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ABOUT CK HUTCHISON HOLDINGS LIMITED

CK Hutchison Holdings Limited (“CKHH” or the Group) is a multinational conglomerate committed to development, innovation, technology, leadership and sustainability in four core businesses: Ports and Related Services, Retail, Infrastructure and Telecommunications.

Ports and Related Services

As the world's leading port investor, developer and operator, the Ports division of the Group holds interests in 53 ports comprising 295 operational berths in 24 countries. In 2024, the division handled a total throughput of 87.5 million twenty-foot equivalent units (“TEU”). It also engages in river trade, cruise terminal operations and ports-related logistic services.

Retail

The Group's Retail division (AS Watson Group, or AS Watson) is the world's largest international health and beauty retailer, with over 16,900 stores in 30 markets worldwide. Its diverse retail portfolio comprises health and beauty products, supermarkets, consumer electronics and electrical appliances, wine, and luxury perfumeries and cosmetics. It also manufactures and distributes bottled water and beverage products in Hong Kong and Mainland China.

Infrastructure

The Group's infrastructure business includes its shareholding in CK Infrastructure Holdings Limited (“CKI”) and interests in six infrastructure assets that are co-owned with CKI, which is one of the world's largest infrastructure companies with infrastructure investments and developments in different parts of the world. The company has diversified investments in energy infrastructure, transportation infrastructure, water infrastructure, waste management, waste-to-energy, household infrastructure and infrastructure-related businesses. Its investments and operations span across Hong Kong, Mainland China, the UK, Continental Europe, Australia, New Zealand, Canada and the United States.

Telecommunications

A pioneer in mobile data communication technologies, the Group's Telecommunications division is a leading global operator and innovator of converged telecommunication and digital services around the world, implementing innovative technologies in international interconnectivity.

CKHH global investments and operations

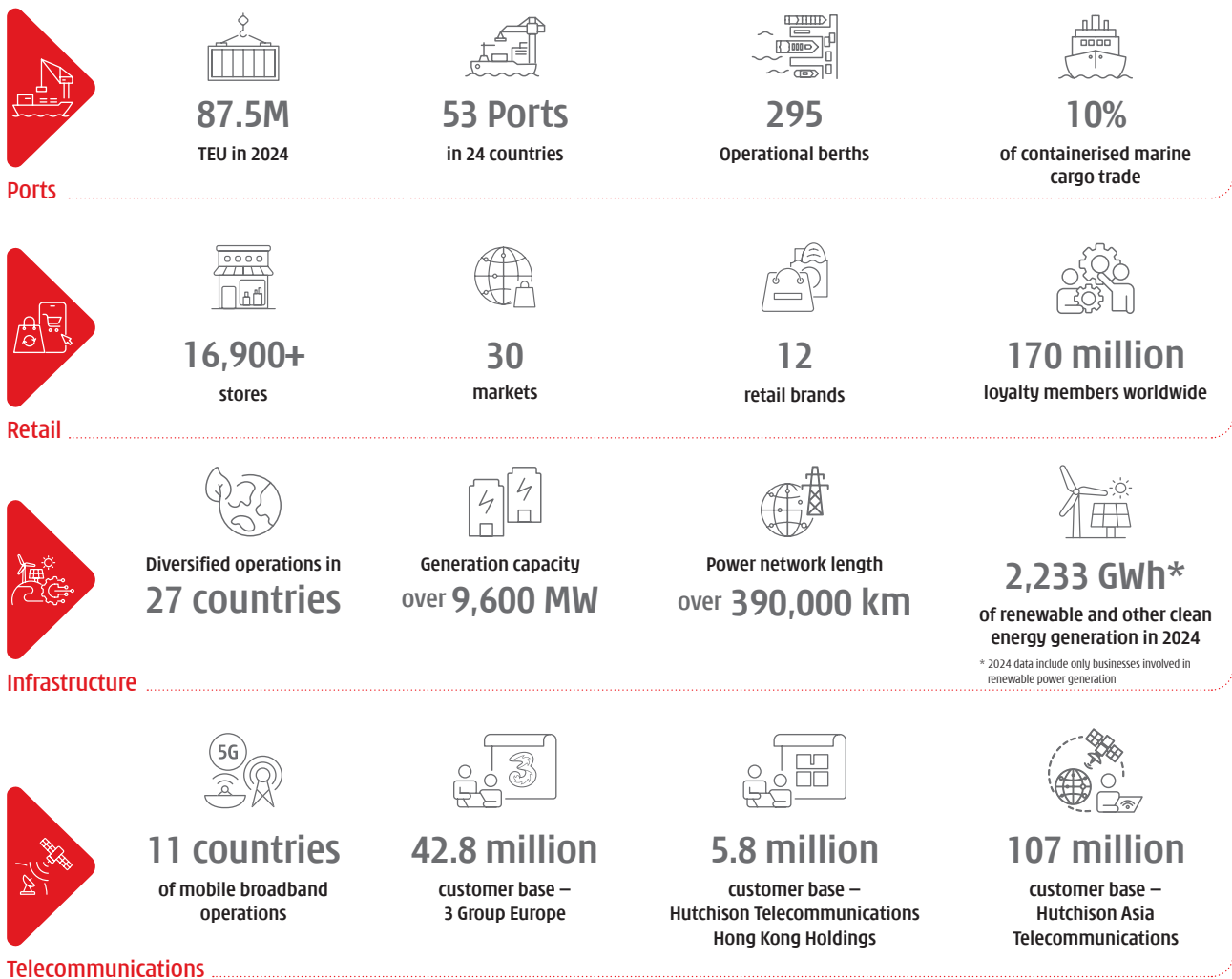
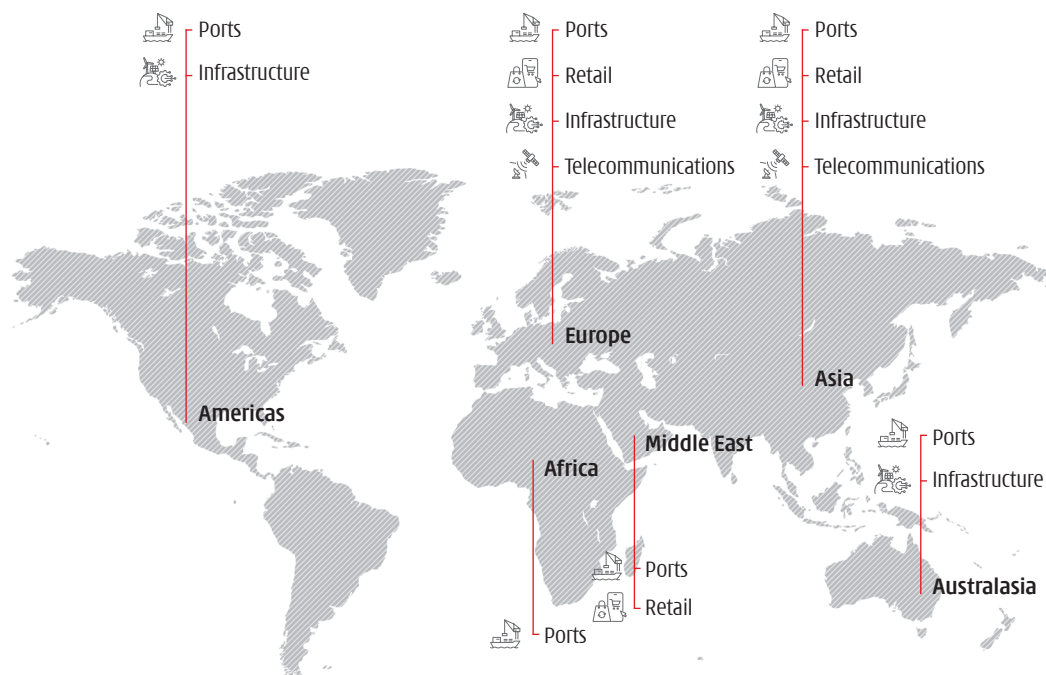


Figure 1 Core businesses distribution map



MESSAGE FROM THE CHAIRMAN

As the macro-economic landscape evolves, the Group continues its commitment to sustainable development by assessing and integrating the associated risks and opportunities into our business. As a global operator with a portfolio of businesses operating in different regions, we are mindful of the impacts and contributions that business and operations can potentially bring to local communities. The Group has approached the end of the year with excellent results, and I am pleased to provide an update of our achievements so far.

Despite the effect of escalating energy costs in 2024, the Group continues to decarbonise its operations through various initiatives, including investing in low-carbon assets, sourcing cleaner energy, improving energy efficiency and electrifying the transportation fleet. These are among the achievements we have accomplished. The Group's decarbonisation goal, first reported in the 2022 Sustainability Report, committed to reducing Scope 1 and 2 emissions by 50% from a 2020 baseline. So far, great results have been achieved, with the Group's emissions reduced by approximately 5% year on year, achieving almost a 20% reduction from the 2020 baseline. Contributions across the Group include the following:

- Hutchison Ports has implemented a range of decarbonising initiatives, such as mandating the "Equipment Electrification Directive" and adoption of renewable energy, thereby ensuring that the greenhouse gas (GHG) emissions reduction roadmap and net-zero targets will be reached according to the proposed timeline. With good progress, Hutchison Ports have achieved over 5% reduction in carbon intensity year on year, and over 15% GHG emissions reduction in 2024 from its 2021 baseline. Additionally, the Hutchison Port Holdings Trust has conducted a separate climate scenario analysis in accordance with the Taskforce on Climate-Related Financial Disclosure framework, quantifying the impacts of climate-related risks and opportunities. Key initiatives such as expanding the application of remote operations technology and installing low-emissivity glass in office buildings, have been adopted as heat-mitigating solutions to combat the influence from rising temperatures.
- The Retail division has also made significant progress, reducing GHG emissions by over 71% year on year, representing an over

75% reduction from its baseline year in 2018. The division continues to expand its low-carbon vehicle fleet. For example, more than 80% of Watsons China's warehouse-to-store deliveries in Beijing, Shanghai, Guangzhou, Shenzhen, Tianjin, Chongqing and Xiamen are made by electric vehicles (EVs). Furthermore, the division has continued to purchase renewable energy through Energy Attribute Certificates (EACs) in selected markets. It has acquired over 580 GWh of renewable energy across Mainland China, Hong Kong, the Philippines, Malaysia, Thailand, Türkiye and Indonesia, covering almost 100% of FY2024 consumption in these markets, and contributing positively to the Group's emissions reduction targets. However, challenges remain in maintaining the same level of reductions until 2030, such as EAC cost fluctuations, business expansion that may lead to increased emissions, and the unavailability of EVs in some markets.

- The Infrastructure division continues to pursue low-carbon and energy transition investment opportunities. In 2024, the division made a number of renewable energy-related capacity expansions, such as the acquisition of UK Renewables Energy, a portfolio of operating onshore wind farms in the UK, as well as ones made by member companies, including Powerlink Renewable Assets (formerly known as UU Solar), a renewable energy portfolio in the UK. Overall, GHG emissions from the Infrastructure division have reduced by an estimated 5% year on year, which is equivalent to approximately a 15% reduction from its baseline year in 2020.
- Despite challenges in the energy mix in European markets, CK Hutchison Group Telecom ("CKHGT") has leveraged technology solutions and the purchase of renewable energy to achieve encouraging outcomes. Emissions have been successfully maintained at the same level year on year, representing approximately a 25% reduction from the baseline in 2020. CKHGT has increased its use of purchased renewable energy to over 60%. It has also continued to invest in energy efficiency. For example, 3 UK has worked with partners to implement industry-leading energy efficient radios, and together with AI and data analytics, has improved network energy efficiency by up to 70% at selected sites.

The market has increasingly requested more transparency on sustainability-related disclosures. In response, the Group has initiated a group-wide exercise since the beginning of the year, providing guidelines to core divisions and business units for adopting upcoming disclosure changes (i.e. the Corporate Sustainability Reporting Directive, International Sustainability Standard Board Standards and Hong Kong Exchanges and Clearing Limited's ESG reporting framework). With the dedicated hard work of all teams and colleagues, overall full compliance is expected in upcoming disclosure reports. Additionally, the Group has taken the initiative to begin disclosing in CDP (formerly known as the Carbon Disclosure Project) and received a "B" score in the Climate section. The disclosure enables stakeholders to further understand the Group's overall sustainability performance.

In light of the emerging changes in sustainability reporting standards, the Group is prepared to disclose its sustainability performance with more granular details, particularly on how the Group will achieve its sustainability goals and targets with specific contributions from its business units. For instance, Power Assets Holdings of the Infrastructure division continues its transition to low-carbon intensive generation by phasing out coal-fired generation and switching to gas or other cleaner fuels. Meanwhile, 3 Austria has trialled using hydrogen as a cleaner fuel to power its mobile transmitter system supporting Europe's largest free open-air event. As part of a partnership initiative, 3 Ireland has installed solar panels on radio access network sites to power its operations more sustainably. Additionally, the Ports division is generating solar energy on its premises, providing onshore power supply to incoming container ships and transitioning to cleaner operations. The continued purchase of renewable energy by divisions ensures that local operations can be powered by clean energy sources, minimising their carbon footprint. All of these initiatives have proven to be impactful demonstrations in achieving the Group's emissions reduction targets.

As a Group operating across multiple industries, regular stakeholder engagements are conducted to acquire information that enhances disclosure details. In this report, and in response to stakeholders' expectations, topics such as "Biodiversity", "Climate Transition" and "Water" were enhanced and disclosed with more details, while data on Scope 3 emissions and green investments will also be disclosed in a more granular manner.

The Group is committed to taking good care of its employees, as overall health and safety are closely monitored across divisions. Policies that align with international standards, such as ISO 45001, are developed to guide operations and ensure a safe workplace. Besides annual internal evaluations, the Group also seeks external parties to perform safety audits and provide recommendations

for continual improvement. The Group is dedicated to providing an excellent and inclusive workplace for its employees, and its excellence in this area is well recognised. For example, 3 Austria, 3 Hong Kong, 3 Sweden and Wind Tre have received national or regional recognition for being among the best employers locally. 3 Ireland was awarded the "Investors in Diversity Gold Standard" in 2024, while UK Power Networks received the "Diversity and Inclusion Strategy of the Year" award from Women in Green Business Awards in London. The AS Watson Group was announced as the first health and beauty retailer signatory of the Women's Empowerment Principle from the United Nations Entity for Gender Equality and the Empowerment of Women. Other great achievements of the Group can be found in the following sections of this report.

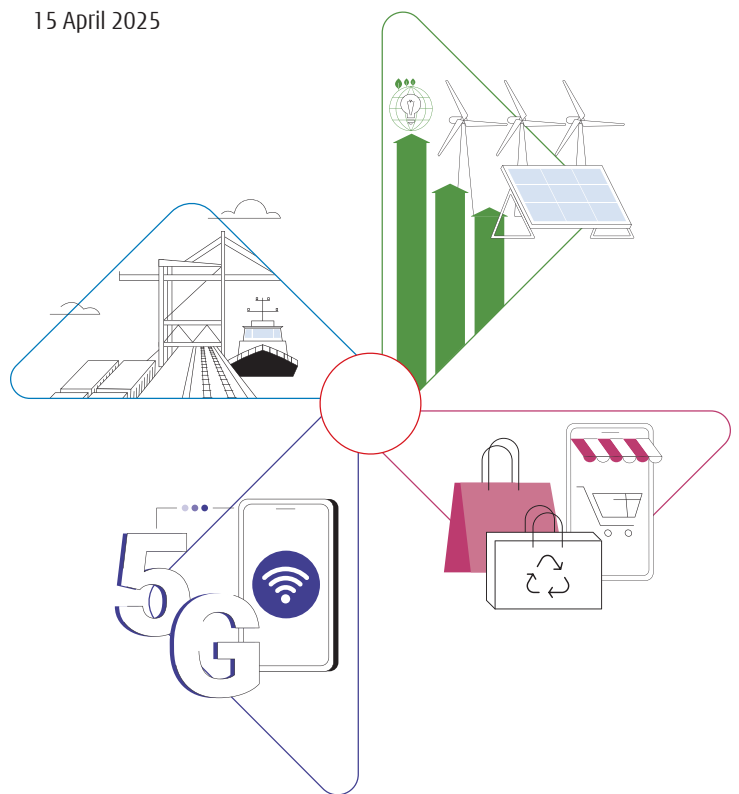
Looking ahead, the Group will continue to invest in sustainable and clean operations and contribute positively to local communities.

I would also like to express appreciation for the dedication and hard work of our colleagues and members of the sustainability teams across the world.

Victor T K Li

Chairman, CK Hutchison

15 April 2025



ABOUT THIS REPORT

The Group places significant importance on integrating Environmental, Social and Governance (ESG) principles into its operations and business model, and core divisions adapt the principles by integrating the essence into operations. The Group will remain steadfast in its commitment to sustainable development and is dedicated to operating sustainably, creating a positive impact on the environment, and contributing to local communities. This report provides an overview of the Group's sustainability strategies, management approaches to material issues, and the performance metrics for the period from 1 January to 31 December 2024.

This report continues to be guided by the four pillars of the Group Sustainability Framework and reflects the Group's strategies on material topics and its contributions to sustainable development in the past year. It should be read in conjunction with the 2024 Annual Report, which provides an extensive review of the Group's financial performance and corporate governance frameworks and practices.

The Group welcomes feedback and suggestions. Please contact us at sustainability@ckh.com.hk

Reporting Scope

The Company periodically reviews its reporting scope to ensure comprehensive coverage of material topics. This report covers business units within the Group's four core businesses that are under its operational control. Greenhouse gas (GHG) emissions data have been consolidated according to the GHG Protocol, excluding associates and affiliates that are outside the Group's operational control. [Appendix 3](#) sets out the list of the business units included in this report.

Reporting Frameworks

The Stock Exchange of Hong Kong Limited ESG Guide

This report has been prepared in accordance with mandatory disclosure requirements and "comply or explain" provisions of the ESG Reporting Guide set out in Appendix C2 to the Rules Governing the Listing of Securities on the Stock Exchange of Hong Kong Limited ("HKEX"). Please refer to The HKEX content index in [Appendix 2](#) for information on the location of specific disclosures.

Global Reporting Initiative

This report references selected standards from the Global Reporting Initiative.

Task Force on Climate-Related Financial Disclosures

The Group has adopted reporting recommendations from the Task Force on Climate-Related Financial Disclosures (TCFD). Its standalone [TCFD report](#) is available on the corporate website, and this report also makes reference to information in the standalone TCFD report.

United Nations Global Compact

The Group continues to be a signatory of the United Nations Global Compact, a voluntary multi-stakeholder platform upholding Ten Principles on the environment, anti-corruption, human rights and labour.

Additional information

The content of this report is supplemented by additional information in the [Sustainability](#) section of the Group's corporate website, where relevant sustainability and related governing policies can be found.

SUSTAINABILITY AT CK HUTCHISON

Reporting What Matters

The Group maintains ongoing communication with its stakeholders to evaluate the sustainability impacts of its business activities and operations, disclose the Group's initiatives and enable the development and implementation of its sustainability strategies. This report adheres to the same guiding disclosure principles and material topics as the Group's 2023 Sustainability Report, ensuring consistency and facilitating a clear understanding of the Group's sustainability progress.

Stakeholder engagement

The Group continuously engages with its stakeholders through meetings, liaison groups, panel discussions, workshops and surveys. Insights and feedback gathered from these structured interactions play a pivotal role in shaping and guiding the development of the Group's sustainability strategy.

Figure 2 CKHH key stakeholder groups



ESG rating agency assessments contribute to investors and stakeholders' decisions on evaluating the Group's sustainability performance. To align with market expectations, the Group continued its efforts on comprehensive sustainability performance and disclosure, while proactively engaging with key stakeholders

directly. In 2024, CKHH made its debut participation in the CDP disclosure*, and received a "B" score in the climate section. The Group also maintained an "AA" score in the Hang Seng Corporate Sustainability Indexes, achieved a "Medium Risk" in ESG Risk Rating of Sustainalytics[#], and continued its disclosure to MSCI[^].

* CDP's score is ranged from A to D-.

[#] In March 2024, CK Hutchison Holdings Limited was assessed by Morningstar Sustainalytics to be at Medium risk of experiencing material financial impacts from ESG factors. In no event the Sustainability Report 2024 shall be construed as investment advice or expert opinion as defined by the applicable legislation.

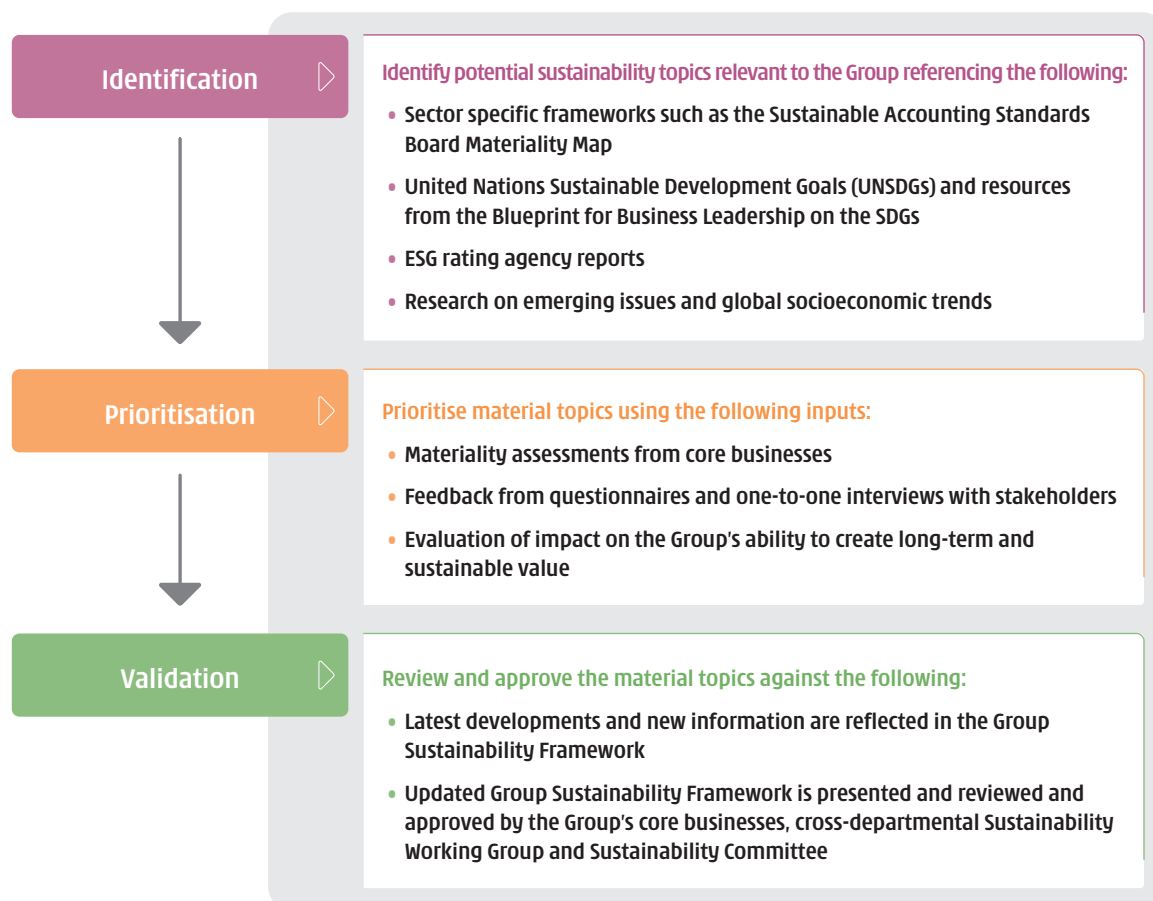
[^] This information may not be used for corporate financing purposes (including, without limitation, ESG-linked loans, credit facilities, securities or structured products), as a basis for any financial instruments or products (including, without limitation, passively managed funds and index-linked derivative securities) or other products or services, to manage any funds or portfolios, to verify or correct data in any other compilation of data or index, to create any derivative works, nor to create any other data or index (custom or otherwise), without MSCI's prior written permission.

Materiality

The Group's core businesses tailor their approaches for sustainability impact identification and prioritisation, in view of industry-specific challenges and opportunities. These approaches are then validated,

consolidated and refined at the Group level. The Group employs an iterative process to frequently update its materiality assessment, incorporating the latest developments and new information.

Figure 3 A three-step iterative process for Group materiality assessment



Group Sustainability Framework

Eight key goals have been identified and organised into four sustainability pillars, serving as the foundation for the Group's sustainability strategy. These goals are aligned with and mapped to the UNSDGs, and are embedded in the Group Sustainability

Framework. This report highlights material information from the Group perspective, while additional insights can be found in the sustainability reports of the core businesses, where the implementation and impact of these goals are detailed.

Figure 4 Group Sustainability Framework



Progress Highlights and Plans

Building upon the Group Sustainability Framework and its commitment to address material issues identified through stakeholder engagement, the Group has established forward-looking targets that align with evolving regulatory requirements and market expectations. These targets also reflect the Group's proactive response to emerging global sustainability requirements, including the European Union's (EU) Corporate Sustainability Reporting Directive, International Sustainability Standard Board Standards and HKEX's ESG reporting framework.

These sustainability targets in the four pillars demonstrate the Group's dedication to embedding sustainability throughout its operations while ensuring compliance with emerging regulations and addressing stakeholder expectations. They are designed to address both immediate challenges and long-term opportunities, reflecting the Group's position as a responsible corporate committed to sustainable business practices and positive societal impact.

Figure 5 Group highlights and ambitions

Governance	
Targets	Highlights/Progress
Integrate sustainability into performance metrics and compensation schemes	Undergo group-wide integration of the remuneration policy with sustainability-related performance. Integrate the Long Term Incentive Programme with employees' key performance indicators and remuneration to align sustainability performance and rewards.
Organise a Group-wide Sustainability Conference and enhance the Group Sustainability Portal for internal engagement, training and information-sharing	The second Group-wide CK Hutchison Global Climate Action Conference is being organised for 2025, and the enhanced Sustainability Portal will build organisational capacity and drive collective action towards the Group's sustainability goals.
Issue green financing instrument to support the Group's sustainable development initiatives	The Group issued a debut US Dollar Green note of US\$1 billion in April 2024. Eligible projects include Renewable and Other Clean Energy, Clean Transportation, Energy Efficiency and Circular Economy and Design categories under the Group's Sustainable Finance Framework.
Evolve sustainability reporting in line with sustainability reporting frameworks	The Group is in the process of aligning sustainability reporting with local and international sustainability reporting frameworks: the EU's Corporate Sustainability Reporting Directive, the HKEX, and the Hong Kong Sustainability Disclosure Standards. This includes gap analysis and recommendations for future development.

Sustainable Business Model and Innovation	
Targets	Highlights/Progress
Deliver digital inclusion benefits for target populations including senior citizens, remote community access and small businesses	The Group provided support for connectivity and digital accessibility to society, especially to the underprivileged and marginalised, through targeted initiatives such as digital education programmes and digital skills training.
Climate Transition Strategy	While several business units have already established strong foundations with climate targets and strategies, the Group is developing a consolidated Climate Transition Plan to enable the decarbonisation process across operations.
Sustainable sourcing/green procurement	Building on the successful implementation of sustainable sourcing practices in several business units, the Group will integrate sustainable sourcing policies with environmental and social criteria as part of the procurement metrics.
Enhancing operation effectiveness through Artificial Intelligence (AI) solutions	The Group has established and published the Policy on Reasonable and Ethical Procurement, Implementation and Use of Artificial Intelligence, mandating responsible AI adoption practices to ensure ethical deployment and governance.



Environment

Targets

A Group-wide renewable electricity strategy

Further expand/improve Scope 3 emissions reporting

Water and plastics policies

Highlights/Progress

The Group is exploring a Group-wide renewable energy strategy to enable group wide adoption.

Enhanced Scope 3 reporting with additional online tools (For additional details, see [Decarbonisation](#) in the [Environment](#) in section of this report).

Developing water stewardship and plastic management policies.



Social

Targets

Continue to develop and nurture talents with future readiness

Continue to make progress in promoting diversity and inclusion

Maintain a zero-harm workplace and culture, promote healthcare and well-being initiatives in the workplace

Be active members of the community, targeting investments to address the needs of the community

Highlights/Progress

Comprehensive initiatives and programmes are delivered across divisions to ensure the employees remains competitive in an evolving business landscape.

Measures are continuously implemented across the Group to ensure a diversified workforce (i.e. current female to male gender ratio is 49:51), addressing gender imbalance in leadership roles, and building wider inclusion.

Maintaining the occupational culture of zero-harm across the Group. Outstanding performance is recognised by independent agencies and organisations, such as the Labour Department, HKSAR Government and Chartered Institute of Personnel and Development (CIPD) in Wales, UK.

The Li Ka Shing Foundation donated the Histotripsy system to the HKU Li Ka Shing Faculty of Medicine and the Chinese University of Hong Kong Faculty of Medicine, sponsored 20 patients to receive the innovative liver cancer treatment, and supported six doctors and radiologists to receive specialised training at the US manufacturer, HistoSonics, ensuring the best possible care for patients.

