all safety and environmental regulatory requirements. This includes defining procedures and safety standards in the workplace and ensuring the design and implementation of special systems to protect employees and company assets. Through the risk assessments, all potential dangers are identified. Risk sheets are drawn up, detailing the event, any protective measures to be envisaged, the necessary safety training, and the distribution of personal protection equipment when required.



Telecommunications

OCCUPATIONAL HEALTH AND SAFETY RISK MANAGEMENT AND RISK MITIGATION

3 Hong Kong has established a comprehensive health and safety policy and adopted a systematic approach to protect the health, safety and well-being of its employees. It has certification in ISO 45001:2018 Occupational Health and Safety Management System for designated locations. The certification exemplifies **3** Hong Kong's commitment to providing its employees with safe and healthy workplaces. The comprehensive

health and safety policy stated the company's commitment to providing employees with safe and healthy workplaces for the prevention of work-related injuries and ill health. **3** Hong Kong also encourages employees' consultation and participation to determine the actions in eliminating the hazards in workplace and to report Occupational Health and Safety risks.

Holistic Well-Being

Productivity can be boosted with the support of a healthy workforce, and the Group has implemented various measures to ensure that the well-being of employees is well taken care of. The overall health care management concept is promoted, while mental wellness continues to be one of the occupational health and safety topics incorporated into the broader aspect of employees' well-being management plan.

In the Ports division, the global BEWELL campaign was launched to demonstrate the commitment to prioritising people's health and well-being. The campaign aims to cultivate a positive culture across all business units, promote a harmonious work-life environment, foster connections and encourage employees to embrace a healthy lifestyle. In 2024, this wellness initiative was advanced by providing employees with a focused opportunity to evaluate the well-being and adjust strategies for better wellness outcomes. Online interactive activities were organised on the BEWELL platform to promote holistic well-being, encourage ownership, and prioritise and celebrate well-being achievements in sustaining a healthy lifestyle. Wellness advocates across business units gathered to share personal anecdotes to spark motivation and inspiration, and to cultivate a positive mindset and healthy lifestyle choices. This generated many insights and follow-up actions within the participating group. Employee awards were also issued to recognise dedication and active participation in health and wellness activities.

The Telecommunications division continues to actively engage with employees, aiming to better address overall well-being through business unit-wide initiatives. For example, 3 Sweden launched 3Health Hub, a one-stop platform for addressing physical, mental and social health. The Health Hub, accessible via the intranet, offers various activities to enhance employees' wellbeing, such as the following:

- Buddy sessions (yoga, running classes, circuit training, etc.)
- Sessions with a personal trainer
- Mobility trainings
- Massage at headquarters
- Health tests
- Seminars

Hutch Lanka also initiated a comparable programme, covering different aspects of employees' well-being. Throughout the year, the business unit conducted activities on topics such as breast cancer awareness and screening, diabetic awareness, mental health awareness, eye checkups for all employees, and webinars on heart health, immunity and well-being.

Similarly, the AS Watson group organised Wellness Day activities in 2024, emphasising the importance of self-care and caring for others. These activities attracted over 800 attendees. In addition, it hosted various workshops and activities to promote employee well-being as defined in the "AS Watson Wellbeing Toolkit". These activities included a Singing Bowl workshop to promote mental well-being and stress management techniques, a makeup and beauty workshop in partnership with Watsons Hong Kong to enhance wellness and boost self-esteem, and more social activities throughout the year to encourage interactions and connectedness for social well-being. Among these activities, the topic of mental wellness received follow-up activities, with various Wellbeing Workshops organised to help manage stress, emotions and physical health, providing valuable insights and practical tips. The programme concluded with a Wellness Bazaar, where colleagues could shop for well-being-related products.



Employee eye checkup activity, Hutch Lanka



Ports

EMPLOYEES' WELL-BEING

Different well-being programmes have been organised in the Ports division to ensure that the overall well-being of the employees is properly managed according to employees' actual needs.

Hutchison Ports Ajman in the United Arab Emirates

- Medical health campaign: provided employees and contractors with access to an in-house facility for checking BMI, blood pressure, blood sugar, and for general and dental consultations
- Celebrations: included Women's Day, Iftar events, long service awards, and the Beat the Heat campaign
- Participation in external well-being events: encouraged participation in events such as the Dubai Walkathon
- Observance of important days: celebrated days such as Yoga Day, Blood Donor Day, Workers' Day, International Day of Happiness and World Mental Health Day

Hutchison Ports UK

- Well-being Hub: provided resources on mental and physical health, hosted events such as a Wellbeing Fair to engage employees and their families. A Wellbeing Fair was held in 2024, which employees, contractors and their families were invited to attend.
- Mental health first aiders' training

