

SOCIAL

Employees are fundamental to the Group's success, and the Group is committed to their development, well-being, and growth. It fosters a workplace culture that values diversity, promotes inclusion, and prioritises safety, while attracting and retaining talent from diverse backgrounds.

The Group recognises that sustainable business success extends beyond its operations to create lasting value for stakeholders and deliver meaningful impact in the communities where it operates. These priorities are embedded within the Group Sustainability Framework, which provides a structured approach to addressing stakeholder expectations and advancing social initiatives. Through this framework, the Group implements programmes that generate sustainable value and contribute to long-term societal wellbeing.



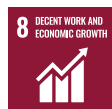
GROUP GOALS

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

CONTENT IN THIS CHAPTER

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

Linked SDGs



EMPLOYER OF CHOICE

The Group has over 205,000 employees across its four core businesses (the scope of this report). The Group is committed to maintaining optimal workplace conditions while supporting employee development, wellbeing, and safety.

The Group assigns each core business to design specialised human resource programmes within the Group's policy framework, ensuring workplace excellence and security while addressing unique operational requirements and employee needs. This section provides an overview of workforce management practices across the Group's core business operations.

During the year, the Group's core businesses and business units received awards and recognitions for their practices in workplace management. Please see also [Appendix 4: Sustainability-related Awards and Recognitions](#) for further information.

Group



WORKPLACE-RELATED RECOGNITIONS RECEIVED IN 2025

Ports

- **Hutchison Ports HIT**
Partner Employer Award 2025
– The Hong Kong General Chamber of Small and Medium Business
- **Hutchison Ports**
The MEET Excellence Award
– HK-Middle East Business Chamber
- **Hutchison Ports Yantian**
Best Container Terminal – Asia (Over 4 million TEUs)
– Asia Cargo News
- **Hutchison Ports Pakistan**
Port/Terminal of the Year – South Asia 2025
– Global Ports Forum

Retail

- **AS Watson Group**
HR Asia Best Companies To Work For In Asia – Platinum Harmonia Award
– HR Asia
- **The Perfume Shop**
UK Top Employer
– Top Employers Institute
- **Superdrug & Savers**
Highly Commended for Most Inclusive Employer
– Employer's Excellence Awards

Infrastructure

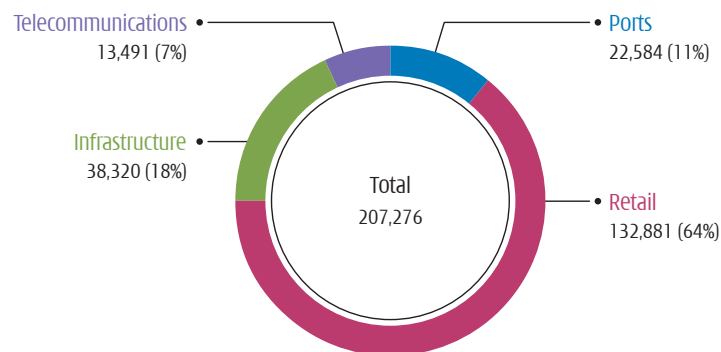
- **Northumbrian Water**
The UK's Best Workplaces
– Great Place to Work® UK People and Business Award
– North East Chamber of Commerce
- **UK Power Networks**
UK Employer of the Year (Platinum accreditation from Investors in People since 2020)
Wellbeing Gold Award
– Investors in People Awards
2nd in UK Top 25 Best Big Companies to Work For
– Best Companies
Best Employee Engagement Strategy
– UK Institute of Customer Service
Best Healthcare and Wellbeing Benefits Award
– Employee Benefits Awards 2025
Diversity and Inclusion Strategy of the Year
– Women in Green Business Awards

Telecommunications

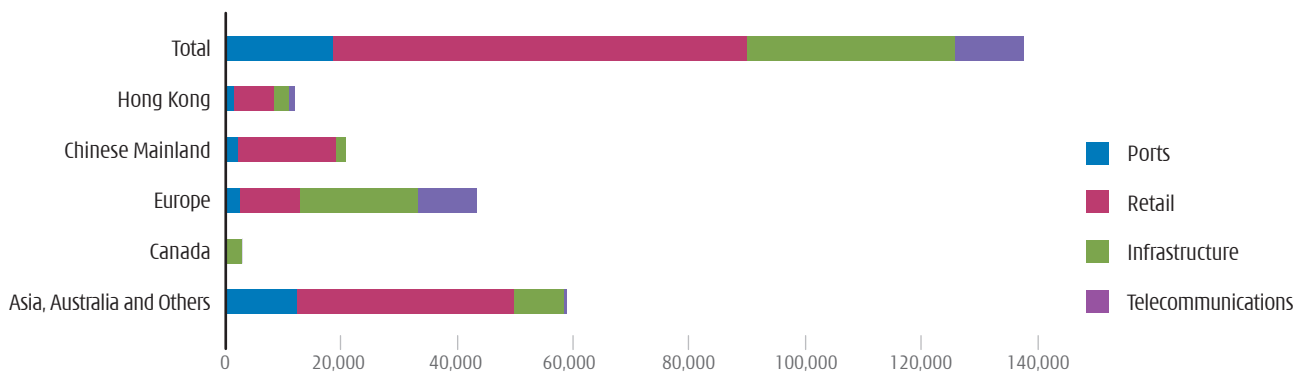
- **3 Sweden**
Winner of Grand Prix- Employer brand of the year
– Magnet Awards
- **Wind Tre**
Top Employer Italy 2025
– By Top Employer Institute
- **3 Austria**
Diversity Leaders Award
– Sheconomy
- **3 Hong Kong**
Good MPF Employer
– Mandatory Provident Fund Schemes Authority

Core business employment breakdown in 2025

By core business

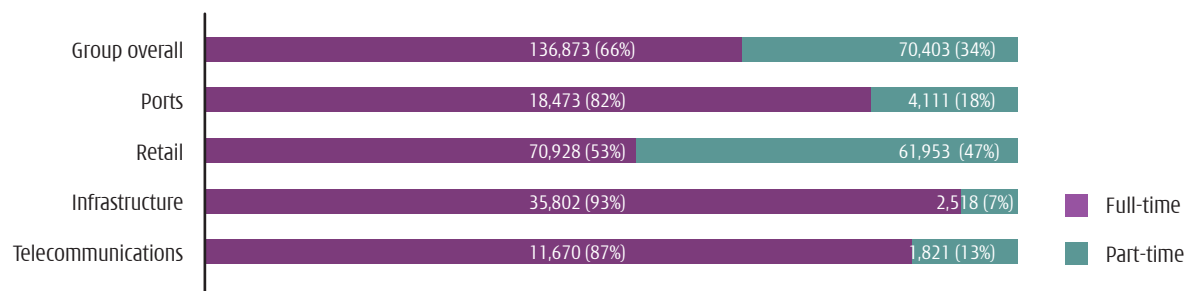


By location (full-time)

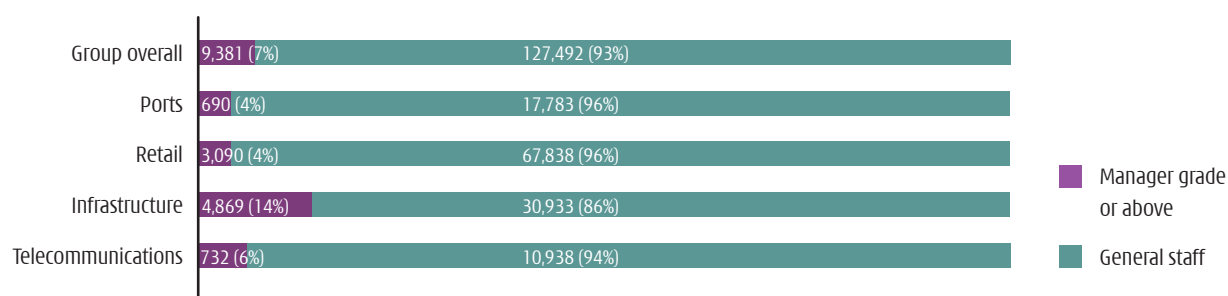


For details, please refer to [Appendix 1: Environmental and Social Performance Indicators](#)