Completed/on track

Work underway, and progress updates to be provided in 2025 Sustainability Report

INTEGRATED
GOVERNANCE STRUCTURE

INTERNAL CONTROL
FRAMEWORK

SUSTAINABILITY
PERFORMANCE-LINKED
APPRAISAL

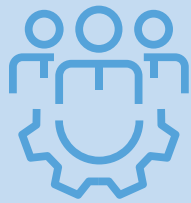
DIGITAL RESPONSIBILITY
AND INFORMATION SECURITY

RESPONSIBLE USE OF
ARTIFICIAL INTELLIGENCE

LABOUR AND
HUMAN RIGHTS

SUPPLY CHAIN
RESPONSIBILITY

SUSTAINABLE INVESTING



GOVERNANCE

Committed to responsible business conduct, the Group strives to adopt the best-in-class practices to guide and minimise adverse impacts from business activities, ensure effective operation that serves the best interests of stakeholders and supports long-term sustainable growth and operation. The Group's management regularly receives updates across divisions, provides guidance and update of its procedures and mechanisms to ensure alignment and compliance with evolving market and regulatory requirements.

This section outlines the governance approaches and sustainability topics identified by the Group as material. These topics, including Digital Responsibility and Information Security, Responsible Use of Artificial Intelligence, Labour and Human Rights, and Supply Chain Responsibility, are embedded within the Group's governance framework to ensure responsible and ethical operations across all business units. Furthermore, this section covers the Group's approach to sustainable investing, highlighting its importance to effective governance.

GROUP GOALS

- EMBED RIGOROUS AND EFFECTIVE GOVERNANCE
- OPERATE RESPONSIBLY WITH INTEGRITY

CONTENT IN THIS SECTION

- INTEGRATED GOVERNANCE STRUCTURE
- INTERNAL CONTROL FRAMEWORK
- SUSTAINABILITY PERFORMANCE-LINKED APPRAISAL
- DIGITAL RESPONSIBILITY AND INFORMATION SECURITY
- RESPONSIBLE USE OF ARTIFICIAL INTELLIGENCE
- LABOUR AND HUMAN RIGHTS
- SUPPLY CHAIN RESPONSIBILITY
- SUSTAINABLE INVESTING

Linked SDGs

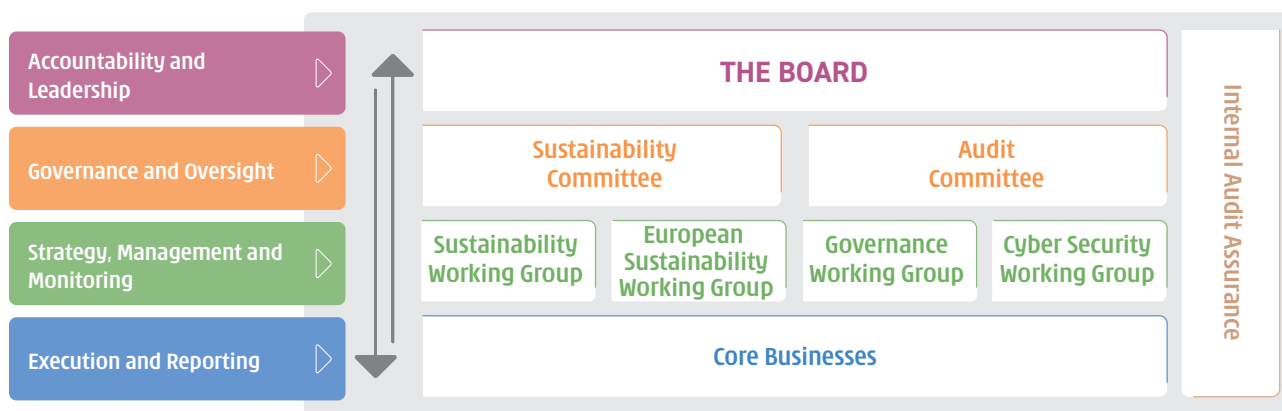


INTEGRATED GOVERNANCE STRUCTURE

The Group has established a robust governance structure which oversees the sustainability strategy, management monitoring and assurance across divisions, and ensuring the integration of environmental and social governance into its corporate governance structure.

This section should be read in conjunction with the [Corporate Governance Report of the 2024 Annual Report](#), which is the primary source of information on the Group's corporate governance framework and practices. For more information about governance roles and mechanisms specifically in relation to climate change, please refer to the Group's [TCFD Report](#).

Figure 6 CKHH's integrated governance structure



The Board

The Board oversees the Group's sustainability strategy, management, performance and reporting, supported by the Sustainability Committee and the Audit Committee. It reviews and approves sustainability goals, objectives, policies and frameworks, ensuring their alignment with the business strategy. The Board also monitors the implementation and performance of these initiatives. Directors are responsible for fostering the Group's long-term sustainable growth and making decisions with a strong focus on sustainability.

The Sustainability Committee and Audit Committee report to the Board on sustainability risks, opportunities and assurance, which are periodically reviewed to assess their impact on the business strategy and new investments.

Board diversity

Following several Board changes in 2024, including the retirement of a female Director and the appointment of three new Directors, one of whom is a female Director, the female representation on the Board decreased from 31.5% to 26.3% (five out of 19 Directors),

which remains at a relatively high level amongst companies listed on HKEX. Upon the retirement of a Director from the Board with effect from 21 March 2025, the female representation on the Board increased to 27.7% (five out of 18 Directors).

The Company is committed to gender diversity within its business and continues to review and assess the appropriate level of gender diversity and composition that aligns with the strategy of the Company.

The Company targets to have about 30% female Directors on its Board. This target will be reviewed on an annual basis and from time to time by the Nomination Committee, as warranted.

The Company will continue to seek to ensure that it has an appropriate mix of diversity and has a number of initiatives in place to meet its strategic imperative of ensuring it has a diverse Board. Structured recruitment, selection and training programmes at various levels within the Group will also continue to be conducted to develop a broader pool of skilled and experienced potential Board members.

Sustainability Committee

The Board-level Sustainability Committee is chaired by Mr Frank John Sixt (Group Co-Managing Director & Group Finance Director) with Ms Edith Shih (Executive Director & Company Secretary) and Ms Tsim Sin Ling, Ruth (Independent Non-Executive Director) as members. Ms Tsim Sin Ling, Ruth became a member following Dr Wong Yick Ming, Rosanna's cessation as a member of the Sustainability Committee upon her retirement from the Board with effect from 23 May 2024.

The responsibilities of the Sustainability Committee are to propose and recommend to the Board on the Group's sustainability objectives, strategies, priorities, initiatives and goals. It oversees, reviews and evaluates actions taken by the Group in furtherance of sustainability priorities and goals, including coordinating with business divisions of the Group and ensuring that operations and practices adhere to the relevant priorities and goals. The Sustainability Committee also reviews and reports to the Board on sustainability risks and opportunities, and monitors and assesses emerging sustainability issues and trends that could impact the business operations and performance of the Group. Moreover, it considers the impact of the Company's sustainability programmes on its stakeholders, including employees, shareholders, investors, customers, business partners, suppliers, governments and regulators, local communities, non-government organisations, and the environment, and appraises and advises the Board on the Company's public communication, disclosure and publications with regards to its sustainability performance. It is authorised by the Board to obtain independent professional advice where necessary on matters within its terms of reference.

Audit Committee

The Audit Committee oversees the effectiveness and adequacy of the Group's risk management and internal control systems, covering all material controls, including financial, operational and compliance controls, as per the Audit Committee Terms of Reference.

The Audit Committee currently comprises five Independent Non-Executive Directors. It is chaired by Mr Wong Kwai Lam with Ms Chow Ching Yee, Cynthia, Mr Graeme Allan Jack (appointed on 13 December 2024), Mr Paul Joseph Tighe and Ms Tsim Sin Ling, Ruth (appointed on 2 January 2024) as members.

Sustainability Working Group

The Sustainability Working Group, which supports the Sustainability Committee, is co-chaired by two Executive Directors and includes senior executives from key departments that influence the Group's sustainability impact. The Working Group members receive regular updates on emerging material topics related to sustainability, including disclosure and regulatory requirements. They also provide guidance on the development, implementation and strategic direction of the Group's sustainability plans.

European Sustainability Working Group

In response to the rising and stringent European sustainability-related regulatory requirements, the Group has enhanced its preparedness by forming the European Sustainability Working Group to assist in monitoring the latest developments, providing common approaches, sharing best practices among sustainability champions, and supporting the head office with changes in the European region.

Governance Working Group

The Governance Working Group, chaired by the Executive Director & Company Secretary, supports both the Audit Committee and the Sustainability Committee in fulfilling their oversight duties. Comprising representatives from the Company's key departments, the Working Group monitors regulatory developments, identifies emerging compliance matters, and develops comprehensive compliance frameworks for implementation across the Group. This ensures robust governance and timely response to evolving sustainability challenges.

Cyber Security Working Group

The Cyber Security Working Group, led by the Group Co-Managing Director & Group Finance Director, brings together technical experts from the core businesses and specialists from Internal Audit and the Group Information Services Department to drive the Group's digital resilience strategy. The Working Group ensures that the cyber security measures remain robust and responsive to emerging cyber threats. Cyber security awareness is prioritised through employee education and regular training programmes, equipping staff with the essential knowledge to identify cyber threats and protect digital assets. The Working Group also provides strategic recommendations to the Audit Committee, ensuring strong governance over the Group's cyber security infrastructure.

Internal Audit Assurance

Internal Audit, reporting directly to the Audit Committee with administrative oversight from the Group Co-Managing Director & Group Finance Director, provides independent assurance as to the effectiveness of the Group's risk management activities and controls. During the year, Internal Audit carried out risk-based audits, covering various aspects of the Group's operations including those related to sustainability.

Risk Management

The Group's enterprise risk management framework facilitates the identification, assessment, management, and monitoring of significant risks (including sustainability related) that the Group faces. It adopts a "top-down and bottom-up" approach, involving regular inputs from relevant stakeholders (including Sustainability Working Group on sustainability-related risks and opportunities) as well as discussion and review by the Executive Directors and the Board, through the Audit Committee. Additionally, each core business conducts self-assessment biannually to identify significant risks and evaluate mitigations activities. The outcome of this "top-down and bottom-up" process is a composite risk register together with the risk heat map, which forms part of the risk management report for review and approval by the Board, through the Audit Committee.

Full information on how the Group identifies, assesses and manages climate-related risks is available in the [TCFD Report](#).

Sustainability in the Core Businesses

The Group's core businesses, operating across diverse sectors and geographical locations, maintain dedicated sustainability governance structures tailored to their specific operational contexts. Each core business has established a cross-departmental Sustainability Working Group under senior management chairmanship, ensuring comprehensive oversight at the operational level. Cross-divisional meetings are conducted periodically to align sustainability directives, targets and goals across the Group. Throughout the reporting year, focus was placed on Group-wide initiatives concerning decarbonisation and climate transition plans, with all divisions systematically reporting their progress. Detailed information regarding these initiatives is presented in the [Environment](#) section of this report.



INTERNAL CONTROL FRAMEWORK

The Group maintains robust operational integrity through a comprehensive internal control framework that encompasses governance policies, systematic communication and training, rigorous ongoing assessments, thorough due diligence processes, and continuous monitoring mechanisms. This framework ensures operational efficiency, reliable financial reporting and regulatory compliance across daily operations.

The Board, through the Audit Committee, oversees business ethics and compliance matters by regularly evaluating risk management effectiveness and internal control systems to uphold adherence to the highest standards of corporate governance.

Governance Policies

Guided by its governance policies, which are accessible on the internal portal and the Group's corporate website, the Group maintains high standards of business ethics. Core businesses may

adopt and supplement with policies to address specific industry and regional requirements.

Figure 7 Internal control framework



Governance Policies

Sustainability

- [Sustainability Policy](#)
- [Biodiversity Policy](#)
- [Environmental Policy](#)
- [Health and Safety Policy](#)
- [Human Rights Policy](#)
- [Modern Slavery and Human Trafficking Statement](#)
- [Supplier Code of Conduct](#)

Corporate Governance

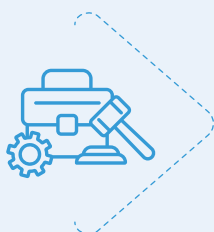
- [Anti-Fraud and Anti-Bribery Policy](#)
- [Board Diversity Policy](#)
- [Code of Conduct](#)
- [Corporate Communications Policy](#)
- [Director Nomination Policy](#)
- [Information Security Policy](#)
- [Policy on Appointment of Third-Party Representatives](#)
- [Policy on Personal Data Governance](#)
- [Policy on Securities Dealings and Handling of Confidential and Price-Sensitive Inside Information](#)
- [Whistleblowing Policy](#)
- [Shareholders Communication Policy](#)

A zero-tolerance approach to fraud and corruption

The Board sets a tone of zero tolerance towards fraud and corruption.



The Group's [Code of Conduct](#) (the Code) outlines professional integrity, establishing comprehensive standards for business conduct across all subsidiaries and controlled affiliates. Directors and employees are mandated to strictly comply with both the Code and jurisdictional laws where the Group operates, with employees serving as directors of non-controlled affiliates actively promoting these standards to such affiliates.



Through its comprehensive [Anti-Fraud and Anti-Bribery Policy](#), the Group provides clear guidance to employees on identifying and preventing unethical practices across all business activities, including procurement processes, gift and hospitality protocols, and charitable contributions. This commitment to ethical business practices extends to third-party relationships through the [Policy on Appointment of Third-Party Representatives](#), ensuring proper control in hiring third-party representatives and consistency in anti-corruption standards throughout the Group.



Communication and Training

The Group implements structured governance training to ensure in-depth understanding and compliance across all levels. All employees are required to complete an annual self-declaration of [Code of Conduct](#) compliance, with dedicated onboarding training provided to new employees as part of their induction process. Role-specific governance training, including anti-fraud and anti-corruption modules, is conducted biennially, with content tailored to align with employees' responsibilities and potential risk exposure areas.

To support continuous professional development, the Group offers an extensive portfolio of operational and functional training programmes throughout the year. These programmes span various competencies, including data analytics, leadership development, and career enhancement skills, ensuring employees at all levels have access to resources that support their professional growth and the Group's commitment to ethical business practices.

Due Diligence

The Group extends its anti-fraud and anti-corruption standards throughout its value chain, encompassing business partners, suppliers and third-party representatives, including advisers, agents and consultants. Comprehensive due diligence evaluates multiple risk dimensions, including transaction size, the nature of products and services, financial and compliance standing, professional qualifications, potential conflicts of interest and jurisdiction-specific risks.

To maintain the highest standards of procurement integrity, the Group implements transparent and systematic tendering procedures. Major capital expenditure decisions (exceeding predefined thresholds) and the engagement of third-party representatives generally require Head Office approval, ensuring consistent application of control measures and reinforcing accountability across all business operations. The Group's core divisions also conduct supplier pre-screening based on sustainability performance and internal sustainability procurement policies. Details are further illustrated in the subsequent [Supply Chain Responsibility](#) section of this report.

Ongoing Assessment

Core businesses are required to self-assess the effectiveness of their internal control system at least biannually to drive improvement. When material control deficiencies are identified, dedicated action plans are developed with stringent progress monitoring. These self-assessment outcomes undergo comprehensive reviews, including management discussions, Internal Audit's independent evaluation, and reporting to the Executive Directors and the Audit Committee.

Monitoring and Review

A robust financial control system forms the foundation of the Group's internal control framework, incorporating key elements such as segregation of duties, structured authorisation protocols, systematic record-keeping, comprehensive documentation requirements and detailed audit trails. This financial control system undergoes continuous review and audit to ensure its effectiveness in preventing and detecting irregularities.

The Internal Audit function provides independent assurance of the effectiveness of the internal control system of the Group. By applying risk assessment methodology, Internal Audit devises its risk-based audit plan for review by the Audit Committee. The audit plan is subject to continuous reassessment, considering both external and internal factors. Depending on the nature of the business and the risk exposure of individual business units, the scope of audits includes assessments of ethical standards and policy compliance across critical areas including anti-corruption and fraud management protocols, supplier code of conduct and fair dealings, donation/sponsorships governance, information confidentiality and personal data management, anti-trust compliance, workplace safety standards and record-keeping accuracy. These audits run in a typical three-year cycle across the Group. Business units exposed to higher fraud and corruption risks are subject to more frequent and intensive audits, generally once a year.

Audit findings are reported to the Audit Committee, Executive Directors and senior management, while maintaining transparent communication with external auditors. In addition, the Internal Audit function maintains a close dialogue with the external auditors so that both parties are aware of the significant factors that may affect their respective scope of work.

Whistleblowing

The Group maintains an open reporting system for its employees and other stakeholders, including customers, suppliers, creditors, and debtors, to report, in confidence, any suspected improprieties, misconduct or malpractices within the Group. It operates in local languages via corporate websites.

In accordance with the [Whistleblowing Policy](#), all reported cases are handled with strict confidentiality, and whistleblowers receive appropriate protection against unfair dismissal, victimisation and unwarranted disciplinary action. Core businesses implement formal procedures for report management and must escalate material incidents to the Group Co-Managing Director & Group Finance Director and Head of Internal Audit within one working day.

Reported incidents of fraud and corruption are subject to appropriate investigation. Internal Audit is responsible for reviewing reported incidents, consulting relevant stakeholders, conducting in-depth investigation where necessary, and reporting findings to the Executive Directors and the Audit Committee. The Group Co-Managing Directors receive quarterly updates detailing material reported incidents, investigation outcomes and consequent actions. Substantiated complaints will result in disciplinary action following due management consideration, including verbal or written warnings and termination of employment. Violation of laws and regulations will be reported to relevant law enforcement authorities.



SUSTAINABILITY PERFORMANCE-LINKED APPRAISAL

The Group has adopted a strategic initiative to incorporate ESG performance metrics into its long-term remuneration framework, starting with a gradual rollout at management levels. This enhancement builds upon the Group's established division-wide performance appraisal system, which provides all employees with structured feedback on their achievements and development areas. Regular performance reviews continue to guide annual compensation decisions, which are now evolving to include sustainability-linked criteria.

The Ports division and Retail division have plans to establish sustainability-linked performance appraisal mechanisms tied to sustainability objectives such as GHG emissions reduction and health and safety targets.

The Infrastructure division's Remuneration Committee, in assessing remuneration proposals, has taken into account the progress of the division's performance towards achieving short and long term climate-related sustainability metrics and targets as adopted by the division and the division's progress towards other matters, such as climate and environment, and health and safety, against such applicable metrics and targets.

In alignment with these efforts (of investing in renewable energy sources, enhancing our energy efficiency, and developing new business models that prioritise sustainability), the division's performance towards achieving both short- and long-term climate-related metrics and targets is taken into account in its remuneration policy, reinforcing accountability and driving progress toward its climate-related commitments.

In 2024, business units of the Telecommunications division developed sustainability key performance indexes (KPIs) for inclusion within short-term incentives for 2025. These covered share priorities across the domains of "environment", "social" and "governance", such as targets for supplier ESG assessment implementation, female representation in leadership roles, number of employee training hours, Scope 1 and 2 GHG reduction targets, renewable electricity consumption goals, and more.

Wind Tre in Italy has an incentive structure with a GHG reduction target built as part of an ESG composite index. This ESG composite index impacts 15% of the short-term incentive. Additionally, for executives, a modified version of the ESG composite index (including the GHG reduction target) is also linked to the long-term incentive.

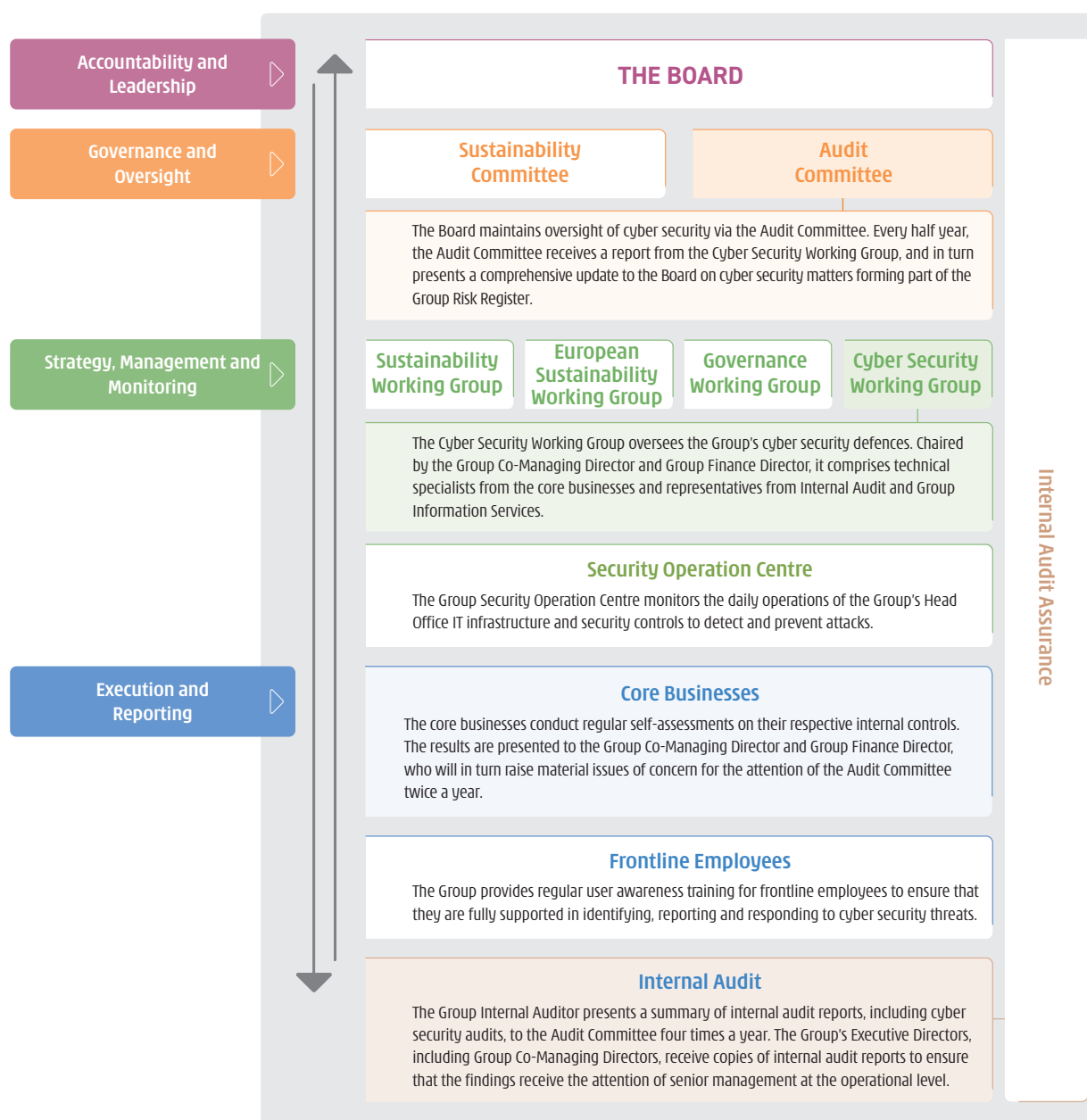
Furthermore, 3 Austria, 3 Sweden and 3 Denmark are also in the process of incorporating ESG performance metrics into their respective bonus schemes and details shall be disclosed once completed. The Group will continue to develop a sustainability performance-linked incentive scheme that is applicable across divisions, and further details will be disclosed in the next Sustainability Report.



DIGITAL RESPONSIBILITY AND INFORMATION SECURITY

As digital transformation reshapes the global business landscape, the Group has adapted digitalisation to drive sustainable growth through automation, seamless integration, advanced data analytics and innovative solutions across its diverse business activities. In parallel, the Group maintains its unwavering commitment to data protection and cyber security excellence through its robust governance framework and comprehensive security mechanisms, ensuring a safe and smooth transformation.

Figure 8 Cyber security governance and oversight



Personal Data Governance and Information Security

At the Group, the highest standards in protecting personal data and sensitive information are maintained through stringent policies as well as comprehensive technical and organisational safeguards, in line with data protection regulations in relevant jurisdictions.

The [Personal Data Governance Policy](#) protects the rights of employees and consumers of business units through stringent principles governing procedural transparency, lawful processing, purposeful usage and retention, and information security. It contains provisions on legitimate purposes for data collection, data usage and retention, sharing and transferring personal data and safeguards for data processing by third parties. The [Information Security Policy](#) sets forth Group-wide standards for maintaining data confidentiality, integrity and availability, complemented by efficient incident response protocols. This policy enables the core businesses to develop and implement tailored operational procedures that address specific security requirements.

In response to evolving cyber security threats such as phishing and vishing attacks, malware and inappropriate websites, the Group's businesses actively collaborate with customers, providing innovative solutions to protect their businesses and privacy interests. In the event of a Data Security Incident (DSI) involving personal data, business units will implement immediate mitigation measures to contain and minimise potential consequences, while securing personal data against unauthorised access, use or damage. Business units must execute rapid response protocols in accordance with established DSI procedures, maintaining strict adherence to regulatory requirements and the Group's standards.

Upon identification of a DSI involving personal data, immediate notification must be provided to the relevant Legal Department in the Group. The response protocol may necessitate formal notifications to privacy authorities and communications with affected individuals, as prescribed by applicable regulations. These actions will be undertaken in accordance with established DSI procedures and regulatory compliance requirements.



Ports

EMPOWERING BUSINESS RESILIENCE WITH CLOUD BACKUP SOLUTIONS

The Ports division has enhanced its data protection and cyber security controls through the implementation of cloud backup solutions across its terminal operations. Recognising the limitations of traditional backup methods in terms of scalability and cost-effectiveness, and understanding the critical nature of port operational data, the division adopted a comprehensive cloud backup strategy to protect its essential systems and configurations.

The implemented solutions demonstrate several key advantages that directly benefit ports' operations. Through robust encryption protocols, the division ensures the security of sensitive operational data during both

transmission and storage. The scalability of the cloud backup system has proven particularly valuable for the division's diverse terminal network, allowing individual ports to flexibly adjust their backup capacity based on specific operational needs and data volumes. The automated backup features have significantly reduced the manual workload on IT teams across terminals while ensuring consistent data protection. The shift to cloud backup has also delivered notable cost efficiencies by eliminating the need for extensive on-premises hardware across multiple port locations. Importantly, the solution has strengthened the division's overall cyber resilience, providing a robust defence against potential data loss scenarios and cyber threats that are increasingly common in the maritime sector.

Cyber Security Strategy and Performance

The Group recognises the rise of digitalisation and the exposure to cyber risks. To address this challenge, the Cyber Security Working Group is dedicated to providing strategic oversight and supporting the Audit Committee in strengthening the Group's cyber resilience. The Working Group's mandate encompasses three core responsibilities: enhancing the cyber security infrastructure; conducting continuous threat intelligence monitoring; and providing strategic direction for the Group's digital security

initiatives. The Working Group ensures the coherence and effectiveness of the cyber defence mechanisms across all business units. It maintains comprehensive oversight of cyber security incidents, prioritising guidelines for reporting and responding to such incidents and evaluating the adequacy of protective measures.

The Group's cyber security experts remain vigilant, continuously safeguarding the digital assets and maintaining operational resilience against evolving cyber security threats.

Figure 9 Monitoring to inform: the continuous evolution of the Group's Cyber Security Strategy

GROUP CYBER SECURITY POLICY

Defines the baseline for protection against cyber security threats and supports development of protection controls and programmes to strengthen the Group's cyber security maturity

GROUP CYBER SECURITY STRATEGY

Group Cyber Security Incident Reporting Policy

Provides guidelines on reporting and handling cyber security incidents to minimise impact and prevent future occurrences by incorporating intelligence to risk assessments and threat intelligence



Risk assessments of various security domains among all business units (twice a year)



Ad hoc independent cyber security assessments e.g. "ethical hacking"



Threat intelligence from trusted external sources to identify potential security loopholes or incidents



Employee cyber security awareness campaigns



Ports

ENHANCING CYBER DEFENCE

The Ports division has implemented several key initiatives to enhance cyber defence. These initiatives include integrating advanced threat detection and response systems, and utilising machine learning algorithms for faster identification and mitigation of potential threats. Additionally, robust security protocols have been implemented, such as multi-factor authentication and cryptography, to safeguard data in both cloud computing and on-premises environments.

Recognising the importance of human factors in cyber security, the division has also launched comprehensive training programmes to raise awareness, enhance skills, and promote a culture of cyber security mindfulness among employees. To further bolster resilience, tailored security protocols have been deployed to protect critical infrastructure, enhance visibility, detect threats, and manage risks in operational technology environments. Collectively, these efforts have significantly strengthened the division's cyber defence capabilities, setting a benchmark for industry best practices in cyber security.





Group

PHISHING AWARENESS

Phishing remains a significant cyber security risk for organisations, with malicious emails being a favoured tactic for cyber criminals to infiltrate IT systems and networks. To address this, the Group Security Service conducted extensive phishing awareness campaigns throughout 2024. These campaigns were supplemented with regular digests and educational messages, ensuring that employees stay informed about emerging cyber security risks and the potential harm these threats could cause to the Group.