Hutchison Ports FCP in the Bahamas

- Health and wellness initiatives: included weight loss competitions, webinars, on-site health screenings, fun runs/walks, nutritional tips, health week, obstacle course competitions, healthy meal competitions and Employee Recognition Programmes
- Recent initiatives: creating green spaces with picnic benches and trees to encourage relaxation and environmentally conscious practices



International Women's Day celebration, Hutchison Ports BEST



Retail

MENTAL HEALTH WELLNESS

In a remarkable effort to prioritise employee well-being, Watsons Philippines launched the MindNation Wellbeing Support System, registering 10,280 employees to provide comprehensive well-being support. Meanwhile, Watsons Malaysia introduced the Mental Health First Aider programme to foster a supportive workplace culture and reduce mental health stigma.



In AS Watson Group Europe, 84 managers and senior leaders trained in "Managing Well-Being and Mental Health at AS Watson" in Q4 2024 across four offices. The focus was on understanding well-being, good mental health and mental ill health, recognising the early warning signs, how to have supportive conversations, how to signpost (internally and externally) and supporting their own well-being.





Infrastructure

EMPLOYEE WELL-BEING INITIATIVES: DRIVING HEALTH AND RESILIENCE

Wales & West Utilities supports employee health and well-being through regular communications on health topics, mental health awareness and response training, a suite of well-being support offerings and access to professional services. Health monitoring is conducted through the Health Surveillance Programme, while rehabilitation services such as physiotherapy address both physical and mental health needs. In May 2024, a Wellbeing Advisor was introduced to lead the organisation's wellbeing strategy.

United Energy enhances employee wellbeing through a broad range of initiatives designed to support physical, mental, social and emotional health. These include the Employee Assistance Programme which enables employees and their immediate family members to

access free and confidential counselling, a Well-Being Subsidy to encourage participation in health-related activities, and a Peer-to-Peer Support Network fostering mutual support among employees.

Northern Gas Networks has significantly expanded its employee well-being offerings, building on the success of its 2023 Stress Management Project in partnership with the University of Hull. The project utilised the HSE Stress Risk Assessment Tool to identify workplace stressors and implement solutions. Northern Gas Networks also launched a Well-Being Hub, a centralised platform providing access to resources such as counselling, physiotherapy, self-help apps and manager guidance. Covering topics such as sleep, financial well-being and healthy living, the Hub equips employees with tools to maintain their overall health and resilience.

Contractor Safety

The Group aims to work with like-minded partners, contractors and suppliers who share the same values regarding the well-being of their employees. The Group has in place a [Supplier Code of Conduct](#) which 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.

In the Telecommunications division, business units have introduced specific clauses to ensure contractors' safety performance, and risks are monitored and assessed during the tendering process and project implementation. For example, the contractual standards of Wind Tre include specific clauses that regulate the treatment of the supplier's personnel. Suppliers are required to satisfy all obligations derived from collective agreements, with specific reference to environmental and territorial protection, workplace safety and labour legislation in general. Contractors' safety

performance and risks are also assessed according to the SA 8000 Social Accountability Management System. Safety performance is also monitored periodically through the progress of the work, with periodic meetings and final testing upon completion of the work. Similar arrangements are also adopted and by other business units. A total of 97% of all 3 UK spend with suppliers is covered by an ESG supplier assessment via Ecovadis. Suppliers must undergo the supplier screening assessments, and a pre-qualification questionnaire is also needed for construction contractors.

Business units in the Ports division have also implemented similar screening exercises, as it is obligatory to conduct pre-screening as part of the procurement process. For example, Hutchison Ports Thailand has a preliminary screening process to evaluate contractors' compliance with relevant safety standards during the contract tendering process. Items under evaluation include the contractor's safety management system and safety plan, verification of licenses and certifications, and safety insurance.



Infrastructure

SAFETY TRAINING WITH CONTRACTORS

AVR has updated its Safety and Health Plan, introducing guidelines and procedures for all contractors. Contractors are now integrated into Ultimo, AVR's incident registration system, enabling direct reporting of accidents, near misses and incidents. This real-time reporting capability enhances transparency and allows the immediate tracking of follow-up actions, fostering a culture of shared safety responsibility.

The company has further enhanced its safety framework through standardised safety instructions and examinations for both contractors and employees, regular contractor safety meetings and systematic safety audits. These initiatives reflect AVR's comprehensive approach to safety management, ensuring consistent standards across all operations while creating platforms for continuous improvement and effective safety communication.