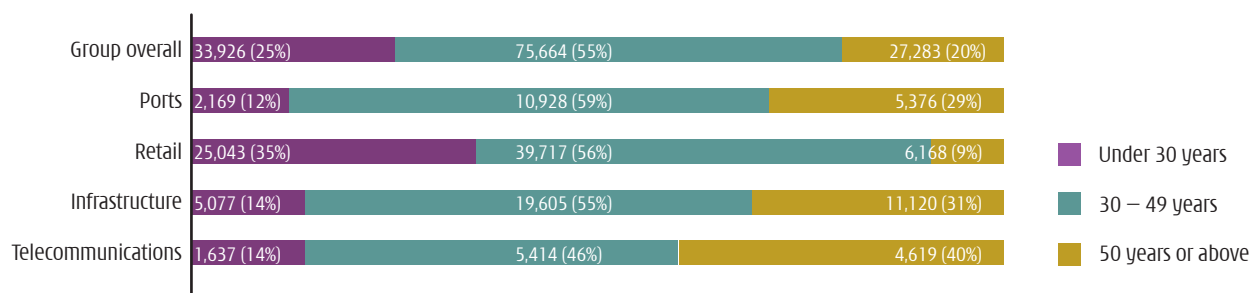
By employment type



By employee category (full-time)



By age group (full-time)



For details, please refer to [Appendix 1: Environmental and Social Performance Indicators](#)

Talent Attraction and Identification

The Group recognises the importance of building a workforce based on talent, irrespective of background, culture, gender, or race. It is committed to attracting and retaining the best talent, reflecting its dedication to diversity and inclusion. This approach strengthens the Group's ability to serve its extensive customer base and contribute positively to local communities worldwide.


 Ports


 Retail

IDENTIFICATION OF HUMAN CAPITAL RISKS

Measures are taken by various divisions to assess human capital risk and evaluate training programmes and succession plans, ensuring strong recruitment practices, and fostering open communication. They mitigate talent shortages, enhance workforce capability, and support organisational resilience through proactive people management strategies. The Ports division adopts a structured, annual approach to succession planning and talent review to ensure the organisation's long-term strength in human capital. This process includes succession evaluation, leadership and talent pipeline identification, training needs analysis, and the creation of individual development plans for critical roles and high-potential employees. Business units at the Ports division also review and assess their relative strengths, challenges, and skills gaps in people capabilities to support and sustain business growth plans and key strategies. These insights are followed up with targeted action plans at both business unit and regional levels, enabling continued leadership bench strength and robust talent development across the organisation.

In the Retail division, the organisational capability review serves as a "health check" to evaluate the performance, potential, and career aspirations of key employees, enabling proactive succession planning and retention

strategies. The on-campus recruitment cycle involves reviewing business unit strategies, mapping individual performance and potential using tools like the 9-box grid, identifying high-potential talent, and addressing gaps through targeted development plans. This process ensures business continuity by anticipating leadership needs, minimising external hiring costs, and fostering internal growth. Additionally, Optical Character Recognition (OCR) technology is utilised to integrate data analytics and action planning to create sustainable succession pipelines and leadership acceleration opportunities.

Furthermore, the Ports division continues to review its salary and compensation packages, and expand its talent sourcing pools to address employee turnover and talent shortage. For example, at Hutchison Ports Gdynia in Poland, the recruitment of skilled blue-collar workers in the operational area, such as mechanics and equipment operators, remains a challenge due to the lack of candidates with specific qualifications required in the job market. To address these challenges, Hutchison Ports Gdynia continues to implement a training programme led by trainers selected from the existing workforce, aiming at developing the required competencies internally and reducing staff turnover. The salaries of technical employees are also regularly reviewed and adjusted accordingly.

Human Capital Development Targets

Setting clear human capital development targets ensures that the Group's workforce is equipped with the skills, support, and opportunities needed to thrive and safeguard the continuity of its operations. In line with the specific needs at different business units, measurable goals and progress-tracking mechanisms are in place to monitor its advancement. Examples from the Ports division are provided in the following table.

Business units	Targets	Progress
Hutchison Ports Pakistan	Achieve 90% retention rate	The retention rate reached 89% in 2025
Business units in the UAE	Complete at least one unique training for each employee once in three years	More than 86% of employees have completed at least one unique training within three years

Core businesses have implemented a range of initiatives to attract, develop, and retain young talent across their global operations. The Ports division has introduced apprenticeship, internship, and traineeship programmes, complemented by career fairs, port visits, and incentive schemes to build a sustainable talent pipeline.

The Retail division invests in youth development through flagship programmes. "O+O Store Immersion" offers interns hands-on experience, soft skills training and reverse mentoring. In Asia, AS Watson's "Ambitious Star Programme" partners with Hang Seng University to equip students with professional skills, while the 1-Day Store Manager Experience Programme provides immersive in-store learning and mentoring. In Europe, Superdrug's and Savers' "Rise Up" apprenticeship programme has doubled in size over five

years, supporting over 5,000 apprentices with clear progression to store manager and retention incentives. Kruidvat's "Internships to the Max" delivers structured internships with fair compensation and guidance, with 40% leading to permanent roles.

Meanwhile, 3 Sweden's "3Talent" programme targets newly graduated master's students, offering a fast-track career development opportunity within the telecom industry. Participants gain exposure to 3's business model and culture, supported by mentorship from senior leaders.

Collectively, these initiatives reflect a strong commitment to nurturing future talent, enhancing employability, and building a diverse workforce across the ports, retail, and telecom sectors.

Retail



DATALAB PROGRAMME — TALENT DEVELOPMENT

Four trainees from the 2023 intake of the "DataLab Graduate Trainee Programme" successfully completed their 24-month journey in June 2025. Offering comprehensive rotations and structured training, the programme equips young professionals with hands-on experience and technical and analytical skills, positioning the team for future growth. Two graduates now support data science solutions, while the other two have

transitioned into commercial analytics, contributing to "GenAI" initiatives and broader analytics projects.

Building on this achievement, the division launched its third intake in 2025 to develop versatile talent aligned with evolving business needs and strengthen its talent pipeline for data science and commercial analytics.

Infrastructure



IDENTIFY TALENTS TO SUSTAIN COMPETITIVENESS

Collaborating with universities and technical institutions, the Infrastructure division offers campus hiring, internships, and apprenticeships, providing practical experience and mentorship to equip participants with industry-relevant skills and clear career progression.

- Northumbrian Water attracted over 1,400 applications for 24 roles in 2025 and has welcomed more than 100 apprentices since 2021, achieving a 96% retention rate.

- SA Power Networks admitted 38 apprentices, cadets, and graduates into pathway programmes, combining hands-on training with structured learning, and its engineering vacation programme bridges academic learning with real-world application.
- EDL inspires future engineers through STEM partnerships and supports early-career professionals via its "Young Professionals Network", fostering peer connections and volunteer engagement.

Telecommunications



CULTIVATING FUTURE-READY WORKFORCE

The Telecommunications division is proactively building a diverse, future-ready workforce.

In Italy, Wind Tre's OnStage internship programme, now in its 10th edition, offers six-month job rotations complemented by training in decision-making, emotional intelligence, and personal branding. Networking events like Welcome Day and Graduation Day ensure interns gain professional and personal growth, positioning them for future success.

Employee Engagement

The Group recognises that motivated employees are essential to achieving business excellence, leveraging their collective expertise to drive continuous improvement and innovation. The structured employee engagement framework ensures regular touchpoints throughout the year, anchored by biannual surveys that monitor trends and track employee sentiment over time. In addition, business units actively gather and analyse feedback from internal activities such as conferences and workshops, with insights shared to inform operational enhancements.

This comprehensive approach fosters a culture of continuous listening and responsiveness, ensuring that employee needs and concerns are addressed effectively. By integrating feedback into strategic planning, the Group strengthens long-term

development while promoting an inclusive and collaborative workplace environment.

The Infrastructure division has a structured performance management framework that promotes open, two-way dialogue and links compensation to both individual achievements and organisational goals. Annual team-based reviews provide meaningful feedback and support professional growth, reinforcing a culture of transparency and collaboration. To deepen engagement and understand employee perspectives, the division conducts regular surveys that inform initiatives aimed at inclusion, development, and long-term satisfaction. These insights drive programmes that strengthen retention and build resilience for future challenges.



CKI's International Family Day brings together more than 1,200 staff members and their families across the world.

Telecommunications



CONTINUOUS EMPLOYEE ENGAGEMENT AND DEVELOPMENT

Across the Telecommunications division, business units are strengthening employee engagement through structured feedback and open communication.