In 2024, a total of 3,406 phishing drill emails were sent to Head Office staff, resulting in proactive instances of staff spotting and reporting 1,293 potentially dangerous emails. The substantial improvement in the reporting rate reflects a high level of awareness and vigilance among staff members towards phishing threats. This proactive approach not only enhances the Group's overall cyber defence but also fosters a culture of cyber security mindfulness across the organisation. By continually educating and training employees, the Group demonstrates its commitment to maintaining robust cyber security measures and protecting critical data and systems from cyber threats.

Cyber security risks

The Group's cyber security risk governance structure collects, consolidates, verifies and escalates information from the operational level with additional assurance provided by Internal Audit. Both the Ports and Retail divisions have implemented strategic initiatives to strengthen their respective cyber security defence through various preventive measures. The Ports division's Cyber Threat Intelligence service enables early threat detection and vulnerability identification through deep and dark web monitoring. Threat analysis and timely updates on emerging security challenges are provided to support a proactive strategy. The Retail division focuses on multiple technical security enhancements to protect against various cyber threats. The strategy includes implementing advanced vulnerability management tools with integrated patch management capabilities. To combat potential security incidents, the division deployed session management tools to prevent account elevation through session hijacking. The division also prioritised email security by implementing Mail Transfer Agent Strict Transport Security protocols, which reinforces secure email transmission and protects against spoofing and man-in-the-middle attacks. Additionally, defence against unauthorised access is managed through rigorous password policy assessments and remediation procedures.

The Telecommunications division demonstrates a comprehensive approach to cyber security risk prevention across its global operation, implementing both region-specific and unified protective measures. In Wind Tre, a structured assurance process is introduced, utilising KPIs to monitor policy implementation and maintaining an operational risk register for technical risk documentation. 3 Denmark and 3 Sweden also implement data breach and cyber-attack protection strategies, including regular recovery tests, phishing assessments and vulnerability scans.

Cyber security collaboration

To strengthen the Group's cyber resilience, the Cyber Security Working Group has established a sub-working group, which leverages diverse expertise across the Group's business divisions, fostering cross-functional collaboration and knowledge sharing among specialists.

The Global Cyber Security Collaboration Platform is also in place to foster Group-wide engagement, enabling exchange of insights, best practices and emerging threat intelligence among cyber security professionals across the Group's operations.

RESPONSIBLE USE OF ARTIFICIAL INTELLIGENCE

The Group embraces the transformative potential of AI technologies, which offer substantial operational efficiencies and productivity gains across all business functions. While recognising these opportunities, the Group prioritises responsible implementation and ethical considerations in AI adoption.

The Group Cyber Security Acceptable Use Policy provides comprehensive guidelines for management and employees, ensuring AI tools are deployed responsibly and in compliance with regulatory requirements, while safeguarding sensitive information. Building on this foundation, the Policy on Reasonable and Ethical Procurement, Implementation and Use of AI was introduced in September 2024. This policy articulates clear principles and protocols for AI system usage – whether internal, external or commercial – ensuring alignment with the Group's core principles, corporate disciplines and regulatory obligations.

As AI technology continues to evolve, the Group maintains vigilant oversight of emerging developments. The Group regularly updates its governance frameworks to ensure their effectiveness and alignment with global best practices.



Telecommunications

IMPLEMENTING AI-SPECIFIC DATA PROTECTION IMPACT ASSESSMENTS FOR COMPLIANCE WITH THE EU AI ACT

As a major telecommunications provider serving millions of users across Ireland, 3 Ireland recognises the critical need to evolve its compliance framework to address the growing integration of AI systems in its operations, particularly in areas such as network optimisation, predictive maintenance, customer service automation and fraud detection. Reviewing the company's AI landscape and existing Data Protection Impact Assessments (DPIA) process, new data protection measures have been incorporated and extended beyond conventional privacy concerns to encompass critical areas such as bias and discrimination prevention, system transparency and explainability, robustness and security, and the protection of fundamental rights.

Stakeholder engagement is crucial in collecting diverse perspectives on risk identification and mitigation. To

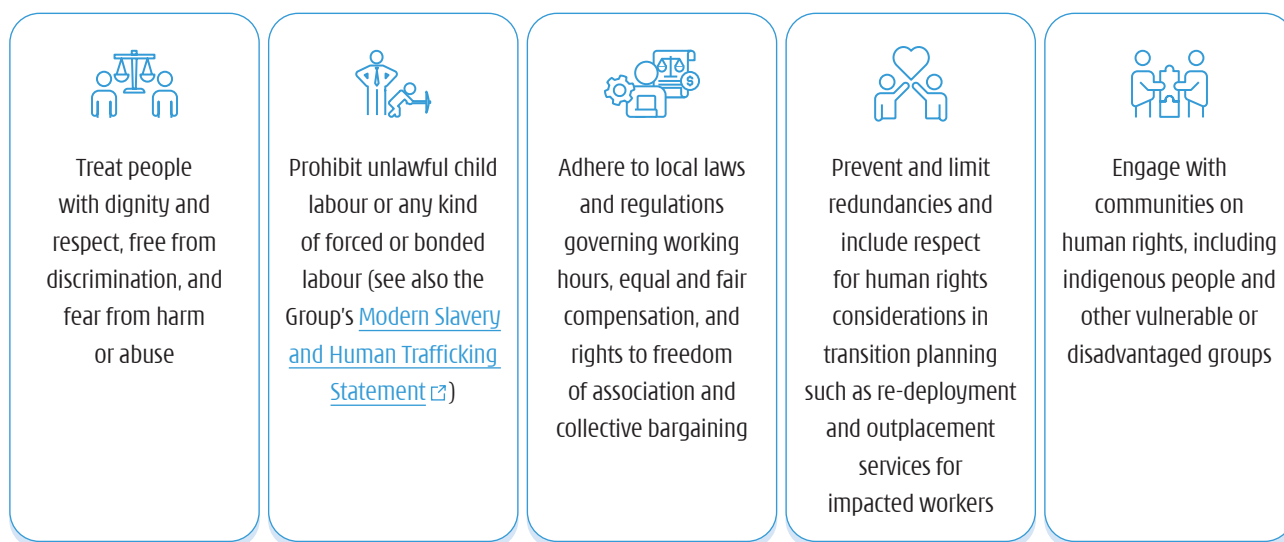
address these challenges, 3 Ireland has developed an expanded DPIA framework with mitigation strategies through collaboration between internal departments, including the legal, compliance, data science, product management and ethics teams. 3 Ireland is implementing an extensive training programme for key stakeholders to ensure successful adoption. The training covers the EU AI Act's requirements, the new DPIA process, and practical examples of risk mitigation strategies. AI ethics guidelines were introduced to complement the compliance framework and promote responsible AI usage throughout the organisation.

The enhanced framework has improved the ability to identify and address information security risks related to bias, transparency and system robustness, leading to fairer and more reliable AI deployments.

LABOUR AND HUMAN RIGHTS

The Group upholds human rights as a fundamental principle in its corporate values, guiding engagement with stakeholders. The Group actively promotes equal opportunities across all levels of its business activities. The workplace culture is built on respect, and is free from discrimination and harassment.

The Group [Human Rights Policy](#) provides a comprehensive framework aligned with global standards, including the Universal Declaration of Human Rights and the United Nations Guiding Principles on Business and Human Rights. The policy guides the Group's approach to human rights protection throughout its value chain, encompassing both direct operations and supply chain partnerships, with the following principles:



This topic of Labour and Human Rights is closely linked with other material topics in the Group Sustainability Framework, including:

- [Social Inclusion](#)
- [Inclusion and Diversity](#)



Employees align tasks in accordance with operational procedures, Hutchison Ports TIMSA, Mexico

SUPPLY CHAIN RESPONSIBILITY

The Group's efforts and governing policies seek to establish a rigorous and effective governance procedure that encompasses active supply chain engagement and a thorough assessment of sustainability performance.

Supplier Code of Conduct

The Group's commitment to ethical business practices extends to its supply chain through the [Supplier Code of Conduct](#). This foundational framework ensures that business partners maintain the same ethical standards as the Group, demonstrate a full compliance with local laws and regulations, and operate with integrity while protecting employee rights.

The Group's core businesses implement tailored versions of the code, adapting it to their specific operational contexts while maintaining consistent ethical standards within the Group. For instance, the Retail division has enhanced its Supplier Code of Conduct with a due diligence screening process for new suppliers. The assessment evaluates 23 risk indicators across five key categories: reputation and sanctions, financial, environmental, social, and governance. Over 23 suppliers have completed this process as of 2024. Similarly, the Ports division has developed an Environmental Policy along with the Supplier Code of Conduct, which outlines the commitment to incorporate suppliers' environmental performance into the procurement decision-making process, including enhanced pre-screening protocols for business partners. The Telecommunications division has adopted a similar approach including clauses in the Code of Conduct for business partners, encouraging them to maintain and improve sustainability performance during the qualification phase and project execution.

The Group maintains rigorous systems and controls to prevent slavery and human trafficking within its supply chains. Procurement contracts incorporate mandatory anti-corruption policies and compliance programmes, requiring third-party partners to implement and maintain these standards in their operations.

Supplier Screening and Assessments

The Group's operational footprint across extensive industries and jurisdictions necessitates a robust approach to sustainable sourcing. A Supplier Code of Conduct is available to guide supplier performance, with particular emphasis on product safety and quality standards. Business divisions have implemented additional measures and utilised external platforms for thorough supply chain screening. In advancing supply chain sustainability, the Telecommunications division has made significant progress. Wind Tre's suppliers undergo continuous evaluation in a structured and transparent manner, focusing on sustainability objectives during both the qualification phase and contract execution. The overall ESG score, along with the Environmental Score, is integrated into the vendor rating. This rating determines the suitability of suppliers in Wind Tre's supplier registry and serves as a key evaluation factor in awarding tenders. Both 3 UK and 3 Ireland have partnered with EcoVadis, a global leader in independent supply chain sustainability ratings, since 2022, enabling transparency and the monitoring of ethical and sustainable business performance within the supply chain. In addition, 3 UK launched and integrated Dun & Bradstreet ESG insights into the supplier assessment process in 2024 and increased ESG coverage on the existing supply base to cover 97% of spend, exceeding the 95% target.

The Retail division continues to lead the Group's most comprehensive supplier assessment programme through multiple initiatives and engagement with independent organisations, ensuring that the sustainability performance of its supply chain is well managed. Since 2023, the division has been conducting supplier screenings with the Refinitiv tool (now known as LSEG Data & Analytics). More than 67,500 screenings of suppliers have already been completed. Additionally, the division remains a member of amfori, which is dedicated to improving working conditions and environmental management in the global supply chain. The division has conducted 346 social and environmental audits on manufacturers located in medium and high-risk countries, based on amfori's requirements. These assessments are complemented by other leading frameworks, including Sedex Members Ethical Trade Audits and the Initiative for Compliance and Sustainability.



Infrastructure

PROMOTING SUSTAINABILITY AND RESPONSIBILITY IN THE SUPPLY CHAIN

The Infrastructure division acknowledges the potential environmental and social impacts within its supply chain and works closely with suppliers to mitigate these risks. By embedding environment, social and governance factors into its supplier evaluation process, the division promotes responsible practices and supports sustainable development across the supply chain.

Recognising the diverse operating environment in which the business units operate, the Infrastructure division tailors its monitoring systems to the local operating context of each business unit. This ensures robust and effective oversight of supplier practices, enhanced transparency and accountability, and opportunities for continuous improvement across the supply chain.

Wales & West Utilities has made significant strides in promoting a responsible and sustainable supply chain, with the Supplier Assessment process playing a key role. Central to this effort is the Supplier Charter, which outlines Wales & West Utilities' expectations for supply partners. It aims to have acknowledgement from 100% of contracted suppliers, promoting Wales & West Utilities' standards and expectations during onboarding and contract renewal. The process of sharing initiatives while tracking engagement has progressively increased knowledge and understanding across the supply base.

Over the past three years, engagement with the Supplier Charter has grown. The latest version of the Supplier Charter reinforces the company's commitment to leading environmental innovation and protection, aligning with its recently published Sustainability Strategy. Additionally, Wales & West Utilities has reaffirmed its dedication to building resilience against modern slavery, upholding the ongoing commitment to the Real Living Wage.

Table 1 Summary of supplier engaged with the Supplier Charter

	Number of responses	Number of suppliers acknowledging the Supplier Charter
2022	132	70
2023	319	236
2024	442	278

Sourcing Guidelines

The Group's significant purchasing power serves as a catalyst for promoting sustainable consumption and production across its operations. By prioritising environmentally and socially responsible options, the Group actively promotes sustainable market practices and encourages sustainable development throughout its supply chain.

The Telecommunications division has started integrating sustainability criteria into its supplier evaluation and tender processes. Wind Tre has introduced a structured programme that combines evaluation, communication and active supplier development. The programme operates through multiple channels, including standardised communications based on SynESGy Platform

certifications, periodic updates and targeted analysis of ESG questionnaire responses. Wind Tre prioritises suppliers based on both ESG scores and business value, meeting with critical suppliers to develop improvement plans based on questionnaire results.

Hutchison Ports is currently expanding its sustainable procurement practices across its ports to assist with evaluating business partners across a wide range of sustainability issues, including environmental, social and governance. To achieve the vision of being "the preferred partner for a sustainable supply chain", a division-wide initiative continues to be rolled out to business units. Suppliers and business partners are requested to complete a "Supplier Sustainability Self-Assessment Questionnaire" for the Ports division's management review.



Ports

ADVANCING SUSTAINABLE PROCUREMENT PRACTICES ACROSS GLOBAL OPERATIONS

Hutchison Ports has implemented comprehensive sustainable procurement initiatives across its global network, demonstrating its commitment to responsible business practices and supply chain management.

Hutchison Ports Busan in Korea has enhanced its supplier evaluation framework by implementing a nature-based assessment system, ensuring vendors are evaluated according to specific service categories. Similarly, Hutchison Ports Thailand has integrated environmental considerations into its procurement evaluation practices through the introduction of a scoring system that allocates a higher score to suppliers with environmental certifications and sustainable practices. In Australia, Hutchison Ports Brisbane and Hutchison Ports Sydney have made substantial updates to their supplier management systems in 2024, including a comprehensive supplier registration process that evaluates health and safety, environmental practices, ethical standards and employee rights. The two business units have also introduced sustainability KPIs and updated contract templates to reflect stronger sustainability commitments.

Hutchison Ports Ajman in the United Arab Emirates has strengthened its supplier engagement by requiring mandatory acknowledgement of corporate social responsibility principles, the Supplier Code of Conduct, and all relevant sustainability and anti-corruption policies. Hutchison Ports Sohar in Oman is advancing its procurement capabilities through the planned implementation of Oracle Cloud's e-procurement modules, which will enhance supply chain transparency and efficiency.

These initiatives reflect a coordinated effort across the division to enhance sustainable procurement practices while maintaining strong supplier relationships and operational efficiency. The division's approach combines technological solutions, policy implementation and supplier engagement to create a more sustainable and responsible supply chain network.

SUSTAINABLE INVESTING

Creating long-term value while generating positive societal and environmental impacts is critical to sustainable development. Integrating environmental, social and governance considerations into strategic capital allocation decisions can enhance financial returns and generate positive social impacts. The Group has thus identified "Focusing on Sustainability" as one of the key corporate strategic pillars, incorporating sustainability into the investment process and demonstrating a sustainable investment strategy to support the Group-wide decarbonisation goals.

This strategic approach is embedded across all aspects of financial decision-making. Capital and operating expenditure decisions are similarly guided by sustainability considerations, directing resources towards initiatives that support the Group's sustainability and decarbonisation objectives while maintaining strong financial performance. The Group's commitment to sustainable investment extends to its debt financing strategy, where sustainability-linked instruments are increasingly utilised to align financial and environmental goals.

New Investments

Clean technology investment has been included as part of the Group's investment strategy that enable the transition to a low-carbon operation. This approach has been widely adopted by core divisions. For instance, the Ports division has established a clear pathway towards its target of becoming a net-zero port operator by 2050. Its investment strategy prioritised the Equipment Electrification Directive at the start of 2024, mandating that all new purchases or replacements of equipment and trucks be electricity powered. This commitment is evidenced by 29% of Hutchison Ports' equipment and trucks being operated on electric or hybrid power

sources at the end of 2024. The Infrastructure division has also positioned sustainability as one of its four strategic pillars for long-term development. This is reflected in its investment approach, which combines organic growth with acquisitions of companies and assets that support the energy transition. In 2024, the division expanded its renewable energy portfolio with the acquisition of solar energy and wind energy assets. Through clean technology investment, the Group further demonstrates the commitment to pursuing sustainable and net-zero operations.



Infrastructure

INNOVATIVE ELECTRIC VEHICLE CHARGING INITIATIVE

UK Power Networks initiated the "Shift 2.0", an innovative trial aimed at understanding how dynamic pricing models influence electric vehicle (EV) charging behaviours. As a UK-first initiative, the project seeks to determine if real-time tariff adjustments can incentivise EV owners to charge during off-peak hours, helping to reduce grid pressure and energy costs for consumers.

The trial leverages advanced data analytics and dynamic pricing to develop smart grid solutions that

enhance sustainability and customer satisfaction. By integrating these technologies, the project showcases the potential for efficient energy distribution and smarter EV infrastructure.

"Shift 2.0" also highlights the transformative role of digitalisation in energy innovation. Through the use of dynamic pricing algorithms and advanced metering infrastructure, the trial provides a scalable blueprint for modernising energy systems.



Electric-powered remote-control cranes, Hutchison Ports Thailand



Ports

GREEN INVESTMENT IN PORTS' EQUIPMENT AND INFRASTRUCTURE

Hutchison Ports is making significant strides in its commitment to sustainability through various green investments across its global operations. At Hutchison Ports Thailand's Terminal D, four Super Post Panamax Quay Cranes and eight rubber-tired gantry cranes were deployed, all remote-controlled and electrically powered. These quay cranes can handle containers that are stacked up to 10 high above the vessel deck, ensuring smooth operation and enhanced productivity.

Similarly, Hutchison Ports BEST in Spain commissioned the first of seven new automated blocks and acquired two Super Post Panamax cranes. These upgrades will boost yard-storage capacity by 25% by early 2025 and reinforce its operational excellence. The Port of Barcelona opened its first Onshore Power Supply System at Hutchison Ports BEST container terminal, making it possible to supply ships with 100% renewable-origin electricity. Hutchison Ports Pakistan acquired a 5 MW connection from Karachi Electric to reduce diesel consumption inside the terminal.

For comprehensive information about the Group's climate resilience initiatives, please refer to [Climate-Resilient Business](#) in the [Sustainable Business Model and Innovation](#) section of this report.

Capital and Operating Expenditure

The Group's governance of sustainability expenditure is reflected in the upgraded tracking and monitoring systems, encompassing both capital and operating expenditure allocations. The oversight of senior management is supported by regular analytical reports, ensuring alignment with the sustainability objectives.

Green Spending Summary

The Group channelled US\$2.5 billion into green initiatives during 2024, distributed across seven key sustainability categories: energy efficiency, renewable and other clean energy, sustainable transport, sustainable water management, the circular economy and design, biodiversity protection, and sustainable supply chain development. To enhance stakeholders' understanding of climate-related business impacts, the Group is implementing a comprehensive disclosure approach that will detail material climate risks and opportunities, projected financial implications, and resource requirements for its net-zero transition strategy. Future sustainability reports will feature more quantitative metrics and detailed performance indicators.

Table 2 Summary of green spending by core divisions

Division	2022 (US\$, million)	2023 (US\$, million)	2024 (US\$, million)
Ports	102.58	114.23	152.84
Retail	85.91	85.04	74.08
Infrastructure	1,051.74	1,191.84	1,932.30
Telecommunications	384.32	450.12	349.70
Total	1,624.55	1,841.23	2,508.92

Table 3 Summary of green spending by category

Project category	2022 (US\$, million)	2023 (US\$, million)	2024 (US\$, million)
Renewable and other clean energy	837.48	546.92	1,072.22
Energy efficiency	573.71	920.52	864.69
Sustainable water management	46.81	113.77	265.67
Sustainable transport	107.91	156.90	174.69
Circular economy and design	53.21	56.47	67.48
Biodiversity protection	5.37	46.58	63.92
Sustainable supply chain	0.06	0.07	0.25
Total	1,624.55	1,841.23	2,508.92

Debt Financing

Guided by the [CKHH Sustainable Finance Framework](#), the Group may raise bonds, loans or similar financing to support specific assets, projects and investments with positive environmental and social impacts. This framework, developed with stakeholder input and referencing leading standards such as the Climate Bonds Standard, EU Taxonomy and the ICMA Principles, received a Second Party Opinion from Sustainalytics in May 2023.

The Group continuously reviews its green financing strategies against market conditions and remains vigilant in monitoring market developments for future activities. In 2024, the Group issued a debut US Dollar Green note of US\$1 billion due in 2029 under the Group Sustainable Finance Framework, which included eligible projects in the Renewable Energy, Clean Transportation, Energy Efficiency, and Circular Economy and Design categories. A Green Bond report will be available on the Group's website, providing stakeholders with transparency on the Group's plans for low-carbon asset investment and contribution towards the decarbonisation process. The report will include the bond's capital allocation, project sustainability impacts and project highlights.





Port of Felixstowe, Hutchison Ports UK

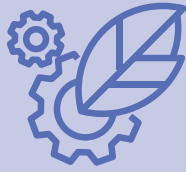
CLIMATE
TRANSITION

SERVICE
EXCELLENCE

CLIMATE-RESILIENT
BUSINESS

SOCIAL
INCLUSION

SUSTAINABLE
PRODUCT
CHOICES



SUSTAINABLE BUSINESS MODEL AND INNOVATION

The Group's core businesses interact and support the daily lives of tens of millions of people by operating some of the world's biggest ports, retailers, infrastructure companies, and mobile multimedia telecommunication networks. As innovation and technology continuously evolve and impact the market, the Group explores and invests in technology that provides essential support, while generating value for all stakeholders. This is achieved by incorporating social, environmental and market conditions into the investment process, ensuring both a sustainable and innovative business model.

The Group is dedicated to safeguarding and advancing customer interests through essential service delivery. Amidst numerous complex challenges, its core businesses leverage innovation and collaboration to tackle sustainable development issues, including resilience to climate change, reaching marginalised communities, and promoting sustainable living and sustainable product choices among customers.

This section, interconnected with the Environment and Social pillars, highlights how the Group uses sustainability as a guiding principle. By doing so, it adapts its current and future business models and turns them into value-creation engines, which is instrumental in building a more prosperous and resilient business in the long run.

GROUP GOALS

- TO OFFER CUSTOMERS SUSTAINABLE PRODUCTS AND INVEST IN AND EMBRACE INNOVATION TO ACHIEVE TRANSFORMATIONAL IMPACT

CONTENT IN THIS SECTION

- CLIMATE TRANSITION
- SERVICE EXCELLENCE
- CLIMATE-RESILIENT BUSINESS
- SOCIAL INCLUSION
- SUSTAINABLE PRODUCT CHOICES

Linked SDGs



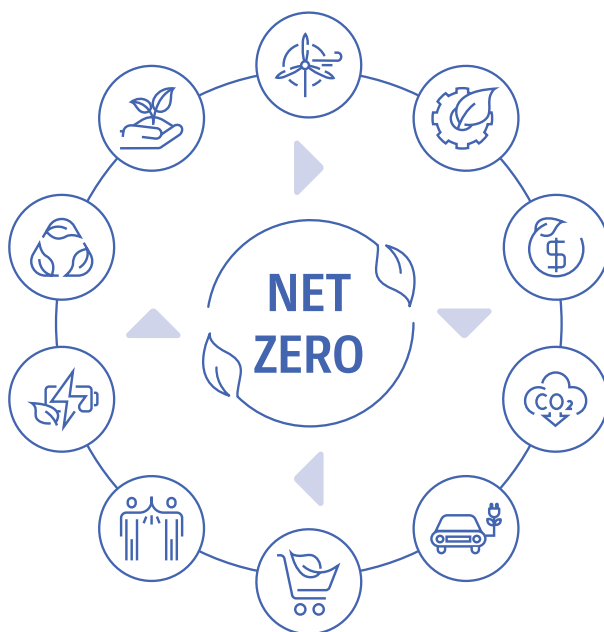
CLIMATE TRANSITION

The Group's business units operate across various industries and geographical locations, often facing different degrees of climate-related issues. In the face of the increasing global climate crisis and the risks that impact business resilience, the Group recognises the need for a consolidated strategy and approach to manage these risks and capture opportunities.

A Consolidated Approach to Climate Transition — Opportunities and Strategies

In pursuit of a sustainable business model, the Group has implemented a climate risk revision according to the TCFD guidelines. A standalone report was published in 2021, demonstrating the identified risks and opportunities from the revision. In parallel, the Group identified ten net-zero transition opportunities and committed to an emissions reduction target, providing guidance to core divisions implementing low-carbon operations.

This collective initiative forms the foundation of the climate transition strategy. Core divisions will continue to develop based on this strategy and contribute to the Group's decarbonisation goals.



Ten Net-Zero Transition Opportunities

Previously, the “ten net-zero transition opportunities” related to climate adaptation and mitigation were identified. The overarching goal is to achieve transformational change over the long term based on current business expectations and structure. Owing to the interconnected nature of the Group’s management approaches to climate change and related topics, links are provided in the following to relevant information located elsewhere in this report.



Renewable and other clean energy

- Invest in and grow the Group’s renewable energy portfolio.
- Transition gas to hydrogen network.
- Connect market-leading levels of renewable energy to the grid.
- Increase the procurement of renewable electricity.
- Adopt carbon capture and storage where relevant to waste-to-energy operations.



Finance and investment

- Continue to align capital expenditure towards a net-zero pathway.



Clean transportation

- Scale up electric and hybrid EVs and infrastructure.
- Lead the way in being first-adopters of hydrogen vehicles and equipment.
- Support the modal shift to sustainable rail transport.



Collaboration, partnerships and advocacy

- Partner with peers, customers, government and other relevant organisations to accelerate the transition.



Circular economy and design

- Reduce, reuse and recycle all forms of waste.
- Design products and systems with circular economy principles in mind.



Climate adaptation

- Protect Group members and assets and be ready for a changing climate.
- Conduct periodic climate-risk assessments of high-risk assets.
- Protect biodiversity to restore healthy ecosystems and further strengthen adaptation.



Transitioning high-carbon assets

- Phase out coal-fired power generation globally by 2035.



Supply chain engagement

- Further develop supplier engagement policies.
- Develop Scope 3 emissions reductions targets.



Energy efficiency

- Exhaust all feasible options for energy efficiencies.
- Embrace digitalisation and innovation to transform distribution networks, increase grid flexibility and decrease distribution losses.
- Be a leader in innovation in 5G, IoT applications and smart city solutions.











Carbon offsets




- Reduce the Group’s direct carbon footprint as the first priority. Carbon offsets neutralise residual emissions attributable to the Group that are not possible to eliminate.