COMMUNITY INVESTMENT

As a multinational conglomerate operating across multiple regions, the Group recognises the importance of sharing resources and contributing to the needs of local communities. To this end, the Group deploys a comprehensive strategy to communicate and engage with diverse community partners, such as local authorities, non-profits, schools and other educational organisations. The Group is committed to identifying critical issues where support is needed, ensuring that targeted assistance is provided to maximise impact for beneficiaries. Guided by its [Human Rights Policy](#), the Group proactively engages, listens and learns from the perspectives of the local communities in which it operates, fostering collaboration and strengthening relationships, and ensuring that the Group's efforts are aligned with the needs and aspirations of the community.

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

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

Addressing the Challenges of Today

With the uncertainty of the global economy, political conflicts and the potential for the "second coming" of the pandemic, challenges are evident in communities, especially for disadvantaged groups, as contributions may come to a halt and support may be urgently needed. With its vast footprint in multiple countries, the Group recognises the importance of contributing back to local communities. Business units within the Group have been working with a vast group of partners to reach out to people in need, address difficulties, and continuously engage with targeted beneficiary groups to support local communities.

Even with the pandemic seemingly coming to an end, the risk of its return and the after-effects can still be seen in people's daily lives. Alongside ongoing regional conflicts, people's wellness - including physical and mental health, connections to others or even access to nature - can decline across communities. With extensive regional outreach through business activities, the Group is able to work with different partners, engage with targeted beneficiary groups and maximise its contribution to communities.

New research commissioned by 3 UK, which is backing the Samaritans Dawn Walk as part of its partnership with the charity, has revealed that 46% of British people are more likely to open up about their emotions while on a walk, while 30% prefer to share their feelings over the phone. As a partner of Samaritans since 2021, 3 UK was the official sponsor of the Dawn Walk 2024 event, and helped Samaritans raise over £220,000, with more than 2,000 participants joining the event. Meanwhile, 3 Ireland continues its partnership with the mental health charity Aware, focusing on addressing the same issue. In 2024, 3 Ireland organised a number of employee fundraising events and did a public mental health campaign "Talk More Than Football" initiative in collaboration with their sponsorship team. The initiative encouraged football fans to have open conversations about mental health and provided support to local communities.



Ports

GO GREEN: OUR OCEANS PROJECT

Hutchison Ports, in partnership with the World Wide Fund for Nature (WWF), launched this year's Go Green initiative, namely "Our Oceans Project", underscoring the division's commitment to ocean conservation and sustainability. A special edition of Global Connect was organised in the first quarter of 2024, alongside a six-month coral restoration programme. All business units under the Ports division were encouraged to develop local ocean campaigns in collaboration with community stakeholders to showcase the strength of partnerships in addressing environmental challenges. As of 31 December 2024, 32 ports across 19 countries have conducted 119 activities, including tree planting, beach clean-ups, educational workshops and student terminal visits. These efforts resulted in planting 16,782 trees and engaging with over 2,000 students, achieving 62% more trees being planted compared to 2023. The success of this initiative highlights the collective efforts of the Ports division. The following are examples of the significant contributions made by individual business units:

- Hutchison Ports Thailand collaborated with the Faculty of Maritime Studies at Kasetsart University. Key activities included tree planting on the university campus, a painting competition themed "Green Port Saves the Ocean" and a "Waste2Worth" recycling workshop with local community stakeholders. Additionally, Hutchison Ports Thailand donated to WWF Thailand to support their Dugongs and Seagrass Conservation Project in Trang Province.
- Hutchison Ports BEST in Spain renewed its collaboration with the CRAM Foundation for the third consecutive year to protect marine animal life in the Mediterranean, and support research and conservation efforts for marine fauna. Activities included awareness training and team-building activities on the neighbouring beachfront, a marine wildlife observation boat trip and a session on the issue of microplastics in oceans to educate staff.
- Hutchison Ports Pakistan has been participating in a five-year mangrove plantation project with WWF Pakistan since 2021. Entering the fourth year, the project aims to plant 100,000 mangrove saplings, to foster environmental stewardship and raise awareness about the importance of mangrove ecosystems.
- Hutchison Ports EIT and ECV in Mexico jointly hosted a beach and creek clean-up activity in collaboration with the Marine Secretariat and ASIPONA. A total of 155 participants, including 50 staff members and 25 children from the Dock School helped clear marine waste, and took part in a port tour to enhance their understanding of environmental conservation.
- In Hong Kong, members of the Environmental Awareness Committee, representing Hutchison Ports, HPH Trust, Hongkong United Dockyards, and Hongkong Salvage & Towage Services, visited WWF HK Hoi Ha Marine Life Centre for a coral observation trip aboard a glass-bottom boat. A staff and family tour, supplemented by an informative talk, was organised to offer participants insights into marine life, threats to oceans and hands-on activities.