3 Denmark conducts quarterly satisfaction surveys to monitor engagement and workplace experience, using insights to drive targeted improvements via feedback sessions and workshops. **3** Sweden employs a comprehensive engagement model with quarterly surveys tied to engagement targets, followed by departmental meetings to identify actions. Employees benefit from bi-weekly one-on-one meetings, annual goal setting, and bi-annual reviews. To foster

collaboration, “buddy feedback” sessions twice a year provide peer input for both employees and managers.

In Italy, Wind Tre’s #Diciamolanostra Full Engagement Survey explores topics such as hybrid working and strategic involvement, with transparent results and actionable plans. Similarly, **3** Ireland runs annual engagement surveys and mid-year pulse checks, supported by its “Making Things Better” programme and quarterly employee forum meetings, ensuring that employee voices are well listened to and shape decision-making.

Retail



CONTINUOUS IMPROVEMENT OF EMPLOYEE ENGAGEMENT PRACTICES

The Retail division has strengthened employee engagement practices to promote openness, wellbeing, and continuous improvement. In Asia, the launch of the Employee Listening Toolkit in early 2025 marked a major shift. The Colleague Engagement Survey moved from a biennial to an annual cycle with a streamlined question set for greater relevance. Interactive reports are shared with People Partners and team leaders, who implement tailored action plans, including focus groups where needed.

In Europe, a formal engagement strategy supported by a comprehensive toolkit ensures consistency. All business units conduct annual surveys via WorkBuzz (except

Benelux and Savers, which use alternative tools), covering engagement, wellbeing, and demographics. Results are benchmarked across the division, and leaders receive training on dashboards and action planning. Initiatives such as Superdrug’s engagement branding, Savers’ listening groups and “Happy Score” pulse surveys, and Watsons Ukraine’s quarterly “Watsons Voice” meetings reinforce a strong feedback culture, ensuring that employee voices shape decisions. The Retail division also regularly conducts Net Promoter Scores surveys on globally important training programmes such as “I can do it”, “StepUp” and “Watsons beauty”. This gives an opportunity to see processes from various sides, improve the implementation process, and hear voices of the employees.

The Group communicates its sustainability achievements and progress through multiple channels, including the quarterly online journal *Sphere* and the monthly CKHH Group Sustainability Newsletter. These publications play a vital role in communicating and sharing initiatives and driving improvement plans in areas requiring attention. They also form part of sustainability trainings. A Sustainability Portal was also launched in 2025, making sustainability materials, such as best disclosure practices and climate-related policies more accessible to employees. This approach reflects best practices in sustainability, regular corporate reporting, transparency, and the use of digital formats to ensure stakeholders are kept informed. By leveraging these platforms, the Group ensures timely communication of progress and performance, reinforcing accountability and engagement across all levels.

The Ports division publishes the Sustainability Newsletter at least once annually to communicate key developments, strategic priorities, and performance highlights of the Hutchison Ports sustainability programme, including progress in decarbonisation and other material metrics. Complementing this, the Global HR Newsletter, issued biannually, provides updates on inclusion, wellbeing, employee engagement, and development initiatives across business units. In addition, employees participated in regular global sustainability webinars, with the July 2025 session focusing on the evolving CSRD reporting requirements. Together, these initiatives strengthen a culture of accountability and environmental stewardship, reinforcing alignment between employee values and the division's long-term sustainability goals.

Ongoing communication is delivered in the Retail division through *AS Watson Today*, the internal platform that regularly shares sustainability tips alongside updates on people initiatives, diversity, equity and inclusion, and wellbeing programmes. These frequent and accessible communications keep sustainability at the forefront for all employees, reinforcing awareness and engagement across the organisation. Wind Tre from the Telecommunications division strengthens sustainability awareness through a dedicated newsletter highlighting ESG-related activities introduced by various departments. This approach ensures that employees remain informed and connected to the company's sustainability goals.

Learning and Development

The Group's commitment to building a future-ready workforce is reflected in its comprehensive training and development strategy. Management teams actively review and update training programmes to address evolving market demands and future challenges. In 2025, the Group delivered over 340,000 training hours across a wide range of competencies, including sustainability regulations and ESG reporting standards, anti-bribery and anti-corruption practices, governance compliance, as well as essential leadership, negotiation, and other soft skills.

To strengthen management engagement in sustainability, specialised ESG sessions and strategic sustainability meetings are held at Working Group and Committee levels twice a year, focusing on market trends, regulatory developments and topics that could potentially impact the Group on sustainable development goals. This multi-tiered approach ensures that employees at all levels are equipped with the knowledge and skills required to navigate an increasingly complex business environment. By integrating technical expertise with leadership and compliance training, the Group empowers its workforce to drive innovation, uphold ethical standards, and deliver long-term success in a rapidly evolving global landscape.

Investment in Human Capital

The Group maintains a strategic focus on developing its human capital and future leaders, while retaining high-performing talent to drive business sustainability and resilience. Each division implements tailored leadership programmes that address specific needs across management levels, building a robust pipeline of future leaders.

Structured succession planning is conducted annually within all business units and regions to enable systematic evaluation of leadership capabilities and identification of development needs. Senior management plays an active role through direct leadership assessment, sponsoring targeted interventions, and aligning talent development with organisational objectives.

This approach is strengthened by a comprehensive performance management and reward framework that enhances engagement, retains top talent, and ensures equitable advancement opportunities. Succession planning incorporates ongoing talent reviews, personalised development plans, mentoring, and knowledge transfer mechanisms to ensure leadership readiness and business continuity. Through these initiatives, the Group cultivates a resilient leadership structure prepared to meet future challenges and support long-term success.

Retail



BUILDING LEADERSHIP CAPABILITY AND FUTURE TALENT

The Retail division places strong emphasis on leadership development, anchored by the Leadership Acceleration Programme (LAP), an 18-month journey designed to prepare high-potential talent for senior roles. LAP focuses on commercial acumen, transformational leadership, and strategic mindset. The programme integrates rigorous assessments such as WAVE and 360° feedback, experiential projects, group coaching, and learning pods to reinforce growth and accountability.

Watsons Türkiye delivers training on team management, feedback, and leadership using AI simulations. Superdrug's Aspire to Grow and Aspire to Develop offer six-month journeys combining leadership capability building, business projects, and strategic communication skills. Similarly, the Aspire Europe Leadership Development Programme provides a 10-month

experience with workshops, coaching, and 360° feedback.

Additional initiatives include Management Academies, Savers' Great Leaders workshops, and Fast Forward programmes for ambitious talent. These programmes collectively foster agility and ensure business continuity through structured talent pipelines.



Infrastructure



DEVELOPING A SKILLED WORKFORCE

The Infrastructure division underscores its role in developing the skilled workforce needed to address future challenges. SA Power Networks delivers a range of vocational education programmes to support skills development across the organisation. These programmes cover applied electrical engineering, project management, leadership and management, cybersecurity, and training and assessment, and are available to internal employees as well as participants

in the Network Project Officer Cadetship Programme. Training is delivered by registered training organisations over periods ranging from 12 to 48 months, leading to nationally accredited qualifications at Certificate III, Certificate IV, Diploma and Advanced Diploma levels. Through these programmes, SA Power Networks demonstrates its ongoing commitment to upskilling employees and building a capable, future-ready workforce.

Telecommunications



DEVELOPING FUTURE LEADERS ACROSS EUROPE

The Telecommunications division is committed to developing a strong leadership pipeline through targeted programmes that accelerate career growth and prepare employees for future responsibilities. **3** Denmark equips assistant store managers for leadership roles through dedicated courses, and there are trainee programmes for leadership and training consultant positions. **3** Sweden leverages its Performance Development model to assess performance and leadership potential, ensuring that high-potential employees receive growth opportunities. Programmes such as "Take Lead" provide structured leadership journeys, while "Level Up" offers individual coaching to accelerate readiness.

In Italy, Wind Tre's Future Leaders programme builds leadership capability through initiatives such as the "Jump & Stretch" training series, developed with leading universities. The latest edition engaged 34 young talents, with a new wave for 58 participants launched in late 2025. Complementing this, the New Generation Programme introduces graduates to corporate values, soft skills, and mentoring, while promoting digital learning with a focus on AI.

Upskilling and Reskilling

Recognising the transformative impact of emerging technologies on operations, such as big data, AI, and automation, the Group continues to implement targeted upskilling and reskilling initiatives to ensure that its workforce remains future-ready. This commitment to continuous learning is reinforced through financial support for professional development, including job-related qualifications and certifications, as outlined in the Group Employment Policy. Each business division offers tailored mentorship and development

programmes, creating a comprehensive learning ecosystem that blends practical experience with progressive skills enhancement.