Table 4 A summary of the Group's Climate Transition Strategy


The ten net-zero transition opportunities are not only a response to regulatory requirements but also a demonstration of the Group's approach and strategy towards decarbonisation. The principles are integrated across the core divisions as part of the "Climate Transition Strategy", supporting initiatives implemented across divisions as below:

Renewable and Other Clean Energy Generation	
 Ports	<ul style="list-style-type: none"> Investing in on-site renewable energy generation such as solar and continuing to increase procurement of renewable power
 Retail	<ul style="list-style-type: none"> Identifying opportunities for on-site renewable energy generation Mandating the purchase of renewable electricity through Energy Attribute Certificates (EACs)
 Infrastructure	<ul style="list-style-type: none"> Expanding renewable energy portfolio Promoting reduction and recovery of methane and carbon dioxide (i.e. EDL to capture waste coal mine gas for power generation) Embracing hydrogen economy (i.e. Wales & West Utilities, Northern Gas Networks, Australian Energy Operations and Multinet Gas Networks to enable 100% green gas connection by 2050) Developing cleaner ways to produce products and deliver services (i.e. AVR to expand carbon capture and utilisation capacity at the waste-to-energy facilities)
 Telecommunications	<ul style="list-style-type: none"> Deploying on-site solar energy generation Continuing to increase procurement of renewable electricity
Energy Efficiency	
 Ports	<ul style="list-style-type: none"> Exploring and implementing cutting-edge technologies to improve efficiency and reduce emissions. This includes advancements in automation, data analytics, and alternative fuels.
 Retail	<ul style="list-style-type: none"> Strengthening energy efficiency measures across all business units and supporting energy retrofits in all operations, with better energy-saving equipment Switching from natural gas to electricity for heating energy efficiency measures across all business units
 Infrastructure	<ul style="list-style-type: none"> Modernising and digitalising electricity networks (i.e. UK Power Networks to reduce distribution line loss emissions by enabling an increased uptake of renewable energy into local electricity grids)
 Telecommunications	<ul style="list-style-type: none"> Upgrading to energy-efficient radio equipment Implementing smart features for more efficient use of energy according to data traffic Upgrading transmission networks including virtualising core networks and network services Decommissioning legacy networks and equipment Upgrading data centre cooling equipment Implementing AI-driven data centre energy optimisation tools




Clean Transportation

 Ports	<ul style="list-style-type: none"> Transitioning to electric equipment and vehicles, reducing reliance on fossil fuels
 Retail	<ul style="list-style-type: none"> Strengthening fleet efficiency measures. Switch to fleets with lower emission fuels such as plug-in hybrid electric vehicles (PHEVs) or battery electric vehicles (BEVs).
 Telecommunications	<ul style="list-style-type: none"> Transitioning company fleets to electric vehicles


Transitioning High-Carbon Assets

 Infrastructure	<ul style="list-style-type: none"> Decarbonising generation portfolio (i.e. HK Electric to phase out coal-fired generation by 2035 and explore the potential applications of new technologies in renewables, hydrogen fuel, battery storage and importing zero-carbon energy by 2050)
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Supply Chain Engagement

 Ports	<ul style="list-style-type: none"> Identifying and addressing emissions along the value chain from sources such as procurement of equipment and transportation
 Retail	<ul style="list-style-type: none"> Inviting top suppliers to join ClimatePartner's Network Platform (CP) encouraging suppliers to disclose annual GHG data and share GHG reduction strategy, and to set respective science-based reduction targets Identifying opportunities for on-site renewable energy generation Increasing the purchase of renewable energy (EACs for electricity, biomass, etc.) Strengthening transport route optimisation, reducing emissions from transport used to deliver goods to the businesses (road transport, railway transport, ocean freight, air freight), and increasing the use of fleets with lower emissions fuels such as PHEVs or BEVs Increasing the amount of operational waste diverted from landfills
 Telecommunications	<ul style="list-style-type: none"> Engaging with suppliers to enhance data quality and reduce value chain emissions

Circular Economy and Design

 Retail	<ul style="list-style-type: none"> Sourcing more sustainable raw materials for Exclusive Brands' products and packaging, as well as for the operations (e.g. tertiary packaging, printing paper) Developing (Exclusive Brands) or sourcing (suppliers' brands) more sustainable products across multiple categories (food and non-food) Improving the Exclusive Brands' packaging recyclability
 Telecommunications	<ul style="list-style-type: none"> Expanding use of circular business models such as product take-back arrangement, device leasing and sale of refurbished devices

Clean Technology Adoption

Clean technology, such as clean transportation, clean energy transition and energy efficiency, plays a significant role in the Group's decarbonisation journey and achieving long-term carbon emissions reduction targets. As the Group utilises these levers as part of the overall strategy, core divisions continue to integrate similar approaches into the business investment process, with impactful projects having been implemented in previous years.

AS Watson operates 12 retail brands in its global portfolio, and 60% of them have started using electric vehicles for some of the warehouse-to-store and online order deliveries. More than 80% of Watsons China's warehouse-to-store deliveries in Beijing, Shanghai, Guangzhou, Shenzhen, Tianjin, Chongqing and Xiamen are made by EVs.



Electrical Vehicle fleet, AS Watson



Ports

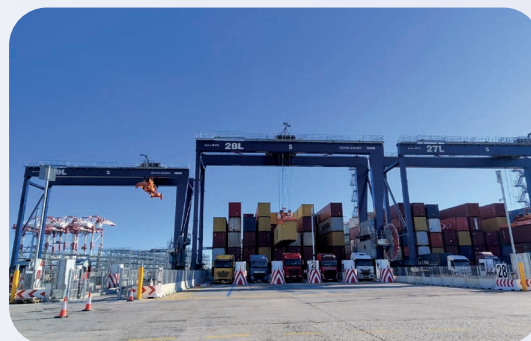


Infrastructure

CLEAN TRANSPORTATION

Since receiving its near-term and net-zero targets validation from the Science Based Targets initiative (SBTi), the Ports division mandated the Equipment Electrification Directive in 2024. All new purchases, either the replacements of terminal equipment or trucks, have to be electricity powered. Additionally, diesel consumption has been reduced by using lower-carbon intensive or renewable energy sources at facilities.

For instance, the Port of Barcelona has opened its first Onshore Power Supply System at Hutchison Ports BEST container terminal, making it possible to supply ships with 100% renewable-origin electricity. A summary of the Ports division's progress on electrification can be found below.



Hutchison Ports BEST

Table 5 Electrification progress of Hutchison Ports

Mobile and stationary equipment in operation globally in 2024			Investment in 2024 and 2025 (planned)	
Type	Total # units	Of which electric or hybrid	Locations	CAPEX
Rubber-tired gantry crane	884	609	Egypt, Thailand, Mexico, Oman, Pakistan, Poland, UK	US\$227M
Internal tractor	1,302	147	Egypt, Thailand, Mexico, Netherlands, Oman, Pakistan, South Korea, UK	US\$58M
Automatic guided vehicle	362	85	Netherlands	US\$26M
Reach-stacker	188	4	Egypt, Thailand, Mexico, Oman, Panama, Poland	US\$17M
Straddle carrier	215	35	Netherlands	US\$13M
Empty container handler	180	28	Mexico, Oman, Pakistan	US\$4M

Clean transportation was also a focus within the Infrastructure division in 2024. UK Power Networks actively supported local authorities in electrifying the public transport system. It involved a £4 million investment in Arriva's Thornton Heath bus fleet, funded by the Green Recovery Fund. The project included a fast-tracked 4.5 MW power connection at the Whitehall Road bus depot, supporting the introduction of 109 new electric buses and the installation of 5 km of high-voltage underground cabling and upgraded substation equipment. These efforts will reduce carbon emissions and improve air quality in London.

In addition, commitments and targets by business units were presented in 2024 as the Infrastructure division continues its clean fuel transition movement. For example, Phoenix Energy is committed to transitioning the commercial fleet to green fuels by 2035. HK Electric will increase the proportion of EVs in the corporate fleet to 55% by 2025. ista will convert the entire vehicle fleet to 100% electrically powered vehicles by 2028.



Ports



Retail



Infrastructure



Telecommunications

CLEAN ENERGY TRANSITION

In 2024, two businesses in the renewable energy sector were acquired.

- UK Renewables Energy comprises 32 wind farms located in England, Scotland and Wales, with a total installed capacity of 175 MW and a net attributable capacity of 137 MW.
- Powerlink Renewable Assets, formerly known as UU Solar, acquired through UK Power Networks, operates a 69 MW renewable energy portfolio with 65 solar photovoltaic assets, four onshore wind farms and one hydropower plant.

In parallel, HK Electric's L12 generation unit was commissioned in early 2024, completing the last phase of three new 380 MW gas-fired combined-cycle generating units under the 2019–2023 Development Plan. The unit will further augment gas-fired generation capacity and deliver cleaner electricity to the city.

Other initiatives within the Infrastructure division include the following:

Green gas initiatives:

- Northern Gas Networks: aiming to transport 100% green gas in the network by 2050
- Phoenix Energy: introducing 20% green gas (hydrogen/biogas blended) into the Phoenix Distribution Network by 2030*
- AGIG: targeting 10% renewable and carbon-neutral gas production connected to its distribution networks by 2030, and 100% renewable and carbon-neutral gas in distribution networks by 2050 at the latest, with a stretch goal of 2040
- Wales & West Utilities: preparing for 100% hydrogen across the areas of network no later than 2040

Renewable energy transition:

- Enviro NZ: transitioning high-emission vehicle fleets to hybrid alternatives; transitioning to 100% renewable energy
- HK Electric: increasing aggregate electricity generated from the renewable energy sources of HK Electric and its customers to over 15 Gwh/year by 2028
- United Energy: enabling total installed capacity of renewable energy generation on its network of 800 MW by 2026
- Victoria Power Networks: enabling total installed capacity of renewable energy generation on its network of 4 GW by 2026
- SA Power Networks: increasing total installed capacity of renewable energy generation on its networks to 4 GW by the end of 2026

In 2024, the Ports division progressed towards cleaner energy sources with continued on-site solar system installations. Hutchison Ports Pakistan and Hutchison Ports KICT have installed a 1 MW solar system and a 235 kW solar system respectively to harness clean energy. Hutchison Ports Ajman in the United Arab Emirates also installed 52 solar-powered streetlights to support its operation.

The Retail division purchased over 720 GWh of renewable energy through EACs in selected markets (Mainland China, Hong Kong, Philippines, Malaysia, Thailand, Türkiye, Indonesia, Taiwan, the UK, and the Netherlands). This total acquired energy represents almost 100% coverage FY2024 consumption in these markets. The division continues its fleet electrification and launched the Greener Store Global Framework, implementing initiatives such as LED upgrades and other energy efficiency equipment for stores and warehouses.

Despite challenges in the energy mix in European markets, emissions have been successfully maintained at the same level on a year on year basis, representing an approximately 26% reduction from the 2020 baseline. CKHGT has increased its use of purchased renewable electricity to over 64%.



47%

of onsite and
purchased electricity
came from
renewable sources

* The introduction of a hydrogen blended mix of gas into the Phoenix Distribution Network is likely to be dependent on government policy and on the introduction of hydrogen blended gas into the UK gas distribution network.

Table 6 Electricity generated by renewable energy in 2024 under the Infrastructure division

Renewable and clean energy source	Installed capacity (MW)	Generation in 2024 (GWh)	Emissions avoided p.a (tCO ₂ e)
Wind	369	532	2,901,791
Solar	84	71	
Biomass	301	1,630	
Total	754	2,233	2,901,791

Notes: 2024 calculation was updated to include only data from EDL, AVR, Dali, Laoting, Canadian Power (Okanagan Wind), UK Renewables Energy Group and UK Power Networks



On-site solar panels, Powerlink Renewable Assets



Infrastructure

HYDROGEN TRANSITION

Blending biogenic gas into gas distribution networks

Northern Gas Networks is actively blending biogenic gas, derived from the microbial decomposition of organic matter (of which biomethane is a type), into its gas networks. In 2023/24, Northern Gas Networks added a new biomethane production site, bringing its total connected capacity to 18,257 standard cubic meters per hour. The annual biomethane injection remained stable at 0.71 TWh, enough to supply approximately 59,000 UK homes. In 2023/24, biomethane comprised 1.2% of the network's gas throughput.

Wales & West Utilities is leading the "Powering Wales Renewably" project in collaboration with government and energy stakeholders to enhance renewable generation connections across Wales. The initiative will provide critical information on the gas distribution network, including locations, capacity and large connections, along with insights into future low-carbon gases for the network. Additionally, Wales & West Utilities is conducting Smart Pressure Control trials, which could enable the heating of over 10,000 more homes with biomethane if fully implemented in the future.



Smart Pressure Control system, Wales & West Utilities

Exploring hydrogen as alternative fuels for trains

UK Rails has partnered with organisations on the H2Steam Project to evaluate green steam technology to eliminate freight train emissions. While electrification remains the most efficient option for railways, many rail networks are still unelectrified. The project will use Steamology's patented technology to generate high pressure steam from hydrogen and oxygen with zero carbon emissions. UK Rails continues to work with its partners to explore options to help its freight customers meet their carbon reduction targets.



Infrastructure

GREEN HYDROGEN ELECTROLYSER DEVELOPMENTS IN THE PIPELINE

Wales & West Utilities has invested in developing an electrolyser that produces green hydrogen from contaminated industrial wastewater. In partnership with HydroStar and Cardiff University, the project aims to overcome the high costs of traditional hydrogen production, which relies on purified water.

By using polluted water sources, the process integrates pollutant removal with hydrogen generation, capturing hydrogen and oxygen as valuable byproducts to offset energy costs. This innovation builds on the NextGen electrolyser, which uses wastewater like rainwater to produce hydrogen, supported by Ofgem's Strategic Innovation Fund.

Supported by Innovate UK's Launchpad: NetZero Industry, the project will deliver a prototype by Q1 2025, helping to advance the hydrogen transition while offering a sustainable energy solution.





Infrastructure



Telecommunications

ENERGY EFFICIENCY

The Telecommunications division has continued to invest in 5G transition in 2024, including network equipment upgrades and implementing energy-efficient network features, virtualised core networks, smart sleeping modes within the radio access network, and AI-based tools to drive network optimisation and energy efficiency. It also upgraded equipment, and decommissioned 3G capacity to improve network energy efficiency. Additionally, both **3** Hong Kong and **3** UK have deployed AI-powered energy saving solutions, and **3** UK in particular has saved up to 70% of its energy usage at selected UK sites.

HK Electric from the Infrastructure division is advancing energy efficiency and affordability through its Smart Power Services (SPS) programme. A prime example is its support for Everest Residence, Hong Kong Island's first Modular Integrated Construction transitional housing project. By providing grid-electricity supply during construction and subsidising energy-efficient electrical appliances, HK Electric has significantly reduced the project's carbon footprint and enabled low-carbon, all-electric living, lowering energy costs for underprivileged families. Beyond Everest Residence, the SPS programme has supported eight transitional housing projects on Hong Kong Island, benefitting over 260 units and approximately 800 residents. These initiatives underscore HK Electric's commitment to eco-friendly housing, carbon emission reductions, and accessible energy solutions aligned with Hong Kong's broader sustainability goals.



Introducing the energy efficiency concept into transitional housing through the Smart Power Services Programme, HK Electric

Further energy efficiency initiatives implemented by the Infrastructure division are summarised below:

Table 7 Energy efficiency project targets and progress under the Infrastructure division

Business units	Details of target
HK Electric	Conduct 1,000 energy audits and provide subsidies for 500 buildings between 2024 and 2028.
	Help 500 businesses switch to energy-efficient electrical equipment for their operations between 2024 and 2028.
	Complete at least 200 audits under the Smart Power Energy Audit in 2024, particularly for non-governmental Organisations (NGOs), schools, and small and medium-sized enterprises.
	Support 100 construction sites to use grid-electricity supply, replacing diesel generators during the period from 2024 to 2028.
	Support 20,000 parking spaces to install EV charging-enabling infrastructure during the period from 2024 to 2028.
UK Power Networks	Support all medically dependent Priority Services Register (PSR) customers in understanding the benefits of having a smart meter by providing tailored advice every two years throughout 2023 to 2028.
	Share information on low-carbon technologies and energy efficiency with 1.4 million customers in areas designated for electrified heating by 2028.
	Ensure that 71% of off-gas grid homes in the serving regions have the suitable capacity to decarbonise their heating and transport by the end of 2028.
Wellington Electricity	Offer commercial EV-managed charging service by 2024.
United Energy	1,000 customers per annum to participate in energy literacy programmes by 2026.
Victoria Power Networks	2,000 customers per annum to participate in energy literacy programmes by 2026.
Northern Gas Networks	Provide over £1 million of regulatory and shareholder funding annually to support vulnerable customers and communities by 2026.

SERVICE EXCELLENCE

The Group's core businesses are committed to providing world-class service to customers and meeting their daily needs. Business units regularly engage with customers to understand their concerns, helping the Group adapt to market changes and maintain high-quality products and services. As safety is one of the Group's top priorities, a strong and flexible management system is enforced to periodically monitor, assess and reduce environment, safety, and security-related risks. These efforts are important for the Group's sustainability work, demonstrating its commitment to achieving service excellence.

Service Excellence is closely linked with other material topics in the Group Sustainability Framework, including the following:

- [Supplier Screening and Assessments](#)
- [Digital Responsibility and Information Security](#)
- [Health, Safety and Well-Being](#)

ISO Management Systems

The Group has a diversified business scope spanning a broad range of industries and regions. In daily operations, product and service quality, safety and employee well-being remain key priorities. Guided by international management standards, Quality Management Systems, Environmental Management Systems, Safety Management Systems and Information Security Management Systems, the Group's business units operate consistently and reliably through established processes, including reviews, data analysis, corrective actions and compliance audits.

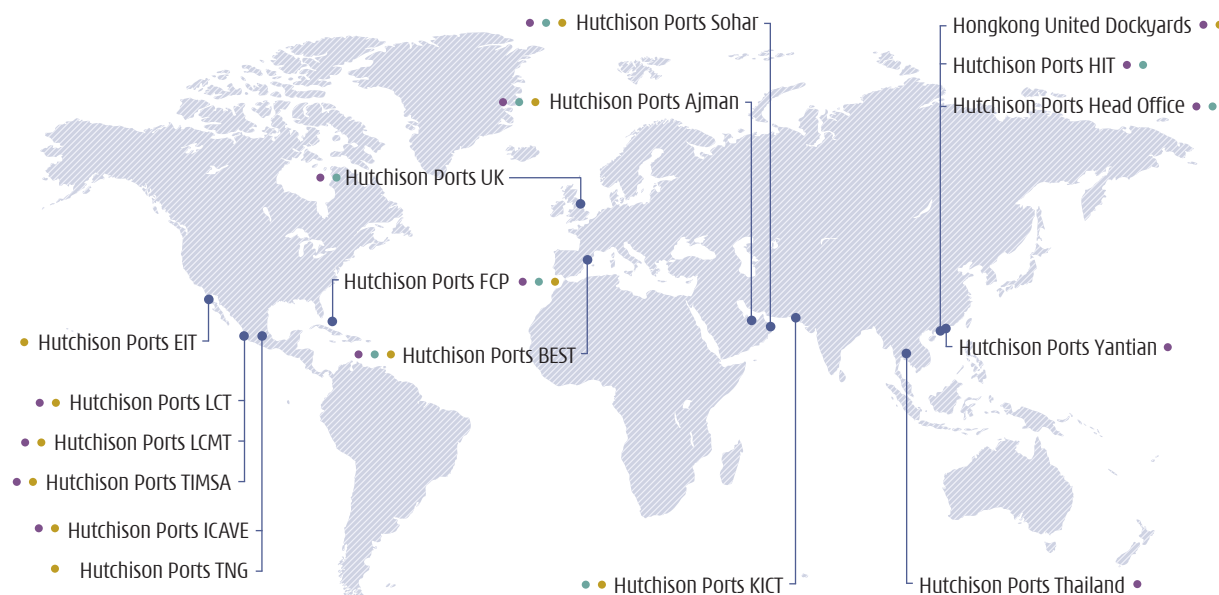
To provide further reassurance to customers and ensure the compliance of regulatory requirements, many business units obtain certifications such as ISO 14001 (Environmental Management),

ISO 9000 (Quality Management), and ISO 45001/OHSAS 18001 (Occupational Health and Safety).

In addition, the Ports division and Telecommunications division have significantly aligned their operations with international sustainability standards. For example, Wind Tre of the Telecommunications division has recently received certifications including ISO 27001 (Information Technology Security), ISO 50001 (Energy Management), ISO 14064 (Greenhouse Gas Measurement), SA8000 (Social Audit), and ISO 20000-1 (Service Management). These certifications support effective, sustainable operations integrated into daily business practices.

Figure 10 ISO certification at Hutchison Ports (business units with ISO certificates contribute to 66% of the total throughput of Ports in 2024)

• ISO 14001 Environmental Management Systems • ISO 9001 Quality Management Systems • ISO 45001 Occupational Health and Safety Systems



Quality and Safety Standards

Across all core businesses, the Group has established comprehensive quality and safety management systems. These systems are characterised by senior management's active oversight, ensuring clear responsibility demarcations. Dedicated personnel handle specific tasks, ensuring that Emergency Response Planning is seamlessly coordinated and carried out. Well-defined processes for record-keeping and documentation are also crucial for maintaining transparency and accountability.

Central to these management systems is the focus on hazard identification, followed by in-depth safety risk assessment and effective mitigation strategies. Moreover, many of the Group's business units have developed customised performance standards that not only meet but exceed regulatory requirements. These standards are inspired by market-leading practices, further demonstrating the Group's commitment to excellence in quality and safety management.

In the Retail division, all Exclusive Brand products are tested at external laboratories, and regular in-house testing on selected products is also conducted in PARKnSHOP Hong Kong, Watsons Water China and Watsons Hong Kong. Exclusive Brand manufacturers are continuously screened for social and environmental risks if located in medium and high-risk countries. Other business units, such as Wind Tre from the Telecommunications division, have checks in place for product conformity once products are delivered, including legal certifications, firmware correspondence, and information security assessments during the modem or Customer Premises Equipment testing phases.

The Ports division has implemented stringent safety measures, with Hutchison Ports Corporate Centre certified and receiving annual surveillance visits by external auditors in accordance with ISO 45001. Additionally, several business units from the Infrastructure division (including AVR, SA Power Networks, UK Power Networks) also operate in accordance with standards, such as OHSAS 18001/ISO 45001, ensuring that employee safety is well protected.

Business Continuity Planning

As the likelihood of regional incidents such as extreme weather events and even potential conflicts escalates, business units are actively developing Business Continuity Plans. The overarching goal is to ensure that operations remain as stable as possible and with minimal disruption.

Throughout the Group, the business continuity planning framework has several shared components. These are primarily focused on building resilience, enabling swift recovery and establishing contingency measures. Each plan is meticulously tailored to address the unique industry-specific needs of every core business, ensuring effective responses to various scenarios and safeguarding business operations. For example, the Infrastructure division continues to implement robust climate risk and adaptation actions to prepare for extreme weather events. These initiatives include monitoring short- and long-term weather patterns, leveraging climate projections, executing crisis management and Business Continuity Plans, and investing in infrastructure resilience. Business units have also developed resilience strategies, integrating climate adaptation measures to enhance their overall preparedness.

All business units in the Ports division are required to develop and implement Business Continuity Plans 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.



Telecommunications

BUSINESS CONTINUITY PLANS IN THE TELECOMMUNICATIONS DIVISION

In view of the different upcoming risks and challenges, operations across the Telecommunications division have established Business Continuity Plans to minimise disruption. For example, 3 Austria performed an extensive business impact analysis exercise in 2024 which is the most crucial element of a business continuation plan, acting as the key priority requirements blueprint, determining the effectiveness and efficiency of the entire business continuity plan. To ensure that business impact analysis is comprehensive, 3 Austria underwent multiple workshops involving key stakeholders of the organisation.

Wind Tre has been building its Business Continuity Management Framework since 2019. The effort initially involved developing its Business Continuity framework, objectives, policies, organisational model, methodology and process mapping. A thorough Business Impact Analysis was performed to rank critical processes. Based on the analysis, Business Continuity Plan were activated for critical processes, from economic, legal, reputational, strategic and operational perspectives. These plans focus on processes with a Recovery Time Objective of up to seven days. In parallel, a remediation plan is managed to enhance the organisation's capability to respond to any incidents, ensuring the continuous provision of services in compliance with the Minimum Business Continuity Objectives.

In 2024, Wind Tre engaged an external advisor to assess its Business Continuity Management Framework, aiming to obtain an external opinion on its maturity, particularly with respect to the ISO 22301 standard. Additionally, a monitoring dashboard was built to support and strengthen Business Continuity Management activities, from both executive and operational standpoints. The Dashboard provides executive inputs to support management decisions related to the Framework while optimising the monitoring of daily operational activities. Moreover, Wind Tre's Disaster Recovery Programme, aimed at increasing the resilience of telecommunications network and of IT applications in order to guarantee an optimal service continuity, was further structured in 2024, with the following main achievements:

1. Completion of Disaster Recovery (DR) assessment: focused on evaluating the resilience and recovery capabilities of the organisation's IT systems and telecommunications elements.
2. Integration of the DR Programme in technology business as usual activities, providing:
 - a) A standard for developing DR technical playbooks and performing DR testing;
 - b) Implementation of remediation actions to follow up on DR assessment and tests, thus increasing resilience.

Customer Relationship Management

The Group's core businesses have implemented various mechanisms to measure customer satisfaction and monitor feedback. These mechanisms are also used to follow up on complaints and take corrective actions. In the Retail division, customer surveys are regularly conducted in each market. This allows for the dynamic integration of feedback on multiple aspects of customer satisfaction, such as the store environment, product variety, prices, loyalty programme benefits and staff behaviour. These items are assessed based on the scoring schemes of the "Customer Love Score".

Business units in the Telecommunications division use a similar approach by utilising the Net Promoter Score to evaluate brand reputation and customer satisfaction. The Ports division and Infrastructure business units track customer satisfaction via Customer Relationship Management tools, Customer Satisfaction Scores and periodic stakeholder meetings.



Telecommunications

KEEPING TRACK OF REPUTATION AND BRAND

In 2024, Wind Tre measured its reputation with customers through RepTrak, one of the leading reputation measurement companies. The RepTrak model is based on a consumer survey that evaluates companies through emotional, rational and ESG drivers that impact reputation. The synthesis of these perceived factors determines an evaluation on a 0 - 100 scale.

Wind Tre's reputation in 2024 (cumulated result from January to September) is 61.4, reflecting an increase of 1.5 points compared to 2023. This makes Wind Tre the only Italy-based company enjoying such growth within the industry. The rise in Wind Tre's reputation has been driven by improvements in production and innovation, where the quality of services meets customer needs. Wind Tre's brand power also grew by 14.7% in 2024, based on the October survey. This growth in aspects

related to citizenship and conduct can also be linked to Wind Tre's activity in sustainability, as the company engaged its customers with both general and specific initiatives aligned with its ESG Plan.





Infrastructure

ASSURE SERVICE QUALITY WITHIN THE INFRASTRUCTURE DIVISION

The Infrastructure division is proactively engaging its customers, ensuring services are meeting or exceeding expectations. Business units set different targets and impactful progress was made in 2024. Details of targets of the business units can be found below:

Table 8 Business units' customer service targets

Business unit	Target
HK Electric	Maintain better than 99.999% supply reliability rating
UK Power Networks	Expand the scope and reach of its PSR, aiming for an overall 30% increase in registrations from 2023 in the categories most impacted by its service by 2028, targeting 3 million households and 600,000 businesses registered.
	Improve satisfaction of its PSR registered customers over its 2023 baseline. UK Power Networks will aim to be the first Distribution Network Operator Group as measured by PSR customer satisfaction or at least delivering 93% scores on average across its networks in each year of 2023 - 2028 (vs. 91.5 per cent average achieved in 2015 - 2023), whichever is higher.
Wales & West Utilities	Target to achieve score of 9.2 in average customer satisfaction score.
Northern Gas Networks	5,000 customers referred to PSR.
Victoria Power Networks	Outperform System Average Interruption Duration Index target of 124 minutes by 2026 for Powercor.
	Outperform System Average Interruption Duration Index target of 24.47 minutes by 2026 for CitiPower.
United Energy	Outperform System Average Interruption Duration Index target of 50.7 minutes by 2026.



CLIMATE-RESILIENT BUSINESS

In comparison to the past decade, climate change and associated extreme weather events are occurring at a startling pace. In 2024, there was flooding in Central and Eastern Europe, causing significant impact and damage, and endangering the lives of thousands. Acknowledging the risks posed by climate change, the Group has adopted a proactive stance. It has pinpointed climate-related issues and alternative opportunities as adaptive solutions, which have then been integrated into the Group's transition and decarbonisation strategy.

Based on the current business expectations and structure, the Group has identified ten net-zero transition opportunities. These opportunities are crucial for achieving long-term transformational change in its businesses. For more details about the Group's management approaches to reducing or eradicating GHG emissions in its direct operations and across the broader value chain, please refer to the [Climate Transition](#) section of this report.

Climate Adaptation

The physical impacts from climate change present substantial risks to the Group's operations. The Group acknowledges these potential operational risks and is dedicated to enhancing resilience through proactive adaptation strategies. Under the guidance of its Sustainability Policy and recommendations from the TCFD report, the core divisions conduct scenario analysis, identify potential risks and management actions, and continue to invest in enhancements to protect assets, operations and human capital from extreme weather impacts. These efforts include formulating strategies to boost resilience and ensure operational continuity.

In 2024, business units across divisions implemented comprehensive climate risks and adaptation measures in preparation for extreme weather events. These efforts involved utilising climate projections, executing crisis management and Business Continuity Plans, and investing in infrastructure resilience. Resilience strategies and climate adaptation measures have been incorporated to enhance overall preparedness.



Onshore wind farms, Dunbar, Scotland



Infrastructure

CLIMATE RISK AND MITIGATION STRATEGIES

The Infrastructure division completed a climate scenario aligning with TCFD recommendations. This assessment identified the climate-related risks and opportunities, which aided in evaluating the potential financial implications of these factors on operations. Business units across the division conducted similar evaluations to assess climate-related risks impacting respective operations and develop corresponding action plans.

UK Power Networks uses the UK Climate Projections high-emissions scenario RCP8.5 (Representative Concentration Pathways), projecting a 4.3°C rise by 2081 - 2100, to assess climate risks. Initiatives include addressing eight prioritised hazards, installing flood protections at 78 sites from April 2015 to March 2023, and planning further measures from April 2023 to March 2028.

With more frequent extreme weather events due to climate change, HK Electric has implemented robust measures to strengthen its power network, ensuring a stable electricity supply until 2100. These enhancements include fortified Lamma Power Station (LPS) infrastructure and advanced anti-flooding measures at substations. By referencing the reports of the Intergovernmental Panel on Climate Change and the city's hydrological and astronomical data and forecasts, HK Electric has also implemented key upgrades such as raising the flood walls to +6.0 metres Principal Datum (PD) at coastal substations and applying new design standards for post-2022 substations to withstand +7.0 metres PD floods. Protective features such as automatic water pumps, flood barriers and multi-stage alarm systems have also been installed across over 280 facilities in vulnerable locations.