Beach clean-up activity, Hutchison Ports ECV and Hutchison Ports EIT

Targeted Community Contributions

The Group is committed to bringing positive impacts to local communities through community investment programmes tailored to specific circumstances and engagement objectives. These efforts encompass corporate donations, fundraising and volunteering opportunities. To enhance the impact of these programmes, the Group prioritises employee involvement by

inviting their input on selecting the causes and organisations to support. This management approach not only fosters a greater sense of ownership and motivation among employees, but also ensures alignment with both business values and the needs of local communities.



Ports

EMPOWERING STUDENTS THROUGH DOCK SCHOOL

Established in 1992, the Dock School programme is designed to provide support and assistance to schools near ports, with a focus on those experiencing financial challenges. The programme provides financial support to improve school facilities and delivers a wide range of educational activities to extend learning beyond the school. These activities include terminal visits, training programmes, work placements, scholarships and environment-related activities, helping students unlock their potential and preparing for future opportunities.



Retail

HK\$1 MILLION DONATION TO HKUST TO ESTABLISH A SCHOLARSHIP PROGRAMME

AS Watson Group has announced its first collaboration with The Hong Kong University of Science and Technology, marked by a donation of HK\$1 million to establish a scholarship programme. The programme recognises students who demonstrate outstanding performance in academic endeavours, extracurricular activities and leadership.

In addition to the scholarship, the collaboration provides students with invaluable opportunities, including two-to three-month internships across different departments within the company. The internship enables students to gain hands-on experience, deepen their understanding of retail operations, apply their academic knowledge to practice and broaden their professional horizons.



Retail

ONGOING COMMITMENT TO OPERATION SMILE

Since 2018, AS Watson has partnered with Operation Smile to support more than 8,000 children with cleft conditions worldwide through the Give a Smile campaign. The campaign not only improves the physical well-being of children but also enhances their mental health and social integration, empowering them to thrive within their communities.

In 2024, AS Watson expanded its impact by organising five Give a Smile surgical missions to China, Thailand and the Philippines. These missions provide more children

with access to corrective surgeries, ensuring that the journey towards healing and hope continues.



Retail

“WANDERER WATCHERS” BUILDING A DEMENTIA CARE NETWORK IN HONG KONG

AS Watson has launched the “Wanderer Watchers” programme, a pioneering community support programme, creating a Dementia Care Network to help detect and locate missing dementia patients.

As the first retailer in Hong Kong to partner with the Jockey Club Centre for Positive Ageing, AS Watson installed the “Dementia Angel App” on over 1,200 mobile devices in more than 500 Watsons, PARKnSHOP, FORTRESS and Watson’s Wine stores located throughout Hong Kong. This extensive rollout has significantly expanded the citywide network for detecting dementia patients who have become lost in the city. Over 10,000 employees have received dementia-related training,

equipping them to understand the needs of dementia patients and provide appropriate assistance.





Telecommunications

GENDER VIOLENCE PREVENTION AND SUPPORT INITIATIVES

Wind Tre significantly expanded its "Together Against Violence" programme in 2024, reaffirming its commitment to combatting gender-based violence through practical support, awareness campaigns and employment initiatives. Building on the foundation established in 2023 with the Anti-Violence Centre at Rome's Policlinic Gemelli Hospital, which offers specialised assistance to women and children affected by violence, the programme has grown into a comprehensive effort addressing gender-based violence.

A highlight of 2024 was the launch of an innovative educational campaign in partnership with MA BASTA, aimed at raising awareness about digital violence among the younger generation. The campaign reached over

400 students across two high schools in Italy. It leverages digital content, including video materials on topics such as cyberstalking, cyberbullying and non-consensual content sharing, to educate students on identifying and preventing digital violence.

Recognising the critical link between economic independence and breaking the cycle of violence, Wind Tre launched a groundbreaking employment programme in 2024. In collaboration with the Human Age Foundation and Save the Children Italy, the employment programme provided survivors of domestic violence with professional opportunities and financial autonomy, and the opportunity of being integrated into Wind Tre's workforce, facilitating stable employment and economic security.



Li Ka Shing Foundation

LI KA SHING FOUNDATION DONATION REVOLUTIONISES LIVER CANCER TREATMENT IN ASIA

With a generous donation from the Li Ka Shing Foundation, the HKU Li Ka Shing Faculty of Medicine has become the first institution in Asia to introduce the world-class histotripsy system. This state-of-the-art technology will offer liver cancer patients in Hong Kong access to non-invasive and highly effective treatment using high-intensity ultrasound waves to destroy tumours. The second histotripsy system donated to the Chinese University of Hong Kong's Faculty of Medicine received their histotripsy system in November 2024.

Additionally, the Foundation has sponsored 20 patients to receive this innovative treatment. The donation also

enables six doctors and radiologists to receive specialised training at the US manufacturer, HistoSonics, ensuring the best possible care for patients.