By equipping employees with advanced technical and leadership capabilities, the Group enables them to evolve alongside changing business needs. Supporting skill development not only enhances organisational agility but also strengthens critical factors for success, such as employee motivation and retention, in an increasingly competitive and fast-changing work environment.



90 management trainees and interns from the Group's head office and business units attend the networking reception event.

Ports



BUILDING WORKFORCE CAPABILITY THROUGH TARGETED TRAINING

In the Ports division, professional training, technical workshops, and online learning platforms are in place across all business units. Comprehensive operations programmes ensure that employees are reskilled, licensed, and recertified across multiple terminals. Hutchison Ports UK also focused on developing green skills in plant electrification and systems integration.

Tailored training programmes remain a key priority. For example, business units in the UAE launched

a comprehensive operations talent development programme covering operational, safety, systems, and digital competencies. Digital capabilities were further strengthened through cybersecurity awareness and generative AI training: for example, the Hutchison Ports Global Cybersecurity Awareness Campaign, the "Talk 2025" campaign conducted at Hutchison Ports MITT in Myanmar, and participation by Hutchison Ports Pakistan in the AI-focused seminar CONNEX25.

Retail



BUILDING SKILLS AND LEADERSHIP IN THE RETAIL INDUSTRY

In 2025, the Retail division launched the AS Watson AI Academy, a company-wide initiative to embed an AI-enabled culture and equip employees with practical Generative AI skills. The Academy aims to boost productivity, creativity, and confidence while ensuring compliance and responsible practices. The programme includes three levels:

At Level 1, Foundation Skills are mandatory for all office and field teams, covering AI fundamentals, responsible use, Copilot essentials, prompting basics, and role-specific applications. Levels 2 and 3, which are scheduled to be

launched in 2026, will deliver advanced and strategic AI training.

Across Europe, capabilities have been strengthened through initiatives aligned with the "Fit for the Future" strategy, including Learning Rooms for essential skills, Learning at Work Week to foster collaboration, and the Digital Skills Toolkit to standardise digital capability. Business units complemented these efforts with tailored programmes such as Watsons Ukraine's StepUp, Superdrug's Retail Management Training for 150 colleagues, and six-month Aspire programmes for rising talent.

Telecommunications



DRIVING WORKFORCE AGILITY

The Telecommunications division is strengthening technical expertise, leadership capability, and adaptability to support business transformation and career growth.

3 Denmark supports all employees with the creation of 12-month development plans, complemented by "3Academy" evening courses for non-academic staff and monthly departmental training to maintain product and process knowledge. **3** Sweden drives customer-centric transformation through its Customer Excellence

Programme, upskilling 700 employees in new sales and service methodologies, while leadership programmes and the Project Network ensure consistent execution and growth. **3** Ireland embeds agile practices via Agile Learning Paths, bootcamps, and targeted sessions for Product Owners and Chapter Leads. Team coaching fosters collaboration and psychological safety, while an upcoming AI learning module will enhance digital literacy and future readiness.

Succession Planning

The systematic multi-tiered succession planning adopted by the Group ensures leadership continuity and organisational resilience. Core businesses conduct annual reviews of succession plans, building a comprehensive talent pipeline. These plans undergo rigorous evaluation and receive final approval from the Group's Senior Management to ensure alignment with strategic priorities. Divisions further strengthen this framework by extending succession planning to additional organisational layers, fostering greater depth and stability in leadership readiness. The process prioritises continuous review, proactive identification of critical roles, and the development of high-potential talent through personalised development plans and knowledge transfer mechanisms.

Across divisions, annual talent reviews identify high-potential employees for critical roles, supported by tailored development plans that include job rotations, cross-department exposure, coaching, and targeted training. The Ports division conducted systematic annual succession planning and talent review exercises across all business units to evaluate and monitor leadership readiness and bench strength. This is supported by development interventions and internal mobility frameworks to prepare successors and talent for key positions.

AS Watson Group Europe strengthens organisational capability through its organisational capability review, assessing performance, potential, and career aspirations to align talent with business strategy. Its flagship programme, "Runway", accelerates high-potential colleagues into senior roles via personalised learning journeys, executive coaching, and strategic business challenges, fostering agility and collaboration.

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 aligns with global workforce requirements, as these skills are increasingly in demand for navigating complex business challenges and driving innovation. Through the human resources department's regular training offerings, employees receive continuous support to enhance their knowledge base and strengthen their professional capabilities, ensuring both individual excellence and organisational resilience. The emphasis on these foundational skills not only prepares employees to adapt to rapid technological change but also positions them to take on leadership roles and contribute to the Group's ongoing growth and competitive advantage.

Ports



NURTURING HIGH-POTENTIAL LEADERS

Hutchison Ports' Management Development Programme – South East Asia Division is an initiative designed to cultivate the next generation of high-potential leaders. Over the one-year journey, participants were encouraged to step out of their comfort zone and collaborate with colleagues from diverse cultures and backgrounds through a variety of classroom modules, virtual learning, cross-functional capstone projects, hands-on familiarisation at two terminals, as well as

career coaching and guidance. The programme equipped the division's future leaders with the necessary skills and insights to drive growth and innovative thinking in their business units. Embracing a growth mindset, the participants continued to apply their knowledge and accelerate their leadership and problem-solving capabilities to collaborate cross-culturally, contributing solid business outcomes for the Ports division.

Infrastructure



LEADERSHIP EXCELLENCE DEVELOPMENT PROGRAMME

Victoria Power Networks delivered diverse training programmes designed to strengthen communication, accountability, and team leadership skills, empowering employees to elevate workplace performance. Key courses included Coaching to Drive Performance, Crucial Conversations, Holding Each Other Accountable, Introduction to Leadership, Elevate Your Team from Good to Great, and Giving and Receiving Effective Feedback.

While most sessions were facilitated by the in-house training team, the flagship Leadership Excellence Programme was delivered in partnership with the Australian Institute of Management, bringing external expertise to complement internal capabilities. Offered multiple times throughout the year, these initiatives were completed by 99 employees, underscoring Victoria Power Networks' commitment to cultivating strong leadership and fostering a high-performance culture across the organisation.

Telecommunications



BUILDING A FUTURE-READY WORKFORCE

In 2025, 3 Sweden launched a company-wide competence strategy to ensure that the organisation is equipped with the right capabilities to deliver on long-term business ambitions. Central to this strategy is a core skills framework focused on key areas, such as Leadership, Sales & Service, and Culture, Business Acumen & Ways of Working. Working closely with each business area, 3 Sweden defines role-specific competencies aligned with strategic priorities and future needs, ensuring development efforts remain targeted and relevant. To make learning accessible and engaging,

3 Sweden has introduced a new digital learning platform hosting structured learning journeys linked to the core skill areas. Specialised programmes strengthening critical capabilities across the organisation are introduced, including the following:

- Customer Excellence Programme
- Onboarding and Preboarding
- Leadership Basics
- Project Management
- Personal Development Training Programme
- Development Programme for Informal Leaders



3 Sweden office at Stockholm.

INCLUSION AND DIVERSITY

The Group's operations are grounded in principles of inclusivity and diversity, reflected in policies and programmes that promote a workforce representative of the communities we serve. This commitment goes beyond policy implementation, with regular employee engagement initiatives conducted at least once a year across divisions, creating open channels for feedback and dialogue. Management actively reviews engagement findings and adapts policies to strengthen an inclusive workplace culture.

The approach aligns with leading practices, embedding diversity and inclusion into core businesses' operations, supporting employee resource groups, and implementing measurable accountability mechanisms to track progress and drive continuous improvement. Through these efforts, the Group fosters a culture where every employee feels valued, respected, and empowered to contribute to sustainable business success. 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 robust framework anchored in its [Human Rights Policy](#) and [Code of Conduct](#). The zero-tolerance approach covers 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 under the [Whistleblowing Policy](#), ensuring accountability and maintaining workplace integrity. This commitment aligns with leading equal opportunity practices, embedding anti-discrimination principles into employment policies, providing accessible reporting mechanisms, and delivering regular awareness training for employees at all levels.

Strength in Diversity

The Group is committed to embracing diverse perspectives and reflecting the diversity of its stakeholders and the communities it serves within its workforce. This principle is embedded in the business philosophy and operational practices.