Staying climate resilient: an upscaled flood wall, Lamma Power Station, Hong Kong



Telecommunications

CLIMATE RISK MITIGATION

The Telecommunications division has implemented various measures to adapt to rising climate-related risks and potential operational disruptions. For example, in 2024, Wind Tre and 3 Austria included extreme weather events due to climate change into the enterprise risk management register, making it part of the business continuity and disaster recovery risk assessment. In 3 UK, climate-related events, such as flooding, extreme temperatures, lightning, typhoons and wildfires are managed at the operational level by subject matter

experts who have developed relevant response action plans. These plans ensure organisational resilience and have been communicated with operational-level employees. Similarly, 3 Ireland has incorporated climate as a risk. To mitigate this it now plans to develop climate adaptation strategies to address environmental risks, such as extreme weather events and disruptions to operations, by integrating climate-related data into risk monitoring processes and assessing potential impacts on infrastructure and service delivery.



Ports

MITIGATING AND ASSESSING CLIMATE RISK

The Ports division has adopted a general approach to climate risk assessment throughout its operations. The register of risk factors and mitigations is reviewed biannually by senior management. In response to extreme weather incidents, the Ports division safety guidelines in place, with emergency response procedures, crisis management, regular drills and exercises and equipment infrastructure in order to be ready for any severe weather developments.

Hutchison Ports UK also evaluates climate change risks periodically in accordance with national government requirements, with significant findings reported to the business unit's Sustainability Committee. Major construction projects undergo project-specific flood risk assessments in accordance with regulatory requirements.

Climate-Related Financial Disclosures

In 2024, the core divisions and their respective business units continued to follow in the Group's footsteps by issuing separate reports and aligning with TCFD procedures and recommendations to conduct climate-related risk assessments. Since its initial assessment, the Infrastructure division has managed identified climate-related risks with mitigation measures. Superdrug and Savers from the Retail division have also conducted climate risk assessments, while Watsons Water China and Hong Kong have

developed a water risk assessment framework referencing the TCFD and enterprise risk management frameworks. This framework involves assessing the likelihood and impact of physical, regulatory and reputational risks. CKHGT issued its separate TCFD report in 2023, and 3 UK issued its first TCFD report in 2024. During 2024, CKHGT refreshed its analysis of climate-related impacts, risks and opportunities as part of its double materiality analysis. It plans to extend the analysis to cover the financial effects in future reportings. Further details will be shared in subsequent reports.

SOCIAL INCLUSION

Sustainable businesses understand the importance of improving the prospects of marginalised groups and take the initiative to cultivate diversity and inclusivity. In the current digital age, where digitalisation supports daily lives, the full benefits may not be equally enjoyed by the community, especially disadvantaged groups.

As a responsible company, the Group promotes social integration and actively cooperates with local partners to support disadvantaged groups. These groups often struggle to keep up with the rapid pace of digital development and are thus excluded from fully enjoying the benefits of the digital age. To address this issue, business units across the Group are making efforts to support these under-served and disabled groups, aiming to narrow the digital divide, and ensure that everyone, regardless of age or disability, can participate in the digital world. In addition, the Group ensures that the benefits of digitalisation can also be enjoyed by citizens living in remote areas.

Digital Inclusion

Digitalisation has brought convenience to the daily lives of many, facilitating remote work and bringing more reliance on digitally connected devices. Connectivity to the digital world has become deeply ingrained in people's daily routines. However, disadvantaged groups often miss out on these digital advancements due to a lack of online access and data poverty. The Group, particularly the Telecommunications division, recognises these challenges and provides support and solutions to simplify people's daily lives and meet their essential needs.

For example, Wind Tre ran sustainability programmes such as NeoConnessi and Borghi Connessi. Similarly, 3 UK offered digital skills training for children and adults in its 297 stores across the UK. These free sessions, delivered by 3 UK's Discovery Programme, cover topics ranging from online safety to website creation and coding.



Telecommunications

SERVING FAMILIES

NeoConnessi, the digital and media education project, has successfully completed its sixth edition in 2024, reaching over 1.5 million families across Italy. The project is a key initiative of Wind Tre's ESG Plan Goal 1, aiming to have "Families 100% protected and safe" by spreading awareness about the risks and opportunities of being online within Italian primary schools.

In 2024, NeoConnessi launched a training course for parents named "Digital Families Today: Surfing

Together Safely". The course emphasises shared responsibility, guiding parents to set clear rules and good practices, ensuring that even the youngest household members can explore the Internet and use digital devices safely. Moreover, the Decalogue of NeoConnessi, launched in 2023, was further integrated and validated by the Italian Association of Pediatrics in 2024. Both the course and the Decalogue are available free of charge, making them accessible to all.

Senior and Disadvantaged Citizens

The Group recognises the difficulties senior and disadvantaged groups have in coping with renewing services digitally. Unfamiliarity with these services can make them vulnerable to scams. **3** Hong Kong has launched a mobile telecoms security campaign. As part of the initiative, customers aged 60 or above are offered a "Free Incoming Calls Management Pack", which includes the "Anti-scam" and "Call Block" value-added services to block scam and nuisance calls.

To date, the Retail division has been using "Assist Me" as the accessibility solution across operations in Europe. This a plug-in digital widget, integrated into the website, allowing customers with disabilities to temporarily change the layout of the pages, making the shopping experience more accessible according to specific needs. The same solution will be expanded to Kruidvat, ICI Paris XL Belux and ICI PARIS XL Netherlands in 2025. In parallel, the AS Watson eLab has been working with CityMaas on piloting technology solutions to enable digital accessibility, creating a more inclusive environment for disabled users.

Remote Community Access

Wind Tre, from the Telecommunications division, has been actively collaborating with small Italian municipalities to close rural-urban connectivity gaps. Through the Borghi Connessi Project, it enhances existing infrastructures and fosters the growth of citizens' digital skills. This initiative promotes community-benefitting programmes such as training courses for citizens over 60 years old. The project also includes "Academies", training sessions for public administration, explaining how digitalisation can benefit small municipalities. Since its launch in 2022, the programme had reached more than 100 small towns and villages in Italy by the end of 2024.

Additionally, the NeoConnessi project addresses the "silver" generation by providing video tutorials for individuals over 60 years old. These videos, available for free on the website, explain the use of technology and the internet in a simple and effective way, making it accessible to everyone.



Awarding ceremony for the 2024 NeoConnessi Contest, Wind Tre

SUSTAINABLE PRODUCT CHOICES

The Group integrates circular economy principles across its value chain, prioritising sustainable sourcing and product design to offer environmentally conscious options to customers. Aligned with SDG 12 (Responsible Consumption and Production), the Group's sustainability strategy focuses on maximising resource efficiency while driving business growth. Through innovative solutions and optimised processes, the core divisions are transforming operations to deliver greater value with reduced environmental impact.

This topic on Sustainable Product Choices is closely linked with other material topics in the Group Sustainability Framework, including the following:

- [Supply Chain Responsibility](#) 
- [Circular Economy](#) 

Sustainable Procurement

The Group sustains its businesses by sourcing a wide range of products from a long list of suppliers. Relevant policies guide all business units to procure and operate sustainably, while engaging with credible and responsible suppliers. The Retail division has supplier pre-assessment procedures to ensure that products are

manufactured according to sustainable production standards such as the Roundtable on Sustainable Palm Oil (RSPO), the Forest Stewardship Council (FSC) and the Programme for the Endorsement of Forest Certification (PEFC), to minimise the Group's impact on deforestation and protect the environment.



Greener store, San Pedro, Laguna, Watsons Philippines



Retail

RESPONSIBLE SOURCING

The Retail division is committed to providing and promoting sustainable product choices to customers, including a wider selection of ingredients and packaging materials from sustainable sources. As part of its efforts to protect forests, the following commitments were made:

- Wood-pulp: all Exclusive Brand paper products and packaging will be made exclusively from sustainable materials (FSC, PEFC or recycled) by 2030
- Palm oil: all Exclusive Brand products will include RSPO-certified palm oil by 2030
- Beef and soy: sourcing deforestation-free beef and soy-based Exclusive Brand products by 2030

Currently, more sustainable paper covers 99% of Kruidvat and 98% of Superdrug Exclusive Brands, showing swift progress towards the 100% by 2030. In addition, PARKnSHOP offers a wide selection of 100 plant-based products as meat alternatives, alongside its existing soy milk and bean curd ranges. Further details on progress and targets on respective topics can be found below.

Table 9 Progress on paper products from sustainable sources in 2024

Market developing Exclusive Brand products	Progress vs 100% target by 2030
Watsons China, Watsons Indonesia, Watsons Malaysia, Watsons Philippines, Watsons Singapore, Watsons Taiwan, Watsons Türkiye	100%
Kruidvat	99%
Superdrug	98%
Trekpleister	96%
PARKnSHOP Hong Kong	60%
Watsons Thailand	< 60%
ICI Paris XL	N/A
Overall progress on paper products from sustainable sources across business units	88%



Retail

TAKING STEPS TOWARDS FUTURE-PROOF PALM OIL

As a member of the RSPO since 2016, the Retail division has begun using RSPO-certified palm oil in its Exclusive Brand products, with the commitment to ensuring that 100% of Exclusive Brand products will contain RSPO-certified palm oil by 2030. In 2024, AS Watson achieved a score of 7.4 out of 10 on the annual RSPO scorecard, an improvement from 6.9 previously; and above the retail sector average score of 4.6. Additionally, 53.6% of the division's total palm oil and derivatives volume is RSPO-certified sustainable palm oil.

Kruidvat has participated in the "FAIR Company-Community Partnership" model since 2020. This initiative, led by Dutch NGO Oxfam Novib, offers to re-design development models in palm oil production and trade with the objective of fostering economic opportunities while reducing adverse impacts on local communities. It showcases a viable and sustainable alternative business model with the potential to achieve economies of scale in the palm oil sector and beyond. By participating in this programme, Kruidvat aims to enhance its insight into and influence over all linkages in the palm oil supply chain. Each FAIR partnership project is enacted locally, with participants working together to generate positive impacts for smallholders and other community stakeholders. Kruidvat specifically participates in a multi-stakeholder partnership project in Southeast Sulawesi, Indonesia.

Table 10 Progress on products containing RSPO palm oil

Market developing Exclusive Brand products	Progress vs 100% target by 2030
ICI Parix XL, Superdrug	100%
Trepleister	99%
Kruidvat	98%
Watsons Philippines	>70%
Watsons China	>60%
PARKnSHOP Hong Kong, Watsons Indonesia, Watsons Taiwan, Watsons Thailand, Watsons Türkiye	<60%



Ports

GREEN PROCUREMENT

The Ports division implements comprehensive green procurement practices aligned with its Environmental Policy. These practices focus on reducing the use of virgin material, replacing single-use disposable items with durable, reusable and recyclable alternatives, minimising packaging, limiting hazardous substances, adopting specifications that encourage advanced energy and water-efficient technologies, and sourcing sustainable office suppliers, including recyclable toner and certified sustainable paper products.

The division's business units demonstrate this commitment through various initiatives. Hutchison Ports UK used green heated sawn ISPM15 heat-treated timber for specialised cargo, and replaced traditional timber fenders with nylon fenders. To enhance the efficiency of recycling, a cardboard baler system was installed and non-recyclable packing, including packing peanuts and excessive packaging, were eliminated. The business unit also ensured responsible paper sourcing through certified suppliers.



Infrastructure

ETHICAL AND SUSTAINABLE PROCUREMENT

Ethical sourcing is a core value and strategic priority for SA Power Networks. By embedding ethical principles into its supply chains, SA Power Networks safeguards its reputation, mitigates risks, promotes sustainability and aligns with stakeholder and customer expectations.

SA Power Networks' Procurement Directive underscores its commitment to sourcing goods and services from suppliers who share the commitment to responsible business practices, mitigating labour exploitation and minimising environmental impact. Sustainability is a key consideration in all procurement decisions, reflecting SA Power Networks' dedication to responsible business practices.

For product suppliers, SA Power Networks prioritises the use of renewable materials, environmentally friendly production and logistics processes, robust recycling initiatives and safe disposal practices for waste products. These measures reinforce SA Power Networks' commitment to reducing environmental impact and promoting sustainable development.

AGIG introduced a company-wide Contracts and Procurement Policy in 2023, replacing older unit-specific policies with a unified framework. This policy embeds sustainable business practices and ethical standards into AGIG's operations. With 99.1% of its suppliers based in Australia, AGIG aligns with its Sustainable Procurement Statement by prioritising local, Indigenous and small businesses in procurement opportunities. By integrating the Supplier Due Diligence Platform, Modern Slavery Risk Assessments and Consultant Engagement into its procurement processes, AGIG demonstrates leadership in sustainable and ethical procurement, ensuring its supply chain supports local communities and aligns with global best practices in risk management and sustainability.

HK Electric ensures its business partners align with its core values to achieve shared goals for sustainable development. Its Code of Practice for Suppliers and

Supplier Management outlines high standards in ethics and governance, human and labour rights, health and safety, environmental protection and climate action, and physical and information security.

Adhering to ISO 20400 Sustainable Procurement Guidance, HK Electric integrates sustainability into all purchasing decisions. As a founding member of the Hong Kong Sustainable Procurement Charter, it prioritises suppliers who conserve resources and follow its Green Purchasing Policy. Environmental impact, along with quality, price and punctuality, is a key criterion for selected commodities. Suppliers violating the Code or environmental laws risk suspension or exclusion. In 2024, environmentally friendly products accounted for 41% of general office items in HK Electric's electronic Ordering System, up from 40% in 2023. To deepen its commitment, the company conducted a Sustainable Procurement Survey in 2024, raising supplier awareness of climate change and sustainability, and reinforcing its leadership in responsible procurement.

UK Power Networks leverages the Achilles Utility Vendor Database, a trusted external supply chain risk management expert, to screen and pre-qualify suppliers. This ensures that suppliers meet rigorous standards in areas such as health and safety, environmental impact, quality, Construction Design and Management capability, ethics, diversity and inclusion, commercial practices and financial stability. All suppliers must be registered with Achilles to meet pre-qualification standards. For suppliers engaged in "High Risk" activities, they must follow UK Power Networks' Pre-Qualification and Approval Procedure and undergo an Achilles Verify audit before starting work. The company categorises procurement risks into High, Medium, and Low levels based on the nature of activities and potential impacts, with High-Risk suppliers requiring both pre-qualification completion and established contracts before work commencement.



AI-guided "Tall Boy" robots, Watsons Hong Kong warehouse

DECARBONISATION

BIODIVERSITY
PROTECTION

WATER
STEWARDSHIP

AIR
QUALITY

CIRCULAR
ECONOMY



ENVIRONMENT

Environmental challenges reached urgent levels in 2024, with record-breaking temperatures and extreme weather events affecting major regions globally. The unprecedented climate patterns across North America, Europe and Asia have underscored the critical importance of comprehensive environmental management strategies that address both immediate impacts and long-term sustainability challenges.

The Group responds to these intensifying environmental pressures through an integrated approach encompassing five key focus areas: decarbonisation initiatives to accelerate climate action in line with global net-zero targets; biodiversity protection to preserve and restore natural ecosystems; water stewardship to ensure responsible resource management amid increasing water stress; air quality improvement to reduce pollution in urban areas; and circular economy practices to minimise waste and resource consumption.

The Group's environmental strategy combines proactive risk management with strategic investments in emerging sustainable technologies and practices, reflecting the heightened global focus on environmental action. Through established policies and frameworks, business units are guided towards sustainable operations while maintaining operational resilience. This comprehensive approach not only strengthens the Group's environmental performance but also positions it to meet evolving regulatory requirements and stakeholder expectations in an increasingly sustainability-focused business landscape.

GROUP GOALS

- TAKE ACTION ON CLIMATE CHANGE
- PROTECT NATURAL RESOURCES
- PROMOTE A CIRCULAR ECONOMY

CONTENT IN THIS SECTION

- DECARBONISATION
- BIODIVERSITY PROTECTION
- WATER STEWARDSHIP
- AIR QUALITY
- CIRCULAR ECONOMY

Linked SDGs



DECARBONISATION

The Group supports the 2015 Paris Agreement, which aims to mitigate the worst effects of climate change by limiting global warming to below 2 degrees - preferably below 1.5 degrees Celsius. Achieving net-zero GHG emissions by 2050 will require significant transformation of how energy is produced, transported and used, bringing both challenges and meaningful opportunities for the Group.

Climate Action Strategy

In 2021, the Group identified ten net-zero transition opportunities for climate adaptation and mitigation. Business units integrated this approach into the investment process as part of the decarbonisation strategy, yielding positive results. Notably, investment in and the application of renewable energy, cleaner

fuel and transportation, and other related initiatives have been implemented across the Group's operations. Further details on the "Ten net-zero transition opportunities" and the Group's decarbonisation efforts can be found in the [Sustainable Business Model and Innovation](#) section.



Infrastructure

SUPPORT LOCAL DECARBONISATION

In UK, Wales & West Utilities partnered with key government and energy stakeholders to deliver Powering Wales Renewably, a project aimed at accelerating renewable energy connections across Wales. It is projected to help reduce CO₂ emissions by 2 million tonnes while promoting renewable energy investment and delivering consumer savings.

The project will create a connected digital twin of Wales' energy transmission and distribution network, integrating data and digital technologies into a common interface. This innovation will enhance coordination across the energy system, supporting the integration of renewable generation and reducing reliance on fossil fuels.

Wales & West Utilities' role includes providing critical information on the gas distribution network, such as network capacity and large connections, while offering insights into the future potential of low-carbon gases within the gas network. By addressing energy system challenges, the project will help facilitate Wales transition to net zero.

GHG Emissions Reduction Targets

With the Group's core businesses having set emissions reduction targets, underpinned by expansive action plans, the Group has established a Group-wide commitment to reduce Scope 1 and 2 emissions by 50% by 2035 from a 2020 baseline. Additionally, the Group is committed to the long-term pursuit of net-zero carbon emissions across its value chain by 2050 and to phase out coal-fired power generation globally by 2035.

Division-level progress

Since 2020, the Group has worked closely with core divisions to undertake three key steps towards action on climate change: assessing the pathway to setting science-based targets ideally validated by the SBTi; assessing the pathway to net zero; and calculating Scope 3 emissions. Significant achievements have been made over the past year, with divisions conducting separate assessments, updating work plans and aiming to achieve, or even exceed, their respective reduction targets according to key milestones.

The Group's core businesses have continued to make substantive progress on their respective action plans as detailed below.



Ports

Hutchison Ports is the first global port operator to receive official approval from SBTi for both near-term greenhouse gas (GHG) emissions reduction and net-zero targets, covering Scope 1, 2, and 3 emissions in 2023. By 2033, Hutchison Ports will achieve the following:

- Reduce Scope 1 and 2 emissions by 54.6% from the 2021 baseline
- Reduce Scope 3 emissions by 32.5% from the 2021 baseline

Hutchison Ports is also committed to achieving a net-zero emission operation by 2050.



Retail

The Retail division received the SBTi validation on its near-term reduction targets in 2022, covering Scope 1, 2 and 3 emissions by 2030 compared with a 2018 baseline as follows:

- Reduce Scope 1 and 2 emissions by 50.4%
- Reduce Scope 3 emissions from purchased goods and services, upstream transportation and distribution, and use of sold products by 58% as per Hong Kong dollar value added
- A total of 33% of supplier emissions from purchased goods and services, upstream transportation and distribution will be subject to science-based targets by 2027



Infrastructure

The Infrastructure division, which accounts for 86% of the Group's total Scope 1 and 2 carbon footprint, is committed to the following:

- Reduce its Scope 1 and 2 emissions by 50% by 2035 from a 2020 baseline
- The pursuit of net-zero emissions by 2050



Telecommunications

CKHGT received its SBTi validation approval in 2022, covering near-term reduction targets for Scope 1, 2 and 3 emissions by 2030. These targets are the following:

- Reduce Scope 1 and 2 emissions by 50% by 2030 from a 2020 baseline
- Reduce Scope 3 emissions by 42% by 2030 from a 2020 baseline

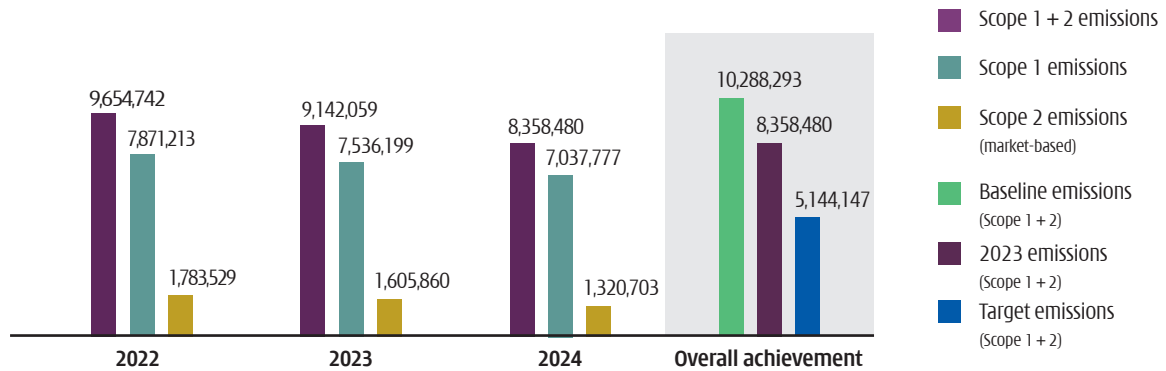
A long-term target is set to the pursuit of net zero by 2050, including Scope 3 emissions.



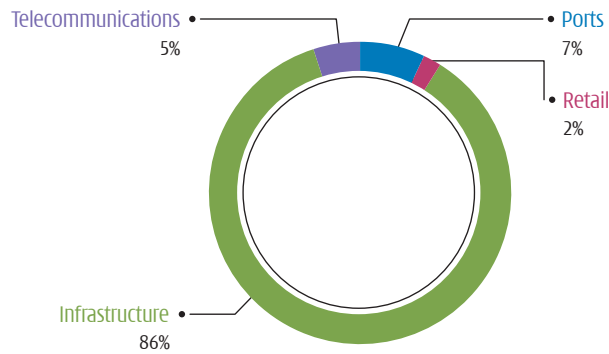
Infrastructure

Table 11 BUSINESS UNITS' GHG EMISSIONS REDUCTION TARGETS

Business Unit	GHG emissions reduction targets
AGIG	Net zero by 2050
Alliance Construction Materials	<ul style="list-style-type: none"> Achieve 30% reduction in Scope 1 and 2 GHG emissions by 2030, from 2018 baseline (SBTi validated) Net zero by 2050
AVR	<ul style="list-style-type: none"> Achieve 100% reduction of Scope 1 emission Net zero by 2050
EDL	<ul style="list-style-type: none"> Achieve 50% reduction in Scope 1 and 2 GHG emissions intensity by 2035, from 2021 baseline Target net zero by 2050
HK Electric	<ul style="list-style-type: none"> Phase out coal-fired generation by 2035 Achieve carbon neutrality goal by 2050
ista	Achieving net zero by 2030 for Scope 1 and 2 emissions
Northern Gas Networks	Net zero by 2050
Northumbrian Water	Net zero, Scope 1, 2 and 3 (upstream) by 2050
Phoenix Energy	<ul style="list-style-type: none"> Achieve >60% reduction in Scope 1 and 2 carbon emissions by 2030 (excluding shrinkage) Achieve >90% reduction in Scope 1 and 2 carbon emissions by 2035 (excluding shrinkage) Net zero (including shrinkage) by 2050
SA Power Networks	Net zero by 2035
UK Power Networks	Net zero (Scope 1, 2 and 3) by 2040 (SBTi validated)
Victoria Power Networks and United Energy	<ul style="list-style-type: none"> Achieve 30% reduction in Scope 1 and 2 GHG emissions (including distribution line losses) by 2030, from 2019 baseline Net zero (Scope 1 and 2) by 2050
Wellington Electricity	Achieve 25% reduction in Scope 1 and 2 emissions (excluding line losses) by 2025, from 2019 base year
Wales & West Utilities	<ul style="list-style-type: none"> Achieve 37.5% reduction of GHG emissions by 2034 Net zero by 2050

Figure 11 Group Scope 1 and 2 GHG emissions (tCO₂e) 2022-2024

For detail, please refer to [Appendix 1](#)

Figure 12 Group breakdown of Scope 1 and 2 GHG emissions in 2024

For detail, please refer to [Appendix 1](#)



Telecommunications

3 SWEDEN'S SBTi VALIDATED EMISSION REDUCTION TARGETS

In 2024, 3 Sweden's emissions reduction targets were validated by the SBTi. The three climate goals approved by SBTi are the following:

- Reduce GHG emissions within Scope 1 and 2 by 70% by 2030 from the base year 2022, and purchase 100% renewable electricity by 2025
- Reduce GHG emissions within Scope 3 by 42% by 2030 from the base year 2022
- The pursuit of net-zero emissions across the entire value chain by 2040

Group Carbon Footprint

In 2024, with the committed effort to manage emissions, the Group is on track to achieve its previously set emissions targets. Total Scope 1 and 2 emissions were reduced by almost 20% from the 2020 baseline. These reductions were primarily achieved through the Infrastructure division's transition to less carbon-intensive alternatives in power generation. Other divisions also contributed by replacing traditional fuel with sustainable alternatives and making related investments. For example, the Ports and Retail divisions are implementing low-carbon transition programmes, such as expanding the use of renewable energy, electrifying mobile and stationary equipment, transitioning to green transportation and applying other energy efficiency measures across their operations.

Scope 3 inventory

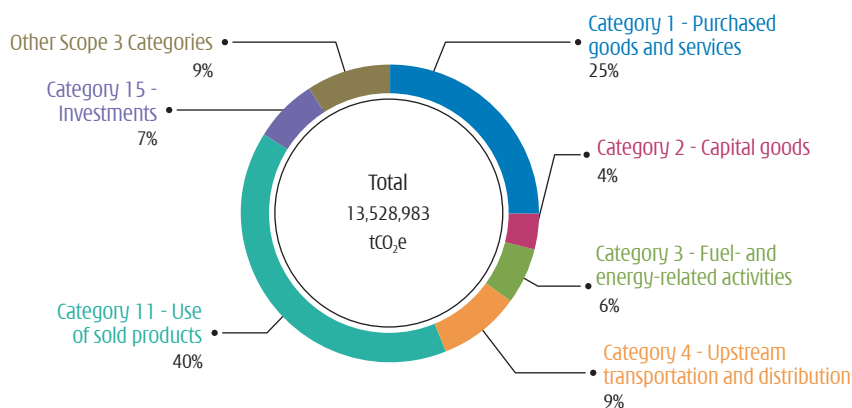
Given the complexity on reporting Scope 3 emissions, the Group implemented a series of measures in 2024 to ensure a comprehensive and accurate inventory, especially for divisions requiring collaboration with their supply chains.

Specialised engagement programmes and workshops continue to be offered to suppliers and stakeholders throughout the value chain, with progress made at different business division levels. The Ports division has been managing and establishing its Scope 3 inventory since 2022, covering eight categories according to the GHG Protocol Corporate Value Chain (Scope 3) Accounting and Reporting Standard. The Telecommunications division has been engaging with its suppliers on monitoring and setting targets for GHG disclosures, in support of the division's Scope 3 targets. As part of the supply chain strategy, ESG criteria continue to be integrated into the supplier evaluation and tender mechanism, while collecting relevant data points. 3 Ireland and 3 UK are also partnering with independent platform EcoVadis to assess supplier ESG performance.

The collective Scope 3 emissions data are consolidated and presented in [Appendix 1](#), with further details provided to enhance the transparency of the Group's efforts in disclosing its Scope 3 emissions.

Learn more here about the Group's approach to [Supply Chain Responsibility](#).

Figure 13 Summary of scope 3 emissions



BIODIVERSITY PROTECTION

Biodiversity stands as the cornerstone of a healthy and resilient planet. Air, land, water and the intricate web of natural habitats that span the globe are not just resources; they are invaluable assets that form the very fabric of biodiversity. These elements are not only essential for the survival of countless species but also for the well-being and prosperity of humanity.

As a responsible corporate entity operating on a global scale, the Group places the protection of nature and respect for all life on Earth at the heart of its operational strategy. The Group firmly believes that being a good global citizen means more than just conducting business; it means conducting business responsibly, and with the commitment to minimising the Group's environmental footprint. The same principle has been adopted across the Group, as associated practices and management measures are implemented among businesses.

Governance on Biodiversity

The Group regularly reviews relevant governing policies to meet evolving industry standards. The Biodiversity Policy, published in 2023, is currently under revision to better align with international standards. A four-step assessment and mitigation approach, referencing the LEAP approach from Taskforce on Nature-Related Financial Disclosures (TNFD), is being introduced:

- Locate areas with potential biodiversity-related impacts
- Evaluate and develop a list of risks and opportunities and create an executable mitigation plan
- Assess and review post-management results
- Prepare a monitoring plan and implement supplementary enhancements as needed

Operations are encouraged to apply the same approach as a general guideline in identifying and managing biodiversity-associated risks and opportunities. The Group will periodically disclose the results in subsequent reports.