Reinforcing its ongoing commitment to diversity and inclusion, the Group formalised the [Workforce Diversity Policy](#). This policy sets out the Group's inclusivity and diversity principles across all spectrums of employment, including recruitment and selection, professional development and training, compensation and benefits, performance evaluation, and career progression. Guided by the policy, the Group's Sustainability Committee reviews progress on embedding diversity and inclusion across the Group's workplace, culture, strategy and processes at its half yearly meetings, and submits its recommendations to the Board for consideration and approval.

Meanwhile, core businesses has implement tailored inclusion and diversity programmes, including training, networking, mentoring,

and senior-level sponsorships to support equitable opportunities. Senior management actively oversees diversity performance metrics, regularly reviewing workforce composition to ensure balanced representation across all organisational levels. This approach emphasises the integration of diversity and inclusion into core business strategies, establishing clear accountability mechanisms, and leveraging data-driven insights to track progress and drive continuous improvement.

3 Hong Kong introduced a [Workforce Diversity Policy](#) in 2025. Meanwhile, 3 Ireland's Inclusion and Belonging Strategy underpins its clear action plan for 2024 – 2026, reflecting its commitment to creating a workplace where every individual feels valued, respected, and supported. The business unit focuses on addressing the diverse needs of its people and fostering a culture of inclusion, belonging, and respect.

The Ports division is committed to fostering a diverse and inclusive workplace where employment decisions are based solely on job requirements, qualifications, and performance. All business units uphold the principle of equal opportunity regardless of race, religion, age, disability, gender, or any other protected characteristic. Executive teams actively champion diversity and inclusion objectives, monitoring progress towards equitable representation across roles and leadership levels. Professional development and promotion decisions are guided by merit, competence, and transparent evaluation criteria. These measures reinforce the division's commitment to embedding diversity and inclusion within its governance framework and advancing a fair, respectful, and sustainable workplace.

To strengthen awareness and participation in diversity and inclusion, the Infrastructure division delivers regular training programmes designed to deepen understanding of diversity principles, encourage inclusive behaviours, and promote cultural competence across teams.



EMPOWERING TALENTS FROM DIVERSE BACKGROUNDS

Hutchison Ports Head Office and Hutchison Ports HIT continued their support as a dedicated employer for local NGOs CareER and Kely Support Group. Through these collaborative platforms, Hutchison Ports Head Office and Hutchison Ports HIT actively provide internship opportunities and mentorship programmes for individuals from underrepresented communities, such as persons with disabilities, those with special educational needs (SEN) and ethnic minorities. In 2025, the Ports division supported seven cadets through the programmes, empowering them with practical skills, professional guidance, and confidence to thrive in the workplace.

Along with the initiative, inclusive recruitment workshops were organised for managers to focus on practical techniques and communication skills essential in hiring and onboarding diverse talent. An employee-wide “Bridge to Inclusion” event cultivated the importance of diversity and community support, fostering awareness and understanding among all staff, and demonstrating organisational commitment to building an inclusive environment for everyone.

Summary of diversity efforts at the Ports division in 2025

Business units in the UAE	40% of new hires were specifically aligned with diversity, equity and inclusion objectives - Two awareness sessions have been organised for all supervisory levels
Hutchison Ports UK	100% of employees completed the Prevention of Sexual Harassment training in 2025; all new employees completed additional mandatory training on Banter vs Bullying & Harassment and The Importance of Equality, Diversity & Inclusion and Dignity at Work



Hutchison Ports HIT joins the CareER Corporate Inclusive Sports Challenge.

Retail



DRIVING INCLUSIVE RECRUITMENT AND ACCOUNTABILITY

The Retail division's equal opportunity strategy prioritises inclusive hiring and bias-free practices, ensuring fair access to opportunities for all candidates. A dedicated recruitment toolkit is utilised to provide practical guidance for inclusive recruitment, including to eliminate bias from talent attraction to onboarding, continuous training for recruiters and hiring managers on inclusive practices and ensures a positive, transparent, and respectful candidate experience for all applicants. In parallel, sustainability KPIs are embedded into leadership performance evaluations, covering environmental impact, social responsibility, and governance. These measures reinforce accountability, strengthen the employer brand, and align business growth with ESG commitments in creating a workplace that champions inclusion, transparency, and long-term resilience.

Watsons Türkiye demonstrated inclusive recruitment through age-focused initiatives, implementing targeted branding and outreach to attract older workers returning to the workforce, ensuring diverse representation across all age groups. Similarly, Superdrug and Savers collaborated with the Centre for Ageing Better to develop recruitment campaigns that encourage applications from older workers. Both business units are recognised as Disability Confident Level 2 Employers in the UK, implementing targeted recruitment and support for candidates with disabilities, including accessible recruitment processes and adaptive work arrangements.

Telecommunications



PROMOTING INCLUSION ACROSS GENERATIONS

To promote an open and inclusive culture, Wind Tre actively encourages dialogue, collaboration and feedback among employees from different generations. Since 2022, the company has run "Generations 4 Inclusion", its first initiative fully dedicated to cross-generational teamwork on diversity and inclusion. The programme addresses key topics such as gender equality, age and life stages, parenthood and caregiving, disability, LGBTQ+ inclusion, and the use of inclusive language and behaviours.

Building on this foundation, Wind Tre introduced the Alliance for Balance programme in 2025 to further advance gender equality. This development and training initiative targets 100 executives at CEO-2 and CEO-3 levels, equipping them with tools and insights to foster balanced leadership. The programme will continue into 2026, reinforcing Wind Tre's long-term commitment to creating a workplace where diversity and inclusion thrive.

Gender Balancing

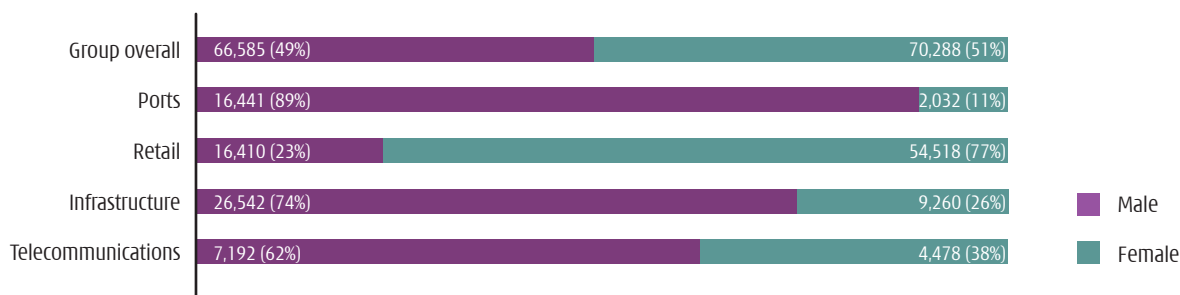
Despite ongoing efforts, the Group's core businesses continue to face structural challenges in achieving gender balance, particularly in traditionally male-dominated sectors such as Ports and Infrastructure, where entrenched stereotypes persist. To address these barriers, the Group has implemented targeted measures, including anonymising job applications and diversifying recruitment channels, demonstrating its commitment to reshaping workforce demographics and fostering greater gender equity.

The Group continues to review and refine these approaches to ensure steady progress towards more equitable representation

across all business divisions. Wind Tre from the Telecommunications division has maintained the Equal Salary Certification, an independent global standard confirming pay equity for women and men performing the same work, for three consecutive years since 2022, highlighting its dedication to fairness and transparency in compensation. **3** Ireland continues to track and report on the gender balance across the employee life cycle, including new hires, progression, development, and engagement. The company also tracks its pay, recruitment, and promotion decisions through a gender diversity lens.

Core business employment breakdown in 2025 (full-time)

By gender



Retail



CELEBRATING INTERNATIONAL WOMEN'S DAY WORLDWIDE

The Retail division has been supporting the UN Women Empowerment Principles since 2024 and is committed to empowering women to feel confident and inspiring them to become their best selves. This commitment is brought to life on the International Women's Day, when business units worldwide celebrate women's empowerment through diverse initiatives that foster inclusivity and encourage women to shine.

In Asia, Watsons Hong Kong amplifies inspiring narratives from women of different backgrounds on social media, encouraging others to embrace their beauty and confidence. Watsons Singapore has created

a platform for authentic stories of strength, self-care, and transformation, empowering women to take charge of their health, beauty, and personal goals. Meanwhile, in Europe, Superdrug and Savers hosted a Gender Equality Network event, inviting speakers to share their experiences of thriving in male-dominated industries. These sessions sparked meaningful discussions and fresh ideas on advancing gender equality. Additionally, ICI PARIS XL invited women to enjoy complimentary makeup services and share their empowering stories through video interviews, creating a space for confidence and connection.

Retail



SUPPORTING WOMEN AT EVERY CAREER STAGE

Watsons Ukraine has implemented a comprehensive diversity, equity, and inclusion programme designed to support women throughout their career journey. The programme consists of two complementary components that create a structured and responsive environment for women at work and ensure that they have a smooth transition and sustained career progression at critical stages.

In 2025, Watsons Ukraine hosted impactful events such as a Women's Leadership webinar and a month-long campaign on women's health awareness. These initiatives equip women with leadership skills, health knowledge, and peer support networks essential for career advancement and wellbeing.

Infrastructure



DIVERSITY AND INCLUSION TARGET

Business units	Diversity & inclusion targets	Status
SA Power Networks	23% female representation by 2025 and 40% by 2035	In 2025, SA Power Networks achieved 22.3% female representation
United Energy	27% female employment across the workforce by 2026 15% women in management roles by 2026	Achieved Achieved
Victoria Power Networks	25% female workforce by 2026 22% female in management roles by 2026 - Achieve 75% for Inclusion and Diversity index outcomes in the employee opinion survey by 2026	On track Achieved Achieved
AGIG	40% female representation in workforce by 2027 40% female representation in our senior leader's category by 2030	On track
Northern Gas Networks	40% female representation at senior management level by 2031	On track
United Energy	Achieve 75% for Inclusion and Diversity index outcomes in the employee opinion survey by 2026	Achieved

Telecommunications



EMPOWERING WOMEN IN TECH

3 Ireland continues to champion gender inclusion through its STEM Scholarship Partnership with Trinity College Dublin, supporting women pursuing science, technology, engineering, and mathematics degrees. Since its launch in 2022, the programme has committed to funding 25 scholarships over five years, each valued at €20,000 across a four-year degree. To date, 16 scholarships have been awarded across three cohorts. The partnership also funds two Trinity Access Teacher Fellows for three years under the Pathways to STEM Programme, encouraging higher-level mathematics in disadvantaged schools. Scholars benefit from mentoring and career support from **3** Ireland, creating pathways to rewarding STEM careers.

Meanwhile, **3** Sweden drives similar efforts to attract and retain female tech talent through collaborations with Women in Tech Sweden and Tjejer Kodar (Girls Coding). Initiatives include podcast participation and events showcasing inclusive workplaces, inspiring more women to pursue technology careers.



Eight awardees received the STEM Scholarships.

HEALTH, SAFETY AND WELLBEING

The Group is committed to meeting or exceeding all applicable health and safety laws, regulatory standards, and industry best practices. The Group [Health and Safety Policy](#) establishes corporate safety standards that define minimum requirements across all workplaces and facilities. This framework ensures consistent implementation of safety protocols and protections, safeguarding employees across the Group's diverse operations and reinforcing dedication to a safe and healthy work environment.

Creating a Culture of Safety

The Group's core businesses have established governance structures for health and safety, forming the foundation of comprehensive safety management systems. These systems clearly define responsibilities for senior management and safety personnel, ensuring accountability at all levels. Key components include coordinated emergency response planning and rigorous record-keeping procedures, which enable systematic oversight and continuous improvement of workplace safety performance. This structured approach reinforces the Group's commitment to maintaining safe, compliant, and resilient operations across its diverse business portfolio.

For example, in the Telecommunications division, Wind Tre applies a comprehensive safety management system across all activities, ensuring compliance with regulatory obligations and ensuring workplace health and safety. Recognised as a fundamental element of its development model, the system addresses risks related to industrial operations and service provision, through the identification of hazards, risk assessment and implementation of prevention and protection measures.

ISO 45001 certified business units

 Ports	- Hutchison Ports Ajman - Hutchison Ports BEST - Hutchison Ports FCP - Hutchison Ports Head office - Hutchison Ports HIT - Hutchison Ports KICT - Hutchison Ports Sohar - Hutchison Ports UK
 Retail	AS Watsons Industries (Hong Kong, HuangPu, Foshan)
 Infrastructure	- HK Electric - UK Power Networks - UK Renewables Energy Group - SA Power Networks - Victoria Power Networks - AVR - Alliance Construction Materials - Reliance Home Comfort - Anderson Asphalt - Wales & West Utilities - Seabank Power - Phoenix Energy - EnviroNZ - Green Island Cement
 Telecommunications	- Hutchison Telecommunications Hong Kong Holdings Limited (HTHKH), including 3 Hong Kong - Wind Tre



SAFETY STANDARDS ACROSS THE PORTS DIVISION

Across the Ports Division, the Hutchison Ports Group Safety Committee (SAFCOM) oversees workplace safety and the implementation of the safety management system. Chaired by the Ports division's group operations director, SAFCOM includes members from key functions and regional representatives. Its responsibilities include identifying risks, monitoring mitigation measures, and developing and updating safety-related policies, standards, and procedures.

The safety management system is underpinned by the Ports division safety policy, which commits to providing a safe working environment. The policy outlines key principles, including conducting regular terminal assessments and adopting preventative measures to reduce safety risks. Serving as the link between SAFCOM's overarching strategies and day-to-day operations at terminal level, the policy also ensures alignment and consistency. All business units in the Ports division are required to implement the safety policy, reinforcing a unified approach to health and safety.



Hutchison Ports Pakistan hosts training activities on the World Day for Safety and Health at Work.

Infrastructure



COMMITMENT TO SAFETY EXCELLENCE

A strong safety culture has been established in the Infrastructure division, as demonstrated by the safety targets in the following table.

Business units	Safety targets	Status
Victoria Power Networks	Zero fatalities by 2026	On track
UK Power Networks	Commitment to engage with the public on safety issues, focusing on those who are at highest risk of injury from contact with its networks by engaging with 300,000 people per year during RIIO-ED2 ⁽¹⁾ (vs. 250,000 people per year during RIIO-ED1) ⁽¹⁾	Engaged with over 1.37 million people through corporate website, school visits, and other interactions with young people and the public in 2024/2025

Telecommunications



BUILDING A SAFER WORKPLACE

In **3** Hong Kong, the ISO 45001:2018 Occupational Health and Safety Management System has been established at designated locations to ensure systematic oversight and continuous improvement.

Similarly, **3** Denmark operates a legally mandated health and safety committee, comprising management and employee representatives for each safety area. Its responsibilities include:

- Advising on health and safety policies and integrating them into management practices
- Planning and coordinating health and safety work at a strategic level
- Reviewing workplace risk assessments and investigating incidents
- Ensuring training and communication of safety procedures
- Coordinating between health and safety groups and the committee

(1) RIIO-ED1 and RIIO-ED2 are the price control plans for electricity distribution developed by the UK Office of Gas and Electricity Market. RIIO-ED1 covers period from 2015 to 2023, and RIIO-ED2 covers period from 2023-2028.

Engaging workers on health and safety topics through training is essential to fostering a zero-harm culture. In line with the Group [Health and Safety Policy](#), all divisions provide employees and contractors with job-specific guidelines and training to ensure safe work practices. Employees are encouraged to actively support the Group's safety performance by adhering to health and safety policies and only undertaking tasks for which they are trained, competent, and medically and physically fit. This approach reinforces accountability and promotes a safe and, resilient workplace.

Every year, the Retail division delivers comprehensive compliance training across all business units and offices. These programmes

cover a range of health and safety topics and ensure adherence to legislation and regulations applicable to retail stores, distribution centres, and office environments. Across the Ports division, health and safety training is conducted once or twice annually to ensure compliance and operational safety. For example, Hutchison Ports Alexandria in Egypt provides annual training for both employees and contractors, including induction programmes and management-led safety walks. Meanwhile, Hutchison Ports SITV in Vietnam offers training on emergency response, business continuity, firefighting, and specialised topics such as crane operation and working at height.

Infrastructure



ENSURING OPERATIONAL SAFETY THROUGH ONGOING COMPETENCY

Safety is a core value across the Infrastructure division, with each business unit implementing tailored measures to protect employees, contractors, and communities.

HK Electric is committed to upholding its safety performance standards through mandatory safety training. For example, at its Lamma Power Station, natural gas safety training is provided to all employees involved in electricity generation operations, as well as any related contractors. The ongoing safety programme ensures that all staff possess the appropriate level of natural gas safety knowledge aligned with their roles and responsibilities. Through this necessary initiative, HK Electric maintains a strong safety culture and high standards of operational safety across its operations.