The Group is also working closely with core divisions, and with the guidance of the principles presented in the Group's Biodiversity Policy, customised biodiversity policies are being developed to better suit their operations. In 2024, the Infrastructure division issued their standalone Biodiversity Policy, outlining strategies to minimise adverse impact on natural habitats and enhance biodiversity protection through stakeholder collaboration. Other core divisions are also working closely in accordance with the Group's [Biodiversity Policy](#) and [Environmental Policy](#) in managing the environmental impact associated with its operations.

Management Approach and Strategy

Business units across core divisions are operating under relevant guidance to minimise and mitigate their biodiversity footprint, with results already being achieved. In the power transmission and distribution business within the Infrastructure division, biodiversity is appropriately considered during line clearance operations. At Victoria Power Networks and United Energy, the Environmental Planning and Heritage team is standardising

assessment procedures for projects affecting native vegetation, including line clearance, maintenance and customer connections. Automated risk assessment processes introduced in 2024 for line clearance activities provide contractors with standardised controls in protected areas. Detail on targets and progress across the Infrastructure division are set out in the following table:

Table 12 Business units' biodiversity targets and progress in the Infrastructure division

Business unit	Target	Progress in 2024
Northumbrian Water	Net gain in biodiversity of 10% by 2050 for all of its construction activities	On track
SA Power Networks	Develop an Action Plan for Nature and Biodiversity	Achieved – The Biodiversity Action Plan was developed in 2024, with a detailed framework to be developed in 2025.
	Deploy programme to cover up electrical infrastructure that has high risks of impacting native fauna	On track – The programme has been developed in 2024.
UK Power Networks	Increase the biodiversity of new major substation development by a net gain of 10–20% and at 100 existing sites by a net gain of 30% overall over 2023–2028, compared to the beginning of the period	On track – 25 existing sites received biodiversity improvements, while 1.5 Biodiversity Net Gain units have been purchased for 3 sites.
	Identify and assess an additional 100 sites for biodiversity enhancement by 2028	Achieved – Additional 100 sites identified and assessed.
Wales & West Utilities	Commit to “no net loss” on designated projects between April 2021 and March 2026, and achieve BNG on impacting work from 2026	On track
	Commit to planting five trees for every tree cut down	On track – 3,135 tree were commissioned planting in 2024.
AGIG	Set biodiversity targets by end of 2025	On track
Northern Gas Networks	Plant 20,000 saplings to create 2 miles of new hedgerow by 2031	On track – Project currently in early planning stage.
	Create “Homes for Nature” on 250 of its sites by 2026	On track – Over 110 sites under development.

Risk and Impact Mitigation Assessment and Measures – Environmental Net Gain

Under the Group's Environmental Policy and Biodiversity Policy, all business divisions are required to assess biodiversity to protect, conserve and restore local biodiversity relevant to their operations.

In 2024, the Group continued to work under the environmental net gain approach, aiming to leave ecosystem services in a measurably better state across all divisions. Positive results have been achieved as biodiversity conservation and environmental protection programmes have been successfully implemented. For example, recognising the close link between water and biodiversity, Northumbrian Water from the Infrastructure division has set a 10% biodiversity net gain target by 2050 for all its construction activities and continues implementing initiatives to achieve this goal. Progress includes transforming 15 hectares of low-diversity grassland into a thriving ecological habitat as part of the £155 million Project Pipeline investment in County Durham and the Tees Valley in the UK. A similar effort is underway at another site situated along the River Gaunless between Shildon and Bishop Auckland, which will be enhanced over a 31-year lease. Key developments include 11 hectares of species-rich grassland,

over 1,000 metres of native hedgerows and new woodland areas. Aquatic habitats will also benefit from pond restoration and the creation of three new water bodies, alongside 140 metres of rehabilitated hedgerows to strengthen ecological connectivity. Both initiatives fully embrace the Biodiversity Net Gain principles, leaving the natural environment in a measurably better state.

In parallel, impactful results have been achieved in reforestation and restoration. As part of the Ports division's Go Green initiative, Hutchison Ports MTT in Myanmar planted 300 trees in a forest reservation area near its facility. Hutchison Ports FCP in the Bahamas participated in the local Mangrove Restoration Project, planting over 6,000 mangrove propagules. Additionally, Wind Tre from the Telecommunications division continues to support the world Wildlife Fund (WWF) "Oasis" project in Italy, having adopted 70,000 m² of protected area within the WWF oasis of Macchiagrande near the company's Rome offices. In 2024, employees had the opportunity to book guided tours at one of the three WWF oases: Oropa (Biella), Monte Arcosu (Cagliari), and Capo Rama (Palermo).



Tree planting activity, Hutchison Ports MTT

WATER STEWARDSHIP

As extreme weather events such as drought and flooding continue to increase in frequency and magnitude, climate change is expected to increase the challenges associated with sustainable water and risk management. The Group operates in multiple industries and understands its impact on water, especially given the reliance on and scarcity of water resources, which is identified as one of the Group's material topics. Being a signatory of the United Nations General Compact since 2021, the Group is committed to "Water Management". An overall approach to water consumption, water risk and a comprehensive water stewardship management plan has been developed and is applicable across operations.

The Group's core divisions operate across industries, each are developing or developed their respective strategies that are suitable and applicable to their specific business operations. These strategies cover the following:

- Water risk identification and assessment
- Performance monitoring
- Management measures

Water Risk Identification and Assessment

The Group is regularly reviewing the potential impact of its water-related activities, especially with divisions that rely heavily on water consumption for their operations. With reference to the TCFD report recommendations, the Group aims to provide best practice guidelines applicable across its operation, strengthening adaptation responses to climate change and associated water risks, and ultimately formulating an overall water stewardship strategy. Implementation of the approach across business divisions is set out below.

In the Retail division, integrating risk assessment outcomes into business strategy enhances Watson's Water sustainability and resilience. By identifying water-related risks, the company prioritises investments in advanced water-saving technologies and allocates resources effectively. This approach improves operational efficiency through investing in advanced devices to reduce water leakage and loss in the production process and closed-loop systems that minimise discharge. It also informs community engagement strategies to boost awareness of sustainable practices.

To evaluate water risk in a more systemic manner, Watson's Water developed a water risk assessment framework with reference to the TCFD and Enterprise Risk Management framework, involving assessments of risk likelihood and impact from physical, regulatory and reputational risks. In parallel, the Retail division

also incorporated elements such as water scarcity, water quality, flooding and results from the WWF's Water Risk Filter self-assessed risk rating as part of its risk assessment. Annual reviews will ensure the assessment results are up to date, and increase resilience for potential water risks. Additionally, a CDP assessment comprising water risk was conducted in 2024, with results to be reviewed upon receiving feedback.

Business units in the Ports division also monitor their water-related activities. To align with the Water Environment Conversation Act, Hutchison Ports Busan in South Korea consistently monitors changes related to water resources to ensure full compliance with legal requirements, and it performs regular water quality assessments and the results are reported to the local authority. Hutchison Ports UK tracks water-related physical, regulatory and reputational risks within its Environmental Management System and Environmental Aspects Register. Frameworks such as Oil Spill Contingency Plans, Business Continuity Plans and environmental discharge permits are in place to ensure that associated risks are well documented and managed.



Infrastructure

WATER QUALITY MANAGEMENT IN NORTHUMBRIAN WATER

Northumbrian Water, which accounts for approximately 90% of the Group's water consumption, understands its potential environmental impact and consistently monitors its water performance. In July 2024, Northumbrian Water was awarded a three-star "Good" status in the UK Environment Agency's assessment for its outstanding environmental performance, showing no serious pollution over the past 12 months (and none since 2021). Northumbrian Water has also been rated 100% in several assessments, including in the Water Industry National Environment Programme targets, sludge treatment, and supply and demand standards.

In addition, Northumbrian Water is implementing immediate remediation and precautionary measures to ensure water quality for its customers. These measures include installing a smart sewer network to reduce storm overflows, using AI technology to improve river quality, deploying drones to measure water quality, converting green ammonia into fuel, and using pipe-robots to inspect the health of its assets. Between 2020 and 2025, Northumbrian Water plans to invest over £80 million to reduce storm overflows and upgrade the wastewater network. This will be followed by a further £1.7 billion investment from 2025 to 2030 in a massive environmental programme aiming to stop storm overflow spills and improve the environment.

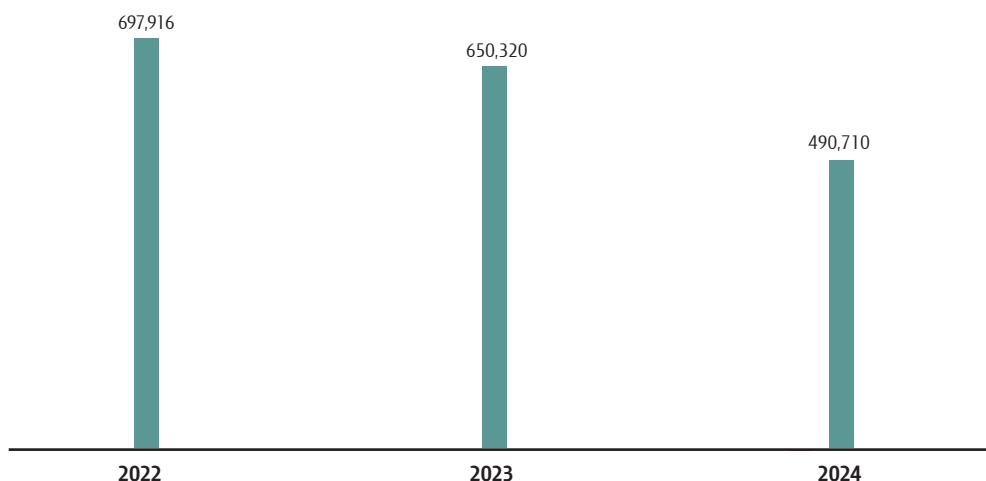
Performance Monitoring

In the pursuit of sustainable operations, the Group's core businesses emphasise prudent water resource management. The majority of water consumption within the Group is dedicated to critical functions such as the cleaning and cooling assets and facilities, as well as delivering services and products to customers. Notably, over 95% of the Group's total water consumption is attributed to the Infrastructure division, primarily due to Northumbrian Water's operations under the Group's portfolio. As a key player in the sector, Northumbrian Water undertakes the responsibility of sourcing water, which is subject to rigorous treatment processes,

ensuring that it meets the highest quality standards before it is supplied for consumers' use. In the north-east of England, Northumbrian Water also collects wastewater, which is treated at sewage treatment works to meet strict environmental standards before returning to the environment.

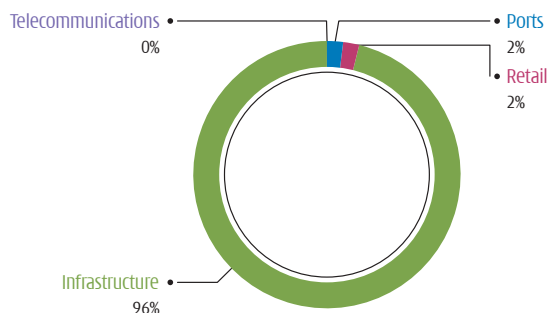
This approach aligns with the Group's broader sustainability goals, demonstrating the dedication to responsible stewardship of natural resources.

Figure 14 Group water withdrawal ('000m) 2022-2024



For detail, please refer to [Appendix 1](#)

Figure 15 Group breakdown of water consumption in 2024



For detail, please refer to [Appendix 1](#)

Management Measures

The Group understands the importance of cherishing natural resources and always reminds business units to consume responsibly. This principle has been fully embraced by the divisions. In addition to water risk identification and assessment, measures such as efficiency enhancement, water recycling and reuse, monitoring and water awareness campaigns are all part of the Group's water stewardship strategy to enhance overall water consumption efficiency.



Ports

WATER MANAGEMENT

Operations across the Ports division have engaged external service providers and to help implement various initiatives to enhance its overall water consumption efficiency. For example, Hutchison Ports ICAVE in Mexico uses recycled water that meets specific quality parameters to wash port equipment. Also in Mexico, Hutchison Ports EIT reports annual water usage to the local authority to establish a Water Usage Baseline for comparison with the next year.

Wastewater is also well managed. In Hutchison Ports UK, effluent contained within storage tanks is measured and discharged in accordance with written consent parameters, and it is subject to periodic monitoring through sampling and analysis by relevant regulators. Hutchison Ports MITT in Myanmar conducts biannual assessments on the quality of discharged water for

reporting to the Myanmar local authority. They ensure that all parameters fall within the prescribed National Environmental Quality Guidelines. Hutchison Ports Thailand has also reduced wastewater generation by using efficient rinsing methods, improving equipment efficiency, and modifying processes to use less water.



Assessment of water quality, Hutchison Ports MITT



Retail

WATER STEWARDSHIP IN RETAIL BUSINESSES

AS Watson Industries has implemented a range of initiatives to enhance water stewardship and promote sustainability. Key efforts include water reclamation to reuse wastewater, the installation of automatic water saver taps to minimise wastage, and regular discharge water testing to ensure compliance with quality standards.

Since 2021, AS Watson Industries has committed to the “Enterprises Cherish Water Campaign”, organised by the Hong Kong Water Supplies Department and co-organised by the Green Council. This commitment includes measures such as participating in water efficiency benchmarking and promoting the adoption of efficient water-consuming devices. With this commitment in mind, AS Watson Industries is constantly exploring solutions to achieve these goals.

AS Watson Industries will continuously improve water efficiency and other effluent management measures.

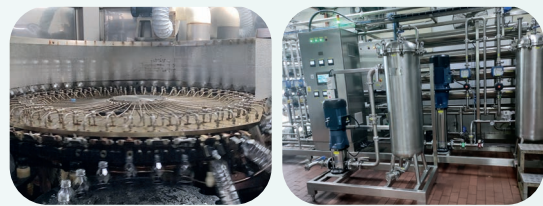
Water Efficiency Improvement

- Reduce water leakage and waste by implementing advanced water-saving technologies and practices in operations: In 2024, two projects were initiated to save both water and electricity: (1) the Electronic Liquid Fillers (ELF) Improvement Projects, including a filling head with a volumetric sensor and modifications to the bottle washer, which can save 21 tonnes of water per operational day, and (2) the Consumer Pack (CP) Line Improvement Project, involving rinsing water pressure reduction and concentrated water reduction, which can save 55 tonnes of water per operational day.
- Water reusing system: a closed-loop water system has been implemented in carboy water production to minimise discharge by recycling water within production processes. For example, water used to wash carboy bottles will be reused as flush water in the office bathrooms.

AS Watson Industries has set a target to achieve a water efficiency ratio of 0.42 by 2025, and 0.44 by 2030. The relevant strategy for managing water risks will be reviewed together with the risk assessment in 2024, with specific targets to be set in 2025.



ELF Improvement Project (filling head with volumetric sensor, and bottle washer modification)



CP Line Improvement Project (rinsing water pressure reduction and concentrated water reduction for bottled water)

Community Engagement and Education

- AS Watson Industries increases community awareness and participation in sustainable water management practices by delivering community talks and school visits under the 3RS Green Alliance (Recycle, Reuse, Reduce) Programme.





Infrastructure

NORTHUMBRIAN WATER WATER COMMITMENT

Northumbrian Water from the Infrastructure division has committed significant resources to protect the water environment and has a comprehensive strategy setting out its approach.

The "Restore and Regenerate: Our Environment Strategy to 2050" for Northumbrian Water outlines its vision of making a positive difference by operating efficiently and investing prudently, to maintain a sustainable and resilient business. The Strategy comprises the following five priorities:



Northumbrian Water is addressing the dual challenges of climate change and population growth through strategic investments in infrastructure and sustainable water resource management.

The company has invested over £175 million in two major pipeline projects, to upgrade and futureproof its water supply network.

More than 200,000 customers across the south of County Durham and into the Tees Valley are benefitting from a £155 million pipeline investment. The programme involves installing entirely new pipelines and replacing sections of the network that have served the area for over 100 years. This multi-year project will improve resilience and allow Northumbrian Water to continue to deliver for the people of the area for generations to come.

Essex and Suffolk Water (part of Northumbrian Water) are also constructing a pipeline to transfer untreated water from Layer-de-la-Haye Water Treatment Works to the existing reservoir at Langford Water Treatment Works, providing enhanced resilience during drought and hot weather periods. This £20 million investment will install 19.5 km of new pipeline, linking and balancing the use of water resources in the northern part of Essex with those in the south of the county. The pipeline will add resilience to supply for more than 370,000 customers and will be capable of carrying up to 50 million litres of water a day.

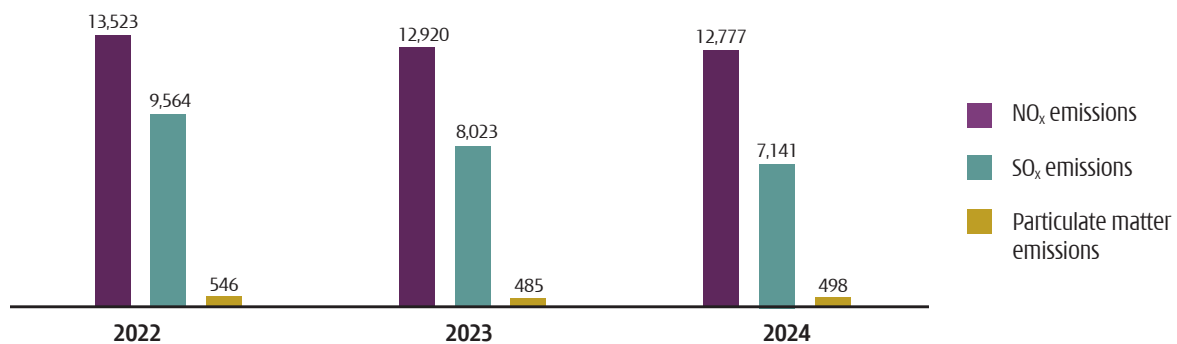
AIR QUALITY

The Group is committed to minimising air emissions from its business operations. Dedicated efforts have been made to monitor and manage local emissions such as Nitrogen dioxide (NO_x), Sulphur dioxide (SO_x) and volatile organic compounds (VOCs) throughout operations. The management approach to improving air quality is also linked with decarbonisation, particularly through electrification and switching to greener energy sources.

Air Emissions

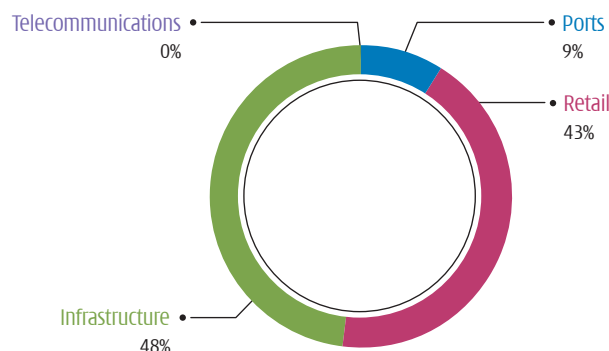
Recognising air quality as one of the key material topics, the Group prioritises this area and works with business units to better manage, monitor and report on air quality-related issues. Robust guidelines have been established to ensure continuous and effective air quality monitoring. Where material, divisions are committed to investing in clean technologies to mitigate their impact on air quality. Additionally, the Group's comprehensive initiative to transition away from high-carbon assets and implement clean transportation solutions is contributing to the reduction of local air pollutants. For further details, please refer to the [Clean Technology Adoption](#) section of this report.

Figure 16 Group air emissions (tonnes) 2022-2024



For detail, please refer to [Appendix 1](#)

Figure 17 Group breakdown of air emissions in 2024



For detail, please refer to [Appendix 1](#)



Ports

PROTECTING AIR QUALITY DURING OPERATIONS

The Group has identified air pollutants such as NO_x, SO_x and particulate matter as side-products generated from its operations. In the Ports division, through equipment electrification and other cleaner fuel efforts, business units are reducing reliance on fossil fuels, resulting in a 6.3% reduction in diesel consumption per TEU compared with 2023. Across the division, there has been notable progress in working towards better air quality management. Hutchison Ports UK has adopted air quality strategies to identify sources of emissions, calculate emissions inventories, recommend monitoring strategies and establish available options to reduce air pollutants. To convert pollutants into harmless substances, Hutchison Ports Busan in Korea has installed diesel particulate filters and selective catalytic reduction in the engines of conventional equipment.

Hutchison Ports Thailand has also been closely monitoring air quality, with measurements being taken biannually. The results are shared with employees through email, Environment, Health and Safety committee meetings, and bulletin boards.



Solar-powered air quality monitoring unit, Hutchison Ports UK



Infrastructure

CLEANER AIR EMISSIONS FROM BUSINESS

HK Electric has adopted cleaner fuels such as natural gas and low-sulfur coal while employing continuous flue gas monitoring at the LPS to ensure compliance with government emissions standards. The company utilises advanced technologies to manage air emissions, including Selective Catalytic Reduction systems for NO_x control, low NO_x combustion technologies, flue gas desulfurisation plants, and high-efficiency electrostatic precipitators.

UK Power Networks tested hybrid diesel-battery generators in 2024 for low-power demand periods. Tests showed that these hybrid systems reduced fuel use by 25–40%, lowered noise and decreased NO_x emissions.

UK Power Networks is now replacing diesel generators with hybrid systems and requesting suppliers to use low-carbon fuels and Stage V engines.

Data from a recent job shows the hybrid generator used 15 litres of fuel, compared to 52 litres when using a standard diesel generator – a 71% reduction in fuel use. UK Power Networks is adding software to measure fuel use across all hybrid generators. This will help track actual savings compared to diesel-only operations and improve emissions reporting. UK Power Networks will also collect customer feedback for sites where hybrid generators are used.

Table 13 Summary of infrastructure division's targets on air quality control

Business unit	Target
HK Electric	Commission new gas-fired unit L12 in early 2024, with advanced emissions control technology installed for reducing NO _x emissions
UK Power Networks	Reduce 33% of NO _x emissions between 2023/24 and 2028/29
Phoenix Energy	Eliminate all air pollution emissions from SO and Particulate Matters (PM2.5 and PM10) by 2035
	Eliminate all but residual emissions of NO _x by 2048



Lamma Power Station, HK Electric

CIRCULAR ECONOMY

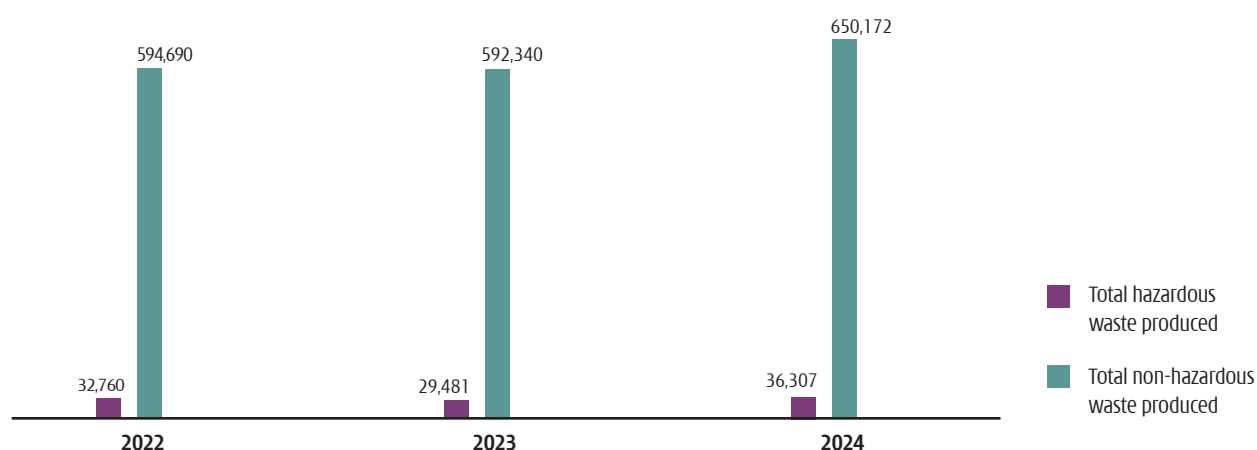
"Promoting a Circular Economy" is recognised as one of the eight key goals in the Group Sustainability Framework. The Group is dedicated to improving waste mitigation and seeks to redesign its products, systems and services to make resources more durable, reusable, repairable and recyclable.

The Group is committed to minimising waste, substituting high-impact materials with lower-impact alternatives, reusing materials wherever possible, and recycling when other options have been exhausted. This management approach to the circular economy is closely integrated with other material topics and content in this report, including the following:

- [Supply Chain Responsibility](#)
- [Sustainable Product Choices](#)
- [Decarbonisation](#)

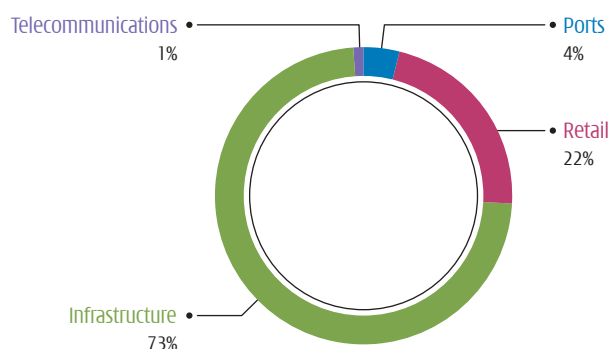
Waste Data

Figure 18 Group waste produced (tonnes) 2022-2024



For detail, please refer to [Appendix 1](#)

Figure 19 Group breakdown of waste in 2024



For detail, please refer to [Appendix 1](#)

Waste Management Services

The Group is consistently identifying sustainable investment opportunities and exploring ways of transitioning to a more sustainable operation model. Resource recovery and waste minimisation is an established and growing business area for the Infrastructure division and notably for its two waste management services providers, Enviro NZ and AVR.

Enviro NZ regularly seeks out opportunities to partner with local businesses and companies to support local circular economy efforts. Focusing on three streams of diversion infrastructure, which include organic waste, mixed recycling, and construction and demolition waste, Enviro NZ's resource recovery facilities were capable of diverting over 150,000 tonnes of waste from landfill in 2024. These activities are also key to reducing GHG emissions. For example, the diversion of over 70,000 tonnes of organic waste (food waste, green waste and timber) in 2024 is equivalent to

avoiding over 6,000 tonnes of CO₂e from landfills with high gas capture rates. Enviro NZ is expanding the number of resource recovery facilities in New Zealand to make low-carbon circular solutions more accessible.

Specialising in processing residual waste streams such as paper pulp residue, waste wood, household and commercial waste, and hazardous waste to achieve maximum recovery of energy and materials, AVR is an important contributor towards Dutch and European goals on climate and energy by supplying sustainable process steam, district heating and electricity. The smart incineration technology utilised is capable of transforming over 0.89 million tonnes of unrecyclable waste into 3.4 PJ of energy a year. The process is further certified with the ISO 50001 standard in energy management. Large-scale carbon capture and storage is the next step in AVR's journey, which will act as a crucial part of its net-zero transition plan.



Resource recovery facilities, Enviro NZ

Diverting Waste from Landfill

Cutting the amount of waste sent to landfill is a key priority for many local authorities, who are imposing regulations and financial penalties to decelerate landfills reaching capacity and having to construct new ones. Across the Group, business units support the movement and have ambitious targets to divert waste from landfill.

Table 14 Summary of waste management across the Group

 <p>Alliance Construction Materials</p> <ul style="list-style-type: none"> Reduce solid waste extracted from plant yard washout to 0.02T/m³ of concrete produced  	 <p>SA Power Networks</p> <ul style="list-style-type: none"> Embed circular principles across its activities and its value chain with the goal of becoming a net-zero waste organisation by 2050 
 <p>Enviro NZ</p> <ul style="list-style-type: none"> 10% increase in the quantity of organic waste processing by 2025  5% increase in the quantity of materials for resource recovery by 2025  	 <p>UK Power Networks</p> <ul style="list-style-type: none"> Recycle 80% of office, and depot and network waste by 2028  Recycle 99.5% of streetworks waste by 2028  No recoverable waste to landfill by 2025 
 <p>HK Electric</p> <ul style="list-style-type: none"> Reduce production of ash and gypsum at LPS by 37% in 2024 as compared to 2019  Reduce total waste generation of its key office premises by 10% in 2025 as compared to 2020  Collect 5,000 kg of used lead-acid batteries for recycling by local recyclers each year during the period from 2024 to 2028  	 <p>Wellington Electricity</p> <ul style="list-style-type: none"> 25% less office waste diverted to landfill 
 <p>Northern Gas Networks</p> <ul style="list-style-type: none"> Send less than 0.1% of excavation spoil by mass to landfill annually by 2026  Reduce amount of office and depot waste created by 20% between 2018 and 2026  Use no more than 2.5% virgin aggregate annually by 2026  0% waste to landfill by 2031  	 <p>Wales & West Utilities</p> <ul style="list-style-type: none"> Send less than 20% of total excavated spoil materials to landfill by 2026 as compared to 2019  Send a maximum of 20% waste to landfill by 2026  Become zero-waste by 2050 
 <p>Northumbrian Water</p> <ul style="list-style-type: none"> Achieve zero business waste by 2025  	 <p>Hutchison Ports Sohar</p> <ul style="list-style-type: none"> 100% waste recycling at the terminal 
 <p>Reliance Home Comfort</p> <ul style="list-style-type: none"> Recycle 70% of residential and commercial waste  	 <p>3 Hong Kong</p> <ul style="list-style-type: none"> Reduce paper usage by 60% by 2030 as compared to 2018  Reduce printing paper usage by 20% by 2030 as compared to 2022 

 Achieved

 On track

To ensure terminal waste is being stored, transferred and disposed of responsibly in accordance with relevant legislation, the Ports division has established a consistent approach across all ports and terminal operations worldwide through a Waste Management Standard and periodic monitoring of waste reduction performance. Hutchison Ports Sohar has implemented a waste management programme to analyse waste generated for disposal and recycles on a quarterly basis, achieving a 95% recycling rate in 2024. Hutchison Ports Ajman United Arab Emirates has collaborated with Shredex Documents to collect wastepaper and was awarded the Destruction Certificate and Environmental Certificate for paper recycling, saving 520 kwh of energy.