Staff at HK Electric conduct drills to simulate emergency response to flooding.

Telecommunications



BUILDING A CULTURE OF SAFETY THROUGH CONTINUOUS TRAINING

At Wind Tre, training needs are regularly assessed by the prevention and protection service, covering both new and refresher courses. Requirements for course type, duration, and frequency follow Italy's State-Regions Agreement on workplace safety training, which mandates structured safety training based on risk levels. Authorised providers deliver tailored sessions, with hours varying by course complexity.

In **3** Austria, employee training is guided by the Employee Protection Act and related regulations. Employees receive comprehensive information on workplace risks and preventative measures, complemented by role-specific instruction. Training promotes the development of occupational safety at company level and is delivered annually. To enhance effectiveness, sessions often involve interdisciplinary teams, ensuring that complex topics are addressed from multiple perspectives and adapted to the needs of different target groups.

Ports



Retail



ENSURING SAFETY FOR EMPLOYEES IN CHALLENGING TIMES

Watsons Ukraine, part of the Retail division, continues to serve the local community despite the ongoing cross border conflict. During this challenging period, the local team has maintained uninterrupted services to the community while ensuring that employees and suppliers are not only safe, but are being paid fairly and on time. Providing a safe and stable working environment remains a key priority, and particular attention is being paid to the challenging working conditions such as power outages, heating disruptions, and the need to seek shelter during air raid alerts. To support staff safety and operational continuity, air raid shelters have been made available and backup generators have been installed at selected stores, particularly in cases where such support is not provided by landlords or shopping mall operators. These measures are supported by emergency preparedness procedures established in line with the Civil Protection Code of Ukraine and ISO 45001 standards, which include:

- Conducting risk assessments and identifying potential emergencies
- Implementing notification and evacuation plans, including designated routes and assembly points
- Providing instructions for personnel, including action protocols and contact details of responsible staff
- Delivering regular training and conducting drills for employees and contractors
- Maintaining response resources such as firefighting equipment, first aid kits, and emergency supplies

In addition, in view of the current military situation in the Middle East, regional management within the Ports division has been maintaining regular communication with employees at terminals across the region. Evacuation plans and support from International SOS are also in place to safeguard employee safety.

Safety Risk Management and Mitigation

The Group recognises that effective risk management is critical to maintaining a safe and secure workplace. Core businesses conducts regular internal and external risk assessments across all operations to identify potential hazards, evaluate associated risks,

and implement robust control measures to mitigate or eliminate them. This proactive approach ensures compliance, enhances safety awareness, and protects the wellbeing of employees and stakeholders.

Telecommunications



STRUCTURED, DATA-DRIVEN SAFETY RISK MANAGEMENT

Wind Tre applies a comprehensive safety management system across all activities, ensuring compliance with regulatory obligations and workplace health and safety. Risk assessment is a highly complex, ongoing process that identifies and analyses potential hazards that could compromise employee health and safety and defines preventative measures to reduce or eliminate risks. The analysis considers multiple factors, including job specifics, workplace infrastructure, equipment used, and human factors, and uses numerical matrices to determine the likelihood of harmful events. Once risks and probabilities are assessed, Wind Tre implements targeted intervention programmes such as:

- Training and awareness campaigns
- Mandatory use of personal protective equipment
- Development and implementation of emergency plans and preventive procedures
- Periodic health surveillance for all employees

All risk assessment and mitigation policies are documented in the company's risk assessment records, ensuring transparency and continuous improvement.

Holistic Wellbeing

Productivity is closely linked to employee wellbeing, and the Group has implemented a range of measures to support a healthy workforce. A holistic healthcare management approach is promoted across all divisions, ensuring that physical and mental wellness are integral to workplace practices. Mental health remains a key focus area and is incorporated into the broader occupational health and safety framework as part of the Group's wellbeing management plan. These initiatives reinforce the Group's commitment to creating a safe, supportive, and resilient work environment.

In 2025, the Ports division advanced its wellbeing and inclusion culture through a series of global BEWELL initiatives. Global BEWELL Month, themed "BEWELL, Be Inspired", engaged over 8,000 employees worldwide and generated more than 1,000 wellness stories across regions. The division also marked key global observances, including International Women's Day, the World Day for Safety and Health at Work, and World Mental Health Day, reinforcing its commitment to a healthy and inclusive workplace. Launched in July 2025, the BEWELL Circle – the division's first global wellbeing network – connected wellbeing champions from business units to lead initiatives such as the inspirational coffee chat and building trust and empathy sessions, fostering a strong culture of holistic wellbeing.

Ports



BEWELL CAMPAIGN: PROMOTING MENTAL WELLBEING

The Ports division's BEWELL campaign fosters its commitment to holistic employee wellbeing, covering physical, social, mental, emotional, and financial dimensions.

Physical and Social Wellbeing

Hutchison Ports Gdynia's award-winning ONE Terminal RUN, Hutchison Ports HIT's CareER RunNERthon, Port Athletic Race in Hutchison Ports LCT in Mexico and Harbour Obstacle Run in Hutchison Ports ECT Rotterdam all shared the same purpose: to keep employees active, strengthen teamwork, and engage local communities.



Mental Wellbeing

Hutchison Ports HIT and Hutchison Ports UK have expanded mental health support with "Mental Health First Aider" programmes, while other multiple terminals have also offered employee assistance programmes with confidential counselling and referral services for personal or work-related challenges.



Emotional Wellbeing

Hutchison Ports Yantian's mandala painting experience and Hutchison Ports Busan's self-portrait art exhibition offer creative outlets that helped employees manage stress, express emotions, and build greater self-awareness.



Financial Wellbeing

Hutchison Ports Mexico's "Finanzas en Parejas" webinar and Freeport's motivational seminar provided employees with practical tools for budgeting, joint planning, and everyday financial decision-making.



Retail



PRIORITISING HOLISTIC WELLBEING

The Retail division reinforces its commitment to employee wellbeing through a comprehensive wellbeing toolkit covering physical, emotional, social and mental health.

- **Physical Wellbeing:** In 2025, a Chinese medicine consultation service was introduced, alongside wellness day activities such as vision screening, eye-care seminars, and workshops on meridian yoga, pain management, aromatherapy, and nutrition. Flexible work arrangements during adverse weather are in place to ensure employees safety and comfort.
- **Emotional Wellbeing:** Creative workshops like alcohol ink painting and tie-dye experiences are organised to provide stress relief for staff.
- **Social Wellbeing:** Interactive sessions, including coffee grounds planting and soap-making workshops, fostered team bonding and community spirit.
- **Mental Health Support:** The “Employee Assistance Programme”, organised in partnership with the Hong Kong Family Welfare Society, offers confidential counselling and a 24-hour care hotline, ensuring round-the-clock emotional support for employees and their families.

Infrastructure



PRIORITISING EMPLOYEE WELLBEING

From mental health support and physical care to promoting healthy lifestyle choices, each business unit in the Infrastructure division invests in programmes that enable employees to thrive personally and professionally.

EDL launched the “Fitness Passport” programme in Australia in Q3 2025, providing employees and their families with discounted access to gyms, pools and fitness facilities nationwide. Open to all EDL employees, this initiative improves employees' accessibility to physical activity at a reduced cost, supporting their health and fostering a more engaged workforce.

Wellington Electricity's comprehensive wellness policy supports employee wellbeing by providing life and income protection, as well as life and terminal illness insurance, as part of the remuneration package for all permanent employees. The policy also includes a range of preventative health and support services, including free flu vaccinations, monthly health checks, and access to the company's employee assistance programme. In addition, employees are eligible for reimbursement of health and fitness-related memberships or purchases. This ongoing programme ensures that all employees have access to resources that promote holistic health, financial security and overall wellbeing.

Telecommunications



SUPPORTING EMPLOYEE WELLBEING ACROSS ALL DIMENSIONS

In 2025, Wind Tre reinforced its commitment to a healthy, supportive workplace through initiatives addressing all dimensions of employee wellbeing.

Physical Wellbeing

The "Doomore" programme combines fitness and social connection with online pilates and yoga sessions. In partnership with local gym centres, employees have access over 2,100 fitness facilities nationwide via monthly subscriptions. The Rome office has also introduced changing rooms for employees exercising during breaks.

Social Wellbeing

The "Al tuo fianco" service offers consultancy to help employees and families navigate public and private

services. In 2025, Wind Tre piloted "LianeCare", a free platform connecting employees with qualified caregivers, babysitters, and housekeepers, alongside psycho-educational courses.