In the Telecommunications division, **3** UK started a new project to increase recycling in retail stores. **3** UK is a “zero to landfill” business, but previously a lot of waste was sent for energy recovery rather than recycling. Site waste segregation rates have increased by around 20% since the beginning of 2024. **3** Hong Kong has a target to achieve a recycling rate of 35% for general office waste produced by the Hong Kong operation by 2030. **3** Austria organised Sustainability Days where workshops were provided to all employees to educate them about the importance of waste management and waste sorting.

The Retail division is also committed to minimising its generated waste by working towards a “zero waste to landfill” operation direction by 2030. To achieve this, all operational waste from warehouses, stores and offices must either be recycled, reused or converted into energy, if technically feasible. A total of 96.7% of operational waste was diverted from landfill in 2024.

Responsible and Circular Devices and Accessories

The Telecommunications division generates waste from network equipment and mobile devices. **3** UK and **3** Ireland have partnership arrangements in place to recover and reuse old network equipment. For mobile products and services, Wind Tre offers a wide range of Device Post Sales Services to customers, including warranty and out of warranty repairs, fixed device substitution and device protection solutions. The objective is to improve customer satisfaction and extend the device lifecycle by providing options to reuse and repair products. Malfunctioning devices and equipment are recycled, and the raw materials are recovered by specialised companies. **3** UK updated the Waste from Electrical and Electronic Equipment device take-back and battery disposal guidance to better educate their retail employees. **3** Sweden presented its circular offerings in a pop-up area at one of its retail stores, where **3**Atervinn (take-back scheme) and **3**Begagnat (refurbished devices) were highlighted and introduced to customers to demonstrate how a phone's lifetime can be extended.

Focus on E-Waste

The Group places strong emphasis on the responsible management of substances with hazardous properties, including e-waste. This increasing waste stream poses a major issue as it can lead to the buildup of toxic substances in the soil, air, water and living organisms.

Reducing e-waste is also a focus for the Telecommunications division, with various initiatives conducted across operations within the division. For example, **3** Austria, in collaboration with Amdocs, has launched a fully digital eSIM solution “up 3”, marking a significant step towards reducing e-waste. By fostering eSIM use and enabling digital-only activation, **3** Austria supports its sustainability goals while simplifying the customer experience through instantaneous digital SIM deployment.

Both **3** UK and **3** Ireland launched an integrated retail trade-in solution implementing a circular product take-back and recovery service in stores in 2024. Customers can return old devices, reducing the end-of-life environmental impact of handsets. Similar trade-in programmes are also offered by **3** Demark, specifically the “Like New” programme, which presents customers with fully refurbished devices offering exceptional second-life products to save money while reducing e-waste.

Other e-waste reduction initiatives include Wind Tre replacing about 34% of non-functioning modems with pre-owned products that have been refurbished by specialised companies, thus allowing fixed network customers to obtain perfectly functional products, while limiting e-waste production. To decrease its primary source of hazardous waste related to network equipment, Wind Tre has implemented a programme to sell and reuse dismissed network equipment or part of dismissed network equipment as spare parts. In addition, **3** Hong Kong continues to engage with Hong Kong Battery Recycling Centre Limited to recycle waste lead-acid batteries. **3** Austria uses special boxes for small Li-Ion batteries, collecting electronic devices, business to business and business to consumer devices to further recycling or reuse. Through partnership with specialised recycling companies, valuable materials and reusable parts are systematically extracted from network equipment waste, resulting in approximately 70 tonnes of e-waste were collected and recycled in 2024.



Telecommunications

DONATIONS FOR SECOND LIFE

3 Austria's social initiative - Drei Hilft has partnered with PCs for All, to systematically channel its used corporate hardware into a second lifecycle. This includes laptops, tablets, screens and various IT accessories from both corporate inventory and employee donations. The refurbishment process, managed by PCs for All, ensures that devices meet quality standards before being distributed free of charge to beneficiaries including schools, non-profit organisations, apprentices and students. Routers are also donated to educational institutions such as Mosaik GmbH and Teaching for Austria to supporting digital inclusion. Over a two-year period, approximately seven tonnes of electronic waste has been prevented from entering landfills.



Focus on Plastics

The use of plastic is an unavoidable issue for operations across the Group. There is an increasing global focus on the role of circular solutions, and divisions across the Group are exploring and implementing mitigation measures. The Retail division, in particular, has been working consistently to minimise its generated waste. The division has developed its "Own Brand Sustainable Packaging Policy and Guideline", guiding employees to source products with packaging that is made from materials that support responsibly managed forests, and packaging made with either recycled plastic,

metal or glass. In the Ports division, Hutchison Ports UAQ in United Arab Emirates is also exploring solutions to reduce its plastic waste by installing reverse osmosis (RO) water filter equipment to reduce the use of 5-gallon plastic bottles.

As a signatory to the New Plastics Economy Global Commitment of the Ellen MacArthur Foundation, AS Watson discloses its performance on an annual basis against several targets including:



100% of plastic packaging to be reusable, recyclable or compostable by 2025 (including Exclusive Brand product packaging, e-commerce parcels and in-store carrier bags)

2023 status



60% achieved
(55.4% in 2022)



20% of recycled plastic content in Exclusive Brand packaging by 2025

2023 status



12.4% achieved
(11.4% in 2022)



Retail

SMALL ACT, BIG SMILES

In 2024, Watsons Hong Kong collaborated with Colgate to launch the first toothpaste tube take-back programme, "Small Acts - Big Smiles". This programme aims to collect toothpaste tubes from any brand for recycling, transforming them into valuable resources. Recyclable components will be converted into stationery for underprivileged children, while non-recyclables will be repurposed into building materials, making a positive impact on the environment.



Retail

SUSTAINABLE PRODUCT CHOICES

To expand customers' purchasing options for more sustainable products, Watsons has launched Naturals by Watsons' Special Edition Blue Beauty range. This collection features bottles made from 100% recycled ocean-bound plastic, marking an important milestone in the Group's ongoing sustainability efforts.

The Naturals by Watsons' Special Edition Blue Beauty range includes shower gel, body lotion, shampoo and conditioner. Each product is formulated with over 94% natural origin ingredients, and every bottle is crafted from 100% recycled ocean-bound plastic.





Retail

INTRODUCING REFILL AND TAKE-BACK SERVICES

In 2024, the Retail division continued to collect and recycle empty containers for personal care and cosmetics products, and water bottles. In partnership with major brands, such as Proctor & Gamble and L'Oréal, it introduced take-back schemes in both the Asia and Europe markets. Over 500 refill stations of Selective Brands and Supplier Brands are available in various operation locations.

Market	Collection of empty containers	In-store refill*
Asia		
Hong Kong Watsons, PARKnSHOP	✓	✓
Indonesia Watsons	✓	
Malaysia Watsons	✓	✓
Philippines Watsons	✓	✓
Singapore Watsons	✓	✓
Europe		
Belgium ICI Paris XL	✓	
Netherlands ICI Paris XL	✓	
UK Superdrug, The Perfume Shop	✓	✓

* For a selection of products.

In Hong Kong, Watsons has implemented plastic packaging collection and recycling for cosmetic and makeup products in all stores city-wide under its "Beauty for the Future" campaign. In 2024, it collected over 29.2 tonnes of empty containers, mainly glass (57%) and plastic containers (43%). The division also launched a city-wide plastic bottle container collection programme, placing reverse vending machines in public spaces throughout the city.

Watsons Philippines has partnered with Greencycle Innovative Solutions, Inc. (GIS), a local waste collecting, recycling and diverting company, to recycle plastic waste. In compliance with the Extended Producer's Responsibility Law, Watsons Philippines diverted and upcycled a total of 370,000kg of plastic waste for industrial use. GIS is also the official recycling partner for the year-round Recycle for Rewards Programme. Across AS Watson, over 3,000 tonnes of empty containers (mainly plastic) were collected and recycled in 2024.



Recycling initiative in Watsons store



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.

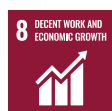
GROUP GOALS

- 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

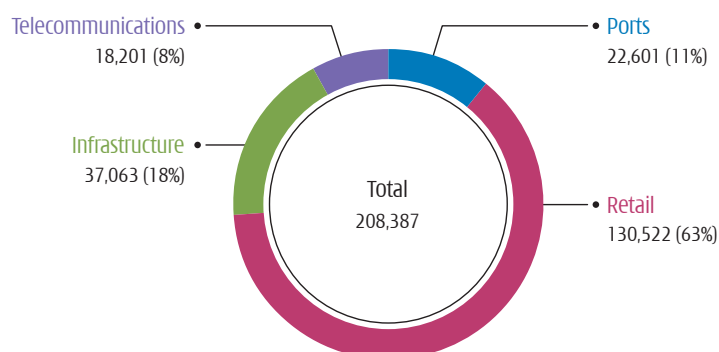
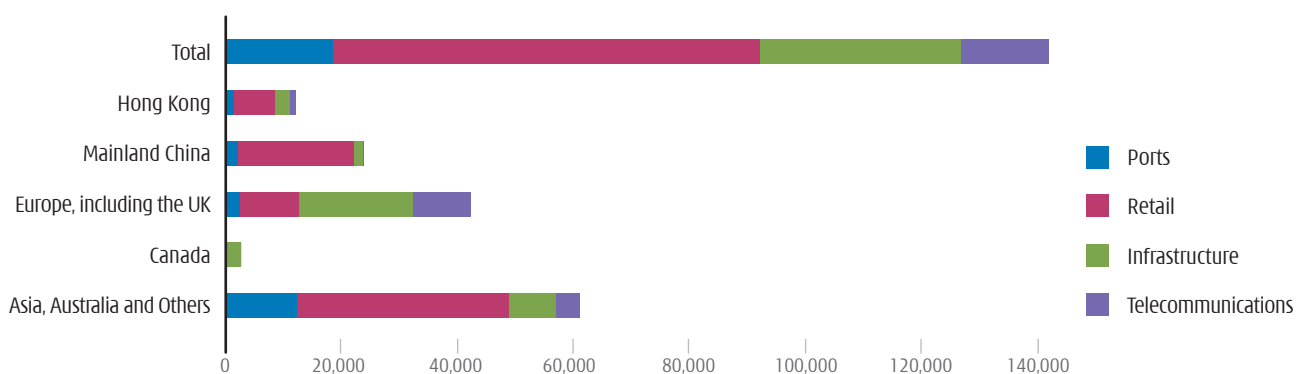
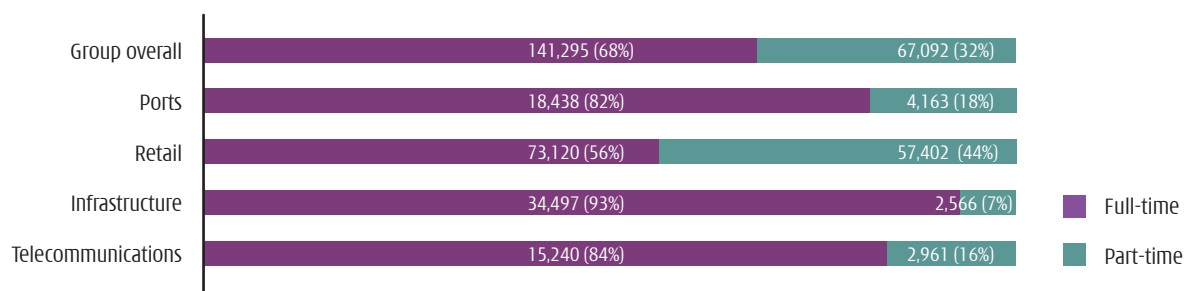
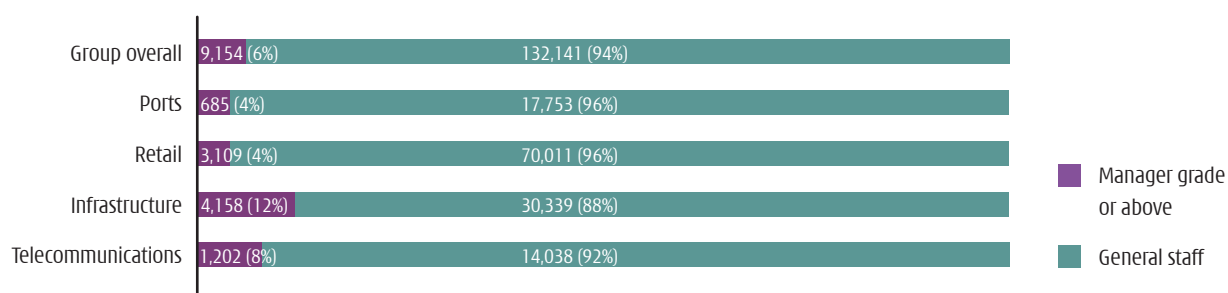
Infrastructure

- **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

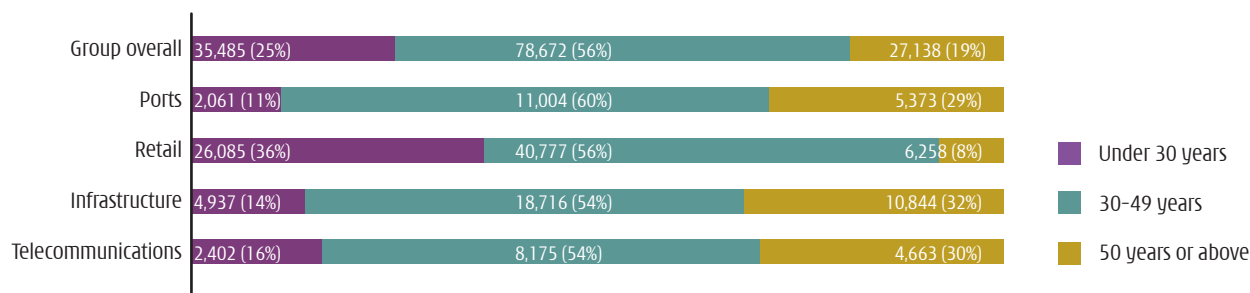
Telecommunications

- **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.



AS Watson

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

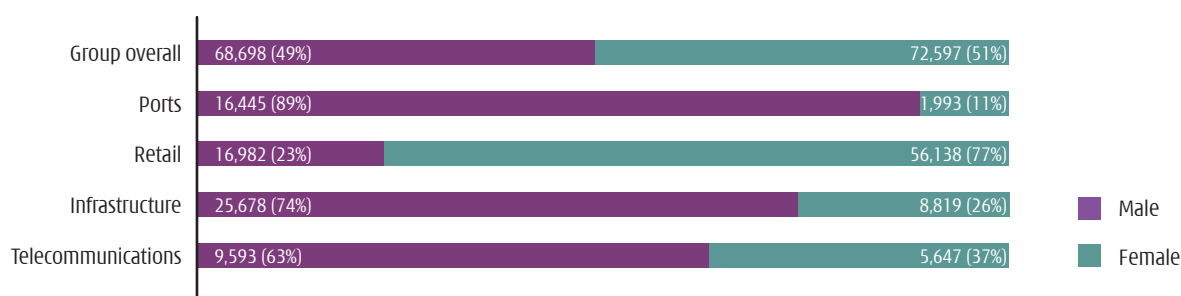
work-life balance. As part of this project and as required by the standards, a gender-balancing related policy was drafted and an internal Guidance Committee was established to implement and direct concrete actions.

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.



APPENDIX 1: ENVIRONMENTAL AND SOCIAL PERFORMANCE INDICATORS

Environmental KPIs ⁽¹⁾	Unit	Ports and Related Services			Retail ⁽²⁾			
		2022	2023	2024	2022 ⁽³⁾	2023 ⁽³⁾	2024 ⁽⁴⁾	
GHG emissions								
Total scope 1 + 2 GHG emissions (location-based)	tonne CO ₂ e	754,323	661,573	691,283	535,247	572,779	517,663	
Total scope 1 + 2 GHG emissions (market-based)	tonne CO ₂ e	691,281	593,032	614,808	493,094	484,837	137,581	
Scope 1 GHG emissions	tonne CO ₂ e	405,824	363,356	380,921	119,900	116,566	87,155	
Scope 2 GHG emissions (location-based)	tonne CO ₂ e	348,499	298,217	310,362	415,347	456,213	430,508	
Scope 2 GHG emissions (market-based)	tonne CO ₂ e	285,457	229,676	233,887	373,194	368,271	50,426 ⁽⁵⁾	
Total scope 1 + 2 GHG emissions (location-based) intensity	tonne CO ₂ e/revenue HK\$'000	0.018	0.016	0.015	0.004	0.004	0.004	
Total scope 1 + 2 GHG emissions (market-based) intensity	tonne CO ₂ e/revenue HK\$'000	0.017	0.014	0.014	0.004	0.004	0.001	
Scope 1 GHG emissions intensity	tonne CO ₂ e/revenue HK\$'000	0.010	0.009	0.008	0.001	0.001	0.001	
Scope 2 GHG emissions (location-based) intensity	tonne CO ₂ e/revenue HK\$'000	0.008	0.007	0.007	0.003	0.003	0.003	
Scope 2 GHG emissions (market-based) intensity	tonne CO ₂ e/revenue HK\$'000	0.007	0.006	0.005	0.003	0.003	0.000	
Scope 3 GHG emissions ⁽⁶⁾	tonne CO ₂ e	472,711	781,610	792,130	9,698,666	9,884,634	9,918,352	
Category 1 - Purchased goods and services	tonne CO ₂ e	141,506	376,532	359,144	2,064,198	1,877,086	1,883,489	
Category 2 - Capital goods	tonne CO ₂ e	39,105	38,889	40,476	25,641	15,057	15,109	
Category 3 - Fuel- and energy-related activities	tonne CO ₂ e	137,969	195,342	219,492	136,339	117,264	117,664	
Category 4 - Upstream transportation and distribution	tonne CO ₂ e	2,578	2,150	2,232	1,351,873	1,116,365	1,120,173	
Category 11 - Use of sold products	tonne CO ₂ e	0	0	0	4,198,975	5,265,985	5,283,947	
Category 15 - Investments	tonne CO ₂ e	110,707	115,704	119,786	1,167,276	846,854	849,742	
Other Scope 3 Categories	tonne CO ₂ e	40,846	52,993	51,000	754,364	646,023	648,228	

Infrastructure			Telecommunications			Total			
2022	2023	2024	2022	2023	2024	2022	2023	2024	
	8,587,495	8,210,274	7,796,646	566,296	615,610	538,653	10,443,361	10,060,236	9,544,245
	8,038,737	7,655,236	7,193,286	431,630	408,954	412,805	9,654,742	9,142,059	8,358,480
	7,327,908	7,038,127	6,552,043	17,581	18,150	17,658	7,871,213	7,536,199	7,037,777
	1,259,587	1,172,147	1,244,603	548,715	597,460	520,995	2,572,148	2,524,037	2,506,468
	710,829	617,109	641,243	414,049	390,804	395,147	1,783,529	1,605,860	1,320,703
	0.173	0.164	0.151	0.007	0.007	0.006	0.035	0.032	0.030
	0.162	0.153	0.140	0.005	0.005	0.005	0.032	0.029	0.026
	0.148	0.141	0.127	0.000	0.000	0.000	0.026	0.024	0.022
	0.025	0.023	0.024	0.007	0.007	0.006	0.009	0.008	0.008
	0.014	0.012	0.012	0.005	0.005	0.005	0.006	0.005	0.004
	776,369	1,355,740	1,594,392	1,391,491	1,298,002	1,224,109	12,339,237	13,319,986	13,528,983
	269,771	441,541	476,334	632,861	672,394	668,189	3,108,336	3,367,553	3,387,156
	73,155	136,135	171,350	436,799	305,179	262,266	574,700	495,260	489,201
	246,263	339,091	385,832	127,409	130,409	114,944	647,980	782,106	837,932
	9,169	12,014	74,007	24,050	15,667	15,093	1,387,670	1,146,196	1,211,505
	0	0	19,974	83,309	80,737	84,445	4,282,284	5,346,722	5,388,366
	0	0	0	42,084	43,809	43,930	1,320,067	1,006,367	1,013,458
	178,011	426,959	466,895	44,979	49,807	35,242	1,018,200	1,175,782	1,201,365

Environmental KPIs ⁽¹⁾	Unit	Ports and Related Services			Retail ⁽²⁾			
		2022	2023	2024	2022 ⁽³⁾	2023 ⁽³⁾	2024 ⁽⁴⁾	
Use of energy								
Total energy consumption	kWh'000	2,491,259	2,211,145	2,358,963	1,118,385	1,191,669	1,096,494	
Total direct energy consumption	kWh'000	1,665,539	1,493,592	1,557,558	345,076	343,732	279,588	
Gasoline/Petrol	kWh'000	8,392	7,876	7,729	1,672	453	441	
Diesel	kWh'000	1,543,521	1,366,876	1,417,698	249,115	264,700	209,406 ⁽⁸⁾	
Natural gas	kWh'000	48,373	49,856	59,907 ⁽⁹⁾	71,221	59,186	52,090	
Towngas	kWh'000	0	0	0	19,898	16,357	13,993	
Gas (exclude towngas and natural gas)	kWh'000	7,681	7,192	7,277	1,919	2,074	2,294	
Other fuels	kWh'000	56,812	59,664	59,418	0	0	0	
Geothermal	kWh'000	0	0	0	0	0	0	
Wind	kWh'000	0	0	0	0	0	0	
Solar	kWh'000	760	2,128	5,529 ⁽¹⁰⁾	1,251	962	1,364	
Hydro	kWh'000	0	0	0	0	0	0	
Biomass	kWh'000	0	0	0	0	0	0	
Other renewables	kWh'000	0	0	0	0	0	0	
Self-generated energy	kWh'000	0	0	0	0	0	0	
Sale of energy	kWh'000	0	0	0	0	0	0	
Total indirect energy consumption	kWh'000	825,721	717,553	801,405	773,309	847,937	816,906	
Electricity	kWh'000	824,763	716,626	800,410	773,309	847,937	816,906	
Heating	kWh'000	958	927	995	0	0	0	
Cooling	kWh'000	0	0	0	0	0	0	
Steam	kWh'000	0	0	0	0	0	0	
Renewable energy purchased	kWh'000	111,095	163,415	211,000	161,442	257,153	723,407	
% renewable energy purchased	%	13%	23%	26%	21%	30%	89%	
Total energy consumption intensity	kWh/revenue HK\$'000	60.238	53.758	52.401	8.812	8.940	8.065	
Total direct energy consumption intensity	kWh/revenue HK\$'000	40.272	36.313	34.599	2.719	2.579	2.056	
Total indirect energy consumption intensity	kWh/ revenue HK\$'000	19.966	17.445	17.802	6.093	6.362	6.008	

Infrastructure			Telecommunications			Total			
2022	2023	2024	2022	2023	2024	2022	2023	2024	
	20,516,802	19,825,437	20,134,902	1,929,626	2,024,613	2,111,611	26,056,072	25,252,864	25,701,970
	19,286,416	18,663,230	18,809,533	59,083	57,617	54,014	21,356,113	20,558,171	20,700,693
	42,962	46,559	49,306	5,423	5,635	9,436 ⁽⁷⁾	58,449	60,523	66,912
	408,137	414,209	413,836	45,308	44,545	37,642	2,246,081	2,090,330	2,078,582
	9,667,806	10,483,956	11,156,762	7,718	6,567	5,758	9,795,118	10,599,565	11,274,517
	0	0	0	0	0	0	19,898	16,357	13,993
	1,030	1,021	1,034	3	0	0	10,633	10,287	10,605
	11,845,714	11,128,980	10,305,178	0	0	0	11,902,526	11,188,644	10,364,596
	0	0	0	0	0	0	0	0	0
	5,168	5,568	4,641	0	0	0	5,168	5,568	4,641
	1,331	2,586	3,173	631	870	1,178	3,972	6,546	11,244
	571	848	587	0	0	0	571	848	587
	4,784,989	4,084,719	3,950,905	0	0	0	4,784,989	4,084,719	3,950,905
	69,514	60,936	65,781	0	0	0	69,514	60,936	65,781
	73,712	83,662	128,842	0	0	0	73,712	83,662	128,842
	7,614,518	7,649,814	7,270,512	0	0	0	7,614,518	7,649,814	7,270,512
	1,230,386	1,162,207	1,325,369	1,870,543	1,966,996	2,057,597	4,699,959	4,694,693	5,001,277
	1,229,754	1,161,511	1,323,547	1,868,323	1,960,645	2,054,397	4,696,149	4,686,719	4,995,260
	632	696	1,822	2,220	5,965	2,069 ⁽¹¹⁾	3,810	7,588	4,886
	0	0	0	0	386	1,131 ⁽¹²⁾	0	386	1,131
	0	0	0	0	0	0	0	0	0
	172,981	174,671	179,348	676,816	762,162	1,211,543	1,122,334	1,357,401	2,325,298
	14%	15%	14%	36%	39%	59%	24%	29%	47%
	413.748	396.262	390.939	22.993	23.397	24.151	86.340	81.203	80.340
	388.936	373.032	365.205	0.704	0.666	0.618	70.766	66.106	64.706
	24.812	23.230	25.733	22.289	22.731	23.533	15.574	15.096	15.633

Environmental KPIs ⁽¹⁾	Unit	Ports and Related Services			Retail ⁽²⁾			
		2022	2023	2024	2022 ⁽³⁾	2023 ⁽³⁾	2024 ⁽⁴⁾	
Air emissions								
NO _x emissions	tonne	1,884	1,680	1,706	3,538	2,994	2,477	
SO _x emissions	tonne	5	4	4	8,691	7,144	6,111	
Particulate matter emissions	tonne	183	163	164	68	64	52	
Waste produced								
Total hazardous waste produced	tonne	3,338	3,234	3,019	872	1,920	1,178	
Total hazardous waste produced intensity	tonne/revenue HK\$'000	0.000	0.000	0.000	0.000	0.000	0.000	
Total non-hazardous waste produced	tonne	29,270	32,476	23,125 ⁽¹³⁾	149,358	149,399	150,111	
Total non-hazardous waste produced intensity	tonne/revenue HK\$'000	0.001	0.001	0.001	0.001	0.001	0.001	
Total waste recycled	tonne	9,633	9,602	11,876	131,935	135,768	133,450	
Recycled material usage	tonne	0	0	0	3,972	4,080	3,497	
Use of water								
Total water consumption	'000 m ³	1,420	1,349	1,337	1,538	2,000	2,006	
Total water withdrawal	'000 m ³	1,420	1,349	1,337	1,538	2,000	2,006	
Surface water	'000 m ³	0	0	0	0	0	0	
Groundwater	'000 m ³	3	2	3	0	0	0	
Seawater	'000 m ³	0	0	0	0	0	0	
Produced water	'000 m ³	0	0	0	0	0	0	
Third-party water	'000 m ³	1,416	1,347	1,334	1,538	2,000	2,006	
Other sources	'000 m ³	1	0	0	0	0	0	
Total water discharged	'000 m ³	0	0	0	0	0	0	
Surface water	'000 m ³	0	0	0	0	0	0	
Groundwater	'000 m ³	0	0	0	0	0	0	
Seawater	'000 m ³	0	0	0	0	0	0	
Produced water	'000 m ³	0	0	0	0	0	0	
Third-party water	'000 m ³	0	0	0	0	0	0	
Other sources	'000 m ³	0	0	0	0	0	0	
Water consumption intensity	m ³ /revenue HK\$'000	0.034	0.033	0.030	0.012	0.015	0.015	
Water withdrawal from areas with water stress	'000 m ³	0	204 ⁽¹⁶⁾	204 ⁽¹⁶⁾	0	0	0	

Infrastructure			Telecommunications			Total			
2022	2023	2024	2022	2023	2024	2022	2023	2024	
	8,053	8,199	8,554	48	47	40	13,523	12,920	12,777
	868	875	1,026	0	0	0	9,564	8,023	7,141
	293	256	280	2	2	2	546	485	498
	27,265	23,971	31,547	1,285	356	563	32,760	29,481	36,307
	0.001	0.000	0.001	0.000	0.000	0.000	0.000	0.000	0.000
	413,644	407,886	470,301	2,418	2,579	6,635 ⁽¹⁴⁾	594,690	592,340	650,172
	0.008	0.008	0.009	0.000	0.000	0.000	0.002	0.002	0.002
	297,550	370,900	359,791	2,872	2,134	6,244	297,550	518,404	511,361
	1,442,839	1,576,556	1,409,435	0	0	0	1,442,839	1,580,636	1,412,932
	91,821	107,229	78,130 ⁽¹⁵⁾	104	80	73	94,883	110,658	81,546
	694,854	646,891	487,277	104	80	90	697,916	650,320	490,710
	300,658	265,584	229,135	18	18	25	300,676	265,602	229,160
	14,414	14,741	14,367	3	3	3	14,420	14,746	14,373
	374,244	362,053	239,096	0	0	0	374,244	362,053	239,096
	0	0	0	0	0	0	0	0	0
	5,094	4,066	4,284	83	59	62	8,131	7,472	7,686
	444	447	395	0	0	0	445	447	395
	603,033	539,662	409,147	0	0	17	603,033	539,662	409,164
	123,986	148,536	133,293	0	0	0	123,986	148,536	133,293
	0	0	0	0	0	0	0	0	0
	478,223	390,204	271,931	0	0	0	478,223	390,204	271,931
	0	0	0	0	0	0	0	0	0
	560	518	3,531	0	0	17	560	518	3,548
	264	404	392	0	0	0	264	404	392
	1.852	2.143	1.517	0.001	0.001	0.001	0.314	0.356	0.255
	0	0	0	0	0	0	0	204	204

Environmental KPIs ⁽¹⁾	Unit	Ports and Related Services			Retail ⁽²⁾			
		2022	2023	2024	2022 ⁽³⁾	2023 ⁽³⁾	2024 ⁽⁴⁾	
Water withdrawal from freshwater sources	'000 m ³	0	0	0	0	0	0	
Water recycled	'000 m ³	3	3	5	0	0	0	
Packaging material								
Total packaging material used for finished products	tonne	0	0	0	118,763	121,310	124,169	
Plastic	tonne	0	0	0	34,450	32,223	30,327	
Paper	tonne	0	0	0	71,203	76,533	78,896	
Metal	tonne	0	0	0	6,376	6,638	8,392	
Glass	tonne	0	0	0	3,339	2,832	2,851	
Other packaging material	tonne	0	0	0	3,395	3,084	3,703	
Packaging material intensity	tonne/total products ^a or tonne/tonne of products ^b	N/A	N/A	N/A	0.086 ^a	0.083 ^a	0.081 ^a	

Infrastructure			Telecommunications			Total		
2022	2023	2024	2022	2023	2024	2022	2023	2024
229,277	231,305	289,863	0	0	0	229,277	231,305	289,863
2,568	130,337	171,229	0	0	0	2,568	130,340	171,234
2,245	2,193	1,943	556	483	544	121,564	123,986	126,656
5	4	5	112	115	107	34,567	32,342	30,439
2,240	2,189	1,938	440	362	431	73,883	79,084	81,265
0	0	0	0	0	0	6,376	6,638	8,392
0	0	0	0	0	0	3,339	2,832	2,851
0	0	0	4	6	6	3,399	3,090	3,709
0.945 ^b	0.863 ^b	0.821 ^b	0.005 ^a	0.006 ^a	0.007 ^a	N/A	N/A	N/A

Social KPIs ⁽¹⁾		Ports and Related Services			Retail			
		2022	2023	2024	2022	2023	2024	
Number of employees								
Total		23,409	22,396	22,601	123,280	127,701	130,522	
By employment type	Full-time	19,854	18,616	18,438	71,874	71,864	73,120	
	Part-time	3,555	3,780	4,163	51,406	55,837	57,402	
Number of full-time employees								
By gender	Male	17,768	16,633	16,445	16,747	16,748	16,982	
	Female	2,086	1,983	1,993	55,127	55,116	56,138	
By employee category	Manager grade or above	764	706	685	2,943	3,057	3,109	
	General staff	19,090	17,910	17,753	68,931	68,807	70,011	
By age group	Under 30	2,228	2,067	2,061	25,901	25,914	26,085	
	30-49	12,320	11,282	11,004	40,255	40,101	40,777	
	50 or above	5,306	5,267	5,373	5,718	5,849	6,258	
By geographical region	Hong Kong	1,758	1,627	1,493	7,325	6,982	6,879	
	Mainland China	2,171	2,178	2,180	22,893	21,058	19,834	
	Europe, including UK	5,421	5,371	2,485	16,502	16,428	10,123	
	Canada	0	0	0	0	0	0	
	Asia, Australia and Others	10,504	9,440	12,280	25,154	27,396	36,284	
Turnover rate for full-time employees								
Overall		8%	10%	7%	36%	33%	32%	
By gender	Male	8%	10%	6%	31%	27%	27%	
	Female	12%	10%	9%	38%	35%	33%	
By age group	Under 30	16%	12%	11%	61%	57%	56%	
	30-49	6%	9%	5%	23%	20%	19%	
	50 or above	11%	10%	8%	18%	18%	16%	
By geographical region	Hong Kong	21%	16%	15%	24%	24%	18%	
	Mainland China	4%	4%	3%	29%	22%	24%	
	Europe, including UK	6%	5%	5%	44%	39%	36%	
	Canada	0%	0%	0%	0%	0%	0%	
	Asia, Australia and Others	8%	13%	7%	43%	40%	38%	
Work-related fatalities								
Number of work-related fatalities		1	5 ⁽²⁾	2 ⁽³⁾	1	1	0	
By employee type	Full-time employees	1	0	0	1	1	0	
	Contractors	0	5	2	0	0	0	
Rate of work-related fatalities (employees)		0.005%	0.005%	0.000%	0.001%	0.001%	0.000%	
Lost days due to work injury								
Number of lost days due to work injury (employees)		6,941	6,872	6,326	21,722	15,484	16,359	
Number of lost time injury incidents (employees)		377	418	325	526	497	557	

Infrastructure			Telecommunications			Total			
2022	2023	2024	2022	2023	2024	2022	2023	2024	
	33,761	35,745	37,063	18,145	18,318	18,201	198,595	204,160	208,387
	31,709	33,282	34,497	14,921	15,218	15,240	138,358	138,980	141,295
	2,052	2,463	2,566	3,224	3,100	2,961	60,237	65,180	67,092
	23,755	24,855	25,678	9,403	9,505	9,593	67,673	67,741	68,698
	7,954	8,427	8,819	5,518	5,713	5,647	70,685	71,239	72,597
	3,346	4,014	4,158	1,163	2,091	1,202	8,216	9,868	9,154
	28,363	29,268	30,339	13,758	13,127	14,038	130,142	129,112	132,141
	4,734	4,977	4,937	2,584	2,562	2,402	35,447	35,520	35,485
	16,729	17,802	18,716	8,714	8,482	8,175	78,018	77,667	78,672
	10,246	10,503	10,844	3,623	4,174	4,663	24,893	25,793	27,138
	2,592	2,571	2,632	994	1,085	1,020	12,669	12,265	12,024
	1,659	1,649	1,598	100	96	85	26,823	24,981	23,697
	17,636	18,838	19,523	12,976	13,254	10,013	52,535	53,891	42,144
	2,646	2,634	2,663	0	0	0	2,646	2,634	2,663
	7,176	7,590	8,081	851	783	4,122	43,685	45,209	60,767
	13%	9%	9%	16%	16%	15%	25%	22%	21%
	13%	9%	9%	16%	16%	15%	17%	15%	14%
	15%	8%	9%	16%	17%	14%	33%	29%	28%
	20%	13%	13%	39%	43%	41%	52%	47%	46%
	12%	8%	8%	12%	13%	12%	17%	15%	13%
	12%	9%	10%	8%	6%	6%	12%	11%	10%
	10%	15%	10%	44%	33%	31%	22%	22%	17%
	4%	4%	7%	14%	17%	20%	25%	20%	21%
	11%	4%	4%	14%	14%	9%	22%	17%	14%
	32%	33%	28%	0%	0%	0%	32%	33%	28%
	16%	12%	15%	17%	35%	33%	29%	29%	28%
	1	2	0	0	0	0	3	8 ⁽²⁾	2 ⁽³⁾
	0	1	0	0	0	0	2	2	0
	1	1	0	0	0	0	1	6	2
	0.000%	0.003%	0.000%	0.000%	0.000%	0.000%	0.001%	0.001%	0.000%
	3,204	3,893	7,071 ⁽⁴⁾	528	239	1,378 ⁽⁴⁾	32,394	26,488	31,134 ⁽⁴⁾
	175	168	166	100	13	36	1,178	1,096	1,084

Social KPIs ⁽¹⁾		Ports and Related Services			Retail			
		2022	2023	2024	2022	2023	2024	
Percentage of full-time employees who received training								
Overall		68%	69%	73%	84%	85%	87%	
Percentage of full-time employees who received training among total trained full-time employees								
By gender	Male	88%	89%	89%	22%	22%	22%	
	Female	12%	11%	11%	78%	78%	78%	
By employee category	Manager grade or above	4%	3%	4%	4%	4%	4%	
	General staff	96%	97%	96%	96%	96%	96%	
Average hours of training completed by full-time employees								
Overall		18.5	18.1	17.3	22.0	21.1	22.0	
By gender	Male	18.8	18.1	17.3	16.1	16.5	18.1	
	Female	16.3	17.6	17.3	23.7	22.4	23.2	
By employee category	Manager grade or above	15.7	16.6	13.5	16.0	15.1	22.0	
	General staff	18.7	18.1	17.5	22.2	21.3	22.0	
Number of suppliers								
Total		16,589	15,585	16,215	26,109	19,410	19,751	
By geographical region	Hong Kong	2,536	2,500	2,548	4,089	2,738	2,303	
	Mainland China	2,381	1,956	2,152	3,011	2,483	2,475	
	Europe, including UK	4,336	3,725	3,616	5,956	4,978	4,911	
	Canada	15	15	17	115	109	113	
	Asia, Australia and Others	7,321	7,389	7,882	12,938	9,102	9,949	
Percentage of total products sold or shipped subject to recalls for safety and health reasons								
Percentage of total products sold or shipped subject to recalls for safety and health reasons		0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	
Number of complaints received								
Products related		0	0	0	3,943	3,789	8,760	
Services related		1,487	950	972	136,167	151,397	296,809 ⁽⁶⁾	
Number of employees who received training on anti-corruptive/ethics and integrity								
Total		5,712	5,776	6,018	83,120	68,268	62,639	
By employment type	Full-time	4,906	4,983	5,619	50,923	45,927	47,655	
	Part-time	806	793	399	32,197	22,341	14,984	
Percentage of employees who received training on anti-corruptive and integrity		23%	24%	29%	52%	48%	50%	
Number of training hours on anti-corruptive/ethics and integrity completed by employees								
Total		10,506	11,356	8,282 ⁽⁷⁾	54,349	51,270	45,311	
By employment type	Full-time	9,635	10,519	7,884	45,583	43,922	40,914	
	Part-time	871	837	398	8,766	7,349	4,397	

Infrastructure			Telecommunications			Total			
2022	2023	2024	2022	2023	2024	2022	2023	2024	
	83%	86%	86%	75%	86%	78%	81%	83%	84%
	77%	75%	75%	64%	63%	61%	44%	45%	44%
	23%	25%	25%	36%	37%	39%	56%	55%	56%
	12%	12%	11%	6%	11%	8%	6%	6%	6%
	88%	88%	89%	94%	89%	92%	94%	94%	94%
	23.2	29.5	30.3	32.3	27.0	17.7 ⁽⁵⁾	22.9	23.1	22.9
	26.5	34.5	34.8	32.5	27.1	18.1	22.5	24.7	23.9
	13.5	14.4	16.9	31.8	26.9	17.1	23.1	21.8	22.0
	21.9	22.2	19.3	22.0	12.3	18.5	21.6	17.4	19.6
	23.3	30.4	31.7	33.1	29.3	17.7	22.9	23.5	23.1
	32,095	30,090	32,523	22,663	27,691	29,167	97,456	92,776	97,656
	2,559	2,647	2,801	361	416	358	9,545	8,301	8,010
	786	734	796	379	343	349	6,557	5,516	5,772
	12,689	11,154	11,420	7,220	11,465	12,821	30,201	31,322	32,768
	1,847	2,527	3,447	12	21	25	1,989	2,672	3,602
	14,214	13,028	14,059	14,691	15,446	15,614	49,164	44,965	47,504
	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	9,628	16,408	10,564	47,964	35,686	40,069	61,535	55,883	59,393
	244,518	281,383	243,172	1,138,633	912,108	1,669,378 ⁽⁶⁾	1,520,805	1,345,838	2,210,331 ⁽⁶⁾
	16,251	21,245	27,392	6,385	10,283	11,743	111,468	105,572	107,792
	15,415	19,928	25,312	5,034	7,886	8,975	76,278	78,724	87,561
	836	1,317	2,080	1,351	2,397	2,768	35,190	26,848	20,231
	43%	55%	67%	29%	45%	51%	44%	46%	50%
	13,491	21,872	35,085	12,554	14,379	13,367	90,900	98,877	102,345
	12,982	20,746	32,570	9,780	10,996	10,521	77,980	86,182	91,889
	509	1,127	2,515	2,774	3,384	2,846	12,920	12,696	10,156

Environmental Data

Notes:

- (1) CKHH only include data in the report that were confirmed by end of March 2025. If significant changes occur after preparation of this report, they will be updated in the following year's publication. Any discrepancies between (i) totals provided and the sum of the numbers presented; and (ii) percentages provided and the associated numbers throughout the Report are due to rounding.
- (2) Emission factor alignment exercise conducted with the Retail division for data starting from 2023.
- (3) Watsons Ukraine was excluded in 2022 and 2023 figures under Retail division due to the Russia-Ukraine conflict.
- (4) Watsons Vietnam was included in the 2024 figures under the Retail division due to enhanced disclosure.
- (5) Scope 2 emissions (market-based) in the Retail division decreased due to increased purchase of Energy Attributes Certificates.
- (6) Scope 3 emissions were calculated with the best available data which will be updated during 2025 as calculation processes continue to improve. For the Ports division: emissions in 2023 and 2024 included data from HIT and Hutchison Ports Yantian. For the Retail division: 2024 emissions were projected using EBITDA. For the Infrastructure division: In 2024, the Scope 3 emissions inventory covered the division's most significant businesses, accounting for approximately 86% of attributable revenue. For the Telecommunications division: scope 3 emissions cover CK Hutchison Group Telecom.
- (7) Gasoline/Petrol usage in the Telecommunications division increased due to a change in fuel mix in Wind Tre.
- (8) Diesel usage in the Retail division decreased mainly due to increased use of EV in Watsons China.
- (9) Natural gas usage in the Ports division increased mainly due to increased business activities in Hutchison Ports Yantian.
- (10) Solar usage in the Ports division increased mainly due to additional solar system in Hutchison Ports Sohar, Hutchison Ports Pakistan and Hutchison Ports MITT.
- (11) Heating usage in the Telecommunications division decreased due to improved data accuracy in 3 Denmark.
- (12) Cooling usage in the Telecommunications division increased due to improved data accuracy in 3 Austria.
- (13) Total non-hazardous waste produced in the Ports division decreased due to change in data collection scope in Hutchison Ports TNG.
- (14) Total non-hazardous waste produced in the Telecommunications division increased due to improved data accuracy in 3 UK.
- (15) Total water consumption in the Infrastructure division decreased mainly due to decreased seawater withdrawal from one of the power plants in China as a result of fluctuations of production outputs and increased third-party water discharged from Canadian Power enhanced disclosure from operation sites in 2024.
- (16) Water withdrawal from areas with water stress is a newly reported variable starting from 2023 in the Ports division.

Social Data

Notes:

- (1) CKHH only include data in the report that were confirmed by end of March 2025. If significant changes occur after preparation of this report, they will be updated in the following year's publication. Any discrepancies between (i) totals provided and the sum of the numbers presented; and (ii) percentages provided and the associated numbers throughout the Report are due to rounding.
- (2) 2023 number of work-related fatalities has been restated in the Ports division following a review of a struck-by accident involving a contractor at Hutchison Ports Alexandria.
- (3) Two cases of fatalities were reported in 2024 from the Ports division. Both cases from Hutchison Ports ECT Rotterdam and Hutchison Ports PPC were related to traffic accidents.
- (4) Number of lost days due to work injury increased as a result of improved data accuracy in Wind Tre and increased work injury case in HTHKH from the Telecommunication division, and improved data collection from the Infrastructure division.
- (5) Total average hours of training completed by full-time employees decreased in the Telecommunications division due to the completion of a training programme offered by Wind Tre.
- (6) Number of service related complaints received increased due to improved data accuracy in the Retail and Telecommunications division increased.
- (7) Number of training hours on anti-corruptive/ethics and integrity completed by employees in the Ports division decreased due to improved data accuracy in Hutchison Ports Yantian.

APPENDIX 2: HONG KONG STOCK EXCHANGE ESG GUIDE CONTENT INDEX

Subject Areas, Aspects, General Disclosures and KPIs		Page	Notes and relevant policies
Mandatory Disclosure Requirements (MDR)			
MDR 13	A statement from the board containing the following elements: (a) a disclosure of the board's oversight of ESG issues; (b) the board's ESG management approach and strategy, including the process used to evaluate, prioritise and manage material ESG-related issues (including risks to the issuer's businesses); and (c) how the board reviews progress made against ESG-related goals and targets with an explanation of how they relate to the issuer's businesses.	14-16	
MDR 14	A description of, or an explanation on, the application of the (a) Materiality, (b) Quantitative, (c) Consistency reporting principles.	7-9	
MDR 15	Reporting boundaries of the ESG report and the process of setting them.	6	
A. Environmental			
Aspect A1: Emissions			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste.	17-19	<ul style="list-style-type: none"> Environmental policy Supplier Code of Conduct <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning air and greenhouse gas emissions, discharges into water and land, and generation of hazardous and non-hazardous waste during the year.</p>
KPI A1.1	The types of emissions and respective emissions data.	73, 124-137	
KPI A1.3	Total hazardous waste produced (in tonnes) and, where appropriate, intensity.	86, 124-137	
KPI A1.4	Total non-hazardous waste produced (in tonnes) and, where appropriate, intensity.	86, 124-137	
KPI A1.5	Description of emission target(s) set and steps taken to achieve them.	70-74	
KPI A1.6	Description of how hazardous and non-hazardous wastes are handled, and a description of reduction target(s) set and steps taken to achieve them.	86-92	

Subject Areas, Aspects, General Disclosures and KPIs		Page	Notes and relevant policies
Aspect A2: Use of Resources			
General Disclosure	Policies on the efficient use of resources, including energy, water and other raw materials.	17	<ul style="list-style-type: none"> • Sustainability Policy • Environmental policy • Supplier Code of Conduct
KPI A2.1	Direct and/or indirect energy consumption by type in total (kwh in '000s) and intensity.	124-137	
KPI A2.2	Water consumption in total and intensity.	124-137	
KPI A2.3	Description of energy use efficiency target(s) set and steps taken to achieve them.	70-93	Energy efficiency is embedded in the scope 1 and 2 emissions reduction targets and initiatives.
KPI A2.4	Description of whether there is any issue in sourcing water that is fit for purpose, water efficiency target(s) set and steps taken to achieve them.	79	96% of water consumption relates to the Infrastructure division. Power generation is the most water-intensive business segment across the Group. These businesses have been regularly reviewing their water resources management practices, including the use of water stress studies, to identify and reduce water consumption in their operations. For water utilities and services business, specific targets on network leakage were set to enhance water use efficiency. Updates on Water Resources Management Plan has also been made in the preceding year to ensure business targets are aligned with regulatory requirements and customers priorities
KPI A2.5	Total packaging material used for finished products (in tonnes) and, if applicable, with reference to per unit produced.	124-137	
Aspect A3: The Environment and Natural Resources			
General Disclosure	Policies on minimising the issuer's significant impacts on the environment and natural resources.	17	<ul style="list-style-type: none"> • Sustainability Policy • Environmental policy • Supplier Code of Conduct
KPI A3.1	Description of the significant impacts of activities on the environment and natural resources and the actions taken to manage them.	70-93	

Subject Areas, Aspects, General Disclosures and KPIs		Page	Notes and relevant policies
B. Social			
Employment and Labour Practices			
Aspect B1: Employment			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare.	17	<ul style="list-style-type: none"> • Code of Conduct • Board Diversity Policy • Human Rights Policy <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning compensation and dismissal, recruitment and promotion, working hours, rest periods, equal opportunity, diversity, anti-discrimination, and other benefits and welfare during the year.</p>
KPI B1.1	Total workforce by gender, employment type (for example, full-or part-time), age group and geographical region.	124-137	
KPI B1.2	Employee turnover rate by gender, age group and geographical region.	124-137	
Aspect B2: Health and Safety			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to providing a safe working environment and protecting employees from occupational hazards.	17	<ul style="list-style-type: none"> • Health and Safety Policy <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning providing a safe working environment and protecting employees from occupational hazards during the year.</p>
KPI B2.1	Number and rate of work-related fatalities occurred in each of the past three years including the reporting year.	124-137	
KPI B2.2	Lost days due to work injury.	124-137	
KPI B2.3	Description of occupational health and safety measures adopted, and how they are implemented and monitored.	52-53, 111-118	
Aspect B3: Development and Training			
General Disclosure	Policies on improving employees' knowledge and skills for discharging duties at work. Description of training activities.	17	
KPI B3.1	The percentage of employees trained by gender and employee category (e.g. senior management, middle management).	124-137	
KPI B3.2	The average training hours completed per employee by gender and employee category.	124-137	

Subject Areas, Aspects, General Disclosures and KPIs		Page	Notes and relevant policies
Aspect B4: Labour Standards			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to preventing child and forced labour.	17	<ul style="list-style-type: none"> • Human Rights Policy • Modern Slavery and Human Trafficking Statement • Supplier Code of Conduct <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning preventing child and forced labour during the year.</p>
KPI B4.1	Description of measures to review employment practices to avoid child and forced labour.	28	
KPI B4.2	Description of steps taken to eliminate such practices when discovered.	28	
Aspect B5: Supply Chain Management			
General Disclosure	Policies on managing environmental and social risks of the supply chain.	17	<ul style="list-style-type: none"> • Human Rights Policy • Supplier Code of Conduct • Modern Slavery and Human Trafficking Statement
KPI B5.1	Number of suppliers by geographical region.	124-137	
KPI B5.2	Description of practices relating to engaging suppliers, number of suppliers where the practices are being implemented, and how they are implemented and monitored.	30-32	
KPI B5.3	Description of practices used to identify environmental and social risks along the supply chain, and how they are implemented and monitored.	30-32	
KPI B5.4	Description of practices used to promote environmentally preferable products and services when selecting suppliers, and how they are implemented and monitored.	30-32, 63-67	<ul style="list-style-type: none"> • Policy on Appointment of Third Party Representatives
Aspect B6: Product Responsibility			
General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress.	17	<ul style="list-style-type: none"> • Code of Conduct • Policy on Personal Data Governance <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning health and safety, advertising, labelling and privacy matters relating to products and services provided and methods of redress during the year.</p>
KPI B6.1	Percentage of total products sold or shipped subject to recalls for safety and health reasons.	124-137	
KPI B6.2	Number of products and service related complaints received and how they are dealt with.	124-137	

Subject Areas, Aspects, General Disclosures and KPIs		Page	Notes and relevant policies
KPI B6.3	Description of practices relating to observing and protecting intellectual property rights.		The Group has appropriate mechanisms and procedures which monitor issues relating to the observation and protection of intellectual property rights.
KPI B6.4	Description of quality assurance process and recall procedures.	52-56	
KPI B6.5	Description of consumer data protection and privacy policies, and how they are implemented and monitored.	22-27	<ul style="list-style-type: none"> • Information Security Policy • Policy on Personal Data Governance

Aspect B7: Anti-corruption

General Disclosure	Information on: (a) the policies; and (b) compliance with relevant laws and regulations that have a significant impact on the issuer relating to bribery, extortion, fraud and money laundering.	17	<ul style="list-style-type: none"> • Code of Conduct • Anti-Fraud and Anti-Bribery Policy • Policy on Appointment of Third Party Representatives <p>The Group is not aware of any incidents of non-compliance with laws and regulations that may have a significant impact on the Group concerning bribery, extortion, fraud and money laundering during the year.</p>
KPI B7.1	Number of concluded legal cases regarding corrupt practices brought against the issuer or its employees during the reporting period and the outcomes of the cases.		The were no concluded legal cases regarding corrupt practices brought against the Group or its employees that had a significant impact on the Group in the reporting period.
KPI B7.2	Description of preventive measures and whistleblowing procedures, and how they are implemented and monitored.	20	<ul style="list-style-type: none"> • Whistleblowing Policy
KPI B7.3	Description of anti-corruption training provided to directors and staff.	19, 124-137	

Community

Aspect B8: Community Investment

General Disclosure	Policies on community engagement to understand the needs of the communities where the issuer operates and to ensure its activities take into consideration the communities' interests.	17	<ul style="list-style-type: none"> • Sustainability Policy • Corporate Communications Policy
KPI B8.1	Focus areas of contribution (e.g. education, environmental concerns, labour needs, health, culture, sport).	61-62, 119-123	Each core business has focus areas relevant to the industries and countries in which they operate. These Include supporting physical and mental wellness as well as bridging society's digital divide.
KPI B8.2	Resources contributed (e.g. money or time) to the focus area.	119-123	Donations to charitable organisations and by the Company and its subsidiaries during the year amounted to approximately HK\$40 million.

APPENDIX 3: FULL LIST OF REPORTED BUSINESS UNITS

The following list relates to the full list of entities incorporated within the boundary of this Sustainability Report.

Ports

Hongkong United Dockyards	Hutchison Ports Gdynia	Hutchison Ports SITV
Hutchison Ports Ajman	Hutchison Ports Gwangyang	Hutchison Ports Sohar
Hutchison Ports Alexandria	Hutchison Ports Head office	Hutchison Ports Stockholm
Hutchison Ports Amsterdam	Hutchison Ports HIT (HIT)	Hutchison Ports Sydney
Hutchison Ports BEST	Hutchison Ports ICAVE	Hutchison Ports Thailand
Hutchison Ports Brisbane	Hutchison Ports KICT	Hutchison Ports TILH
Hutchison Ports Busan	Hutchison Ports LCMT	Hutchison Ports TIMSA
Hutchison Ports Delta II	Hutchison Ports LCT	Hutchison Ports TNG
Hutchison Ports ECT Rotterdam	Hutchison Ports MITT	Hutchison Ports UAQ
Hutchison Ports ECV	Hutchison Ports Pakistan	Hutchison Ports UK
Hutchison Ports EIT	Hutchison Ports PPC	Hutchison Ports Yantian
Hutchison Ports FCP	Hutchison Ports RAK	

Retail

AS Watson Industries (China)	Kruidvat	Watsons Malaysia
AS Watson Industries (HK)	PARKnSHOP Hong Kong	Watsons Philippines
AS Watson Group Europe	Savers	Watsons Singapore
AS Watson Head Office	Superdrug	Watsons Taiwan
Drogas Latvia	The Perfume Shop	Watsons Thailand
Drogas Lithuania	Trepleister	Watsons Türkiye
FORTRESS	Watsons China	Watsons Ukraine
ICI PARIS XL Belux	Watsons Hong Kong	Watsons Vietnam
ICI PARIS XL Netherlands	Watsons Indonesia	Watsons Wine

Infrastructure

Alliance Construction Materials	EnviroNZ	Shen-Shan Highway (Eastern Section), Shantou Bay Bridge and Panyu Beidou Bridge
Anderson Asphalt	Green Island Cement	
Australian Energy Operations	ista	UK Power Networks
Australian Gas Infrastructure Group (AGIG), including Australian Gas Networks, Dampier Bunbury Pipeline and Multinet Gas	Northern Gas Networks	UK Rails
Canadian Midstream Assets	Northumbrian Water	UK Renewables Energy Group
Canadian Power	Park'N Fly	United Energy
Dutch Enviro Energy (owner of AVR- Afvalverwerking B.V. (AVR))	Phoenix Energy	Victoria Power Networks
Energy Developments Limited (EDL)	Power Assets	Wales & West Utilities
	Reliance Home Comfort	Wellington Electricity
	SA Power Networks	
	Seabank Power	

Telecommunications

3 Austria	3 Ireland	Vietnamobile
3 Denmark	3 Sweden	Wind Tre
Hutchison Telecommunications Hong Kong Holdings Limited (HTHKH), including 3 Hong Kong and 3 Macau	3 UK	
	Hutch Lanka	



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