Psychological Wellbeing

The "Welfare Comete" counselling service provides professional psychological support for anxiety and personal crises, with the first consultation fee covered by the company.

Economic Wellbeing

Wind Tre offers discounts for employees through direct agreements and platforms such as Vip District, corporate benefits, and Ennevolte, easing financial burdens for employees.

Telecommunications



PRIORITISING MENTAL HEALTH AND WELLBEING

As part of 3 Ireland's four wellbeing pillars: Mental, Physical, Social, and Financial, it prioritises early intervention for mental health issues to enhance employee wellbeing and prevent serious issues. Key initiatives include:

- Raising awareness of available mental health resources
- Equipping managers with mental health skills, with 53% of managers completing in-person training
- Deploying "Mental Health First Aiders"
- Hosting awareness sessions
- Launching "Moments that Matter", a proposition designed to support colleagues, managers, and teams during key life moments

Contractor Safety

The Group seeks to collaborate with partners, contractors, and suppliers who share its commitment to employee wellbeing. To uphold these values, the Group has established a [Supplier Code of Conduct](#) designed to promote the safety of non-employee workers. This includes integrating contractor safety into tendering and selection processes, workplace policies, operation guidelines, and training programmes. Business units monitor contractor safety performance and actively involve contractors in dedicated health and safety forums, ensuring consistent standards across the extended workforce.

AVR of the Infrastructure division has strengthened contractor safety protocols through an updated health and safety plan, which clearly outlines policies, procedures, and rules. Contractors are now integrated into AVR's incident registration system "Ultimo", enabling direct reporting of accidents, near misses, and incidents with transparent follow-up actions. To further embed safety awareness, AVR is rolling out new safety instructions, examinations, and regular contractor safety meetings to maintain communication, assess performance, and identify improvement areas.

Telecommunications



STRENGTHENING CONTRACTOR SAFETY THROUGH INTEGRATED STANDARDS AND MONITORING

The Telecommunications division prioritises contractor health and safety as part of its commitment to responsible operations. Wind Tre enforces strict contractual standards, requiring SA8000 certification to ensure safe working conditions. Contractors must provide training and personal protective equipment to the workers before work begins. Compliance is monitored through audits, progress reviews, and inspections. Non-compliant suppliers are removed from the register, reinforcing accountability.

3 Sweden adopts a holistic approach integrating employee and contractor safety. Mandatory Code of Conduct training includes health and safety provisions, supported by security awareness programmes. Under the administrative regulations, contractors must prepare a work-environment plan and conduct a risk analysis prior to starting work, with risk assessments and safety checklists that ensure hazards are identified and mitigated proactively.

Ports



CONTRACTOR SAFETY AND MANDATORY MANAGEMENT MEASURES

The Ports division enforces a global standard operating procedure for contractor safety, covering pre-contract evaluations, competence checks, permits to work, monitoring, incident reporting, and training. Business units at the Ports division conduct periodic reviews to ensure compliance. For example, Hutchison Ports Alexandria in Egypt includes a safety annex in purchase orders to be acknowledged and signed by contractor before work begins.

Hutchison Ports Pakistan adopts strict monitoring mechanisms, such as issuing violation tickets for non-compliance and tracking performance through monthly reports and safety KPIs. Hutchison Ports Thailand emphasises proactive risk management via contractor screening, safety plan reviews, and verification of licences and insurance.

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. The Group implements a comprehensive strategy to communicate and engage with diverse community partners, including local authorities, non-profits, schools and other educational organisations. It is committed to identifying critical issues where support is most needed and providing targeted assistance to maximise positive impact for the needy. 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 to ensure that its efforts align with social needs and aspirations.

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](#)
- [Circular Economy](#)
- [Learning and Development](#)

Addressing the Challenges of Today

Today's world faces mounting environmental challenges, from accelerating climate change to biodiversity loss and land degradation. Businesses and governments are under increasing pressure to move beyond compliance and embrace solutions that restore nature, mitigate climate risks, and empower local communities.

Hutchison Ports TNG in Mexico advances biodiversity protection through monthly beach clean-ups, waterway restoration, species relocation, and reforestation within its operations. For the Infrastructure division, the Royal Forest Department and

RATCH Group drive community-led forest conservation in Thailand, through the "Love the Forest and Community" initiative. AS Watson Group supports global reforestation and afforestation via its carbon offset programme with ClimatePartner, funding tree planting in Indonesia and the Chinese Mainland. Beyond restoring forests in Rimba Raya, Indonesia, the initiative now combats desertification in Dingxi, Chinese Mainland by planting drought-resistant native trees. These projects enhance climate resilience, restore degraded land, and promote community empowerment by creating local employment. Further examples of the Group's commitment to community care are presented below.



The Ports division regularly organises beach clean-ups activities.

Ports



GO BEYOND GO GREEN

In 2025, Hutchison Ports elevated its sustainability efforts with the global "Go Beyond Go Green" campaign, promoting environmental protection and education through a circular economy approach. Terminals collected local plastic waste to create "R" products, such as Go Green pins and recycled coral cookie tags for WWF-HK's Marine Life Centre, symbolising waste-to-resource transformation.

Across 33 ports in 18 countries, the campaign delivered 144 activities, including tree planting, beach clean-ups,

eco-tours, and educational workshops. These efforts planted 8,090 trees and engaged 4,432 students, reinforcing the division's commitment to sustainability. Highlights include Hutchison Ports Pakistan's wellness-themed nature walks, Hutchison Ports Thailand's sustainability lecture for university students, and the essay competition on innovative environmental solutions co-organised by Hutchison Ports FCP in the Bahamas. In Hong Kong, Hutchison Ports HIT organised visits to Mai Po Nature Reserve, promoting biodiversity awareness among employees and families.

Infrastructure



INVESTING IN COMMUNITIES FOR A SUSTAINABLE FUTURE

Across all business units, the Infrastructure division focuses on promoting education, environmental protection, and energy safety, while encouraging employees to actively participate in volunteer activities. The Phoenix Community Fund from Phoenix Energy supports local charities and NGOs to reduce social isolation, promote inclusion, and advance equality. In 2024, the fund backed eight diverse projects across its licensed area, addressing critical social challenges and fostering stronger, more resilient communities.

Victoria Power Networks' Powercor selected Adair Street, opposite Maldon Hospital, for a new 100kW/290kWh community battery. Jointly funded with the Australian

government, the ground-mounted system can store excess rooftop solar and supply up to 50 nearby homes for up to three hours during peak demand, with an aim to improving reliability and reducing emissions.

Northumbrian Water is investing in initiatives that promote water efficiency and long-term service resilience. Its outreach van, Sandy, staffed by engagement ambassadors, promotes smart meters (over 105,000 installed locally) and advises customers on efficiency and billing support. The company is also investing £56 million in a major reservoir project to supply treated water to more than 250,000 customers across Wearside and South Tyneside.

Targeted Community Contributions

The Group is committed to creating meaningful and positive impacts in local communities through tailored community investment programmes that reflect local contexts and engagement objectives. These programmes encompass corporate donations, fundraising initiatives, and structured volunteering opportunities. A key priority is employee involvement: the Group actively seeks input from staff on the selection of causes and

organisations to support, fostering a sense of ownership and motivation to contribute. This participatory approach ensures that community investment activities align with both the Group's core values and the specific needs of local communities, while strengthening employees' connection to the places where they live and work.

Li Ka Shing Foundation



Retail



Telecommunications



LEND A HELPING HAND – THE TAI PO TRAGIC FIRE

On 26 November 2025, a five-alarm fire devastated Wang Fuk Court in Tai Po, Hong Kong, affecting seven residential towers. In response, the Li Ka Shing Foundation pledged HK\$30 million for immediate relief and HK\$50 million for long-term recovery, while continuing support for injured first responders through its Disciplinary Services Fund.

AS Watson Group mobilised its Hong Kong retail brands, including Watsons Hong Kong, PARKnSHOP Hong Kong, FORTRESS, and Watsons Water to deliver 30,000 essential

items, set up 11 Care Service Stations, deploy pharmacists on-site, and donate HK\$1 million worth of home appliances plus 10,000 household goods for families moving into transitional housing.

3 Hong Kong extended 3Shop hours, offered free SIM cards and phone rentals, waived fees, and provided 5G broadband for affected customers, schools, and temporary shelters. It also supported legal aid and promoted mental health hotlines via free SMS.



The Group provided timely support to victims of the tragic incident in Tai Po, Hong Kong.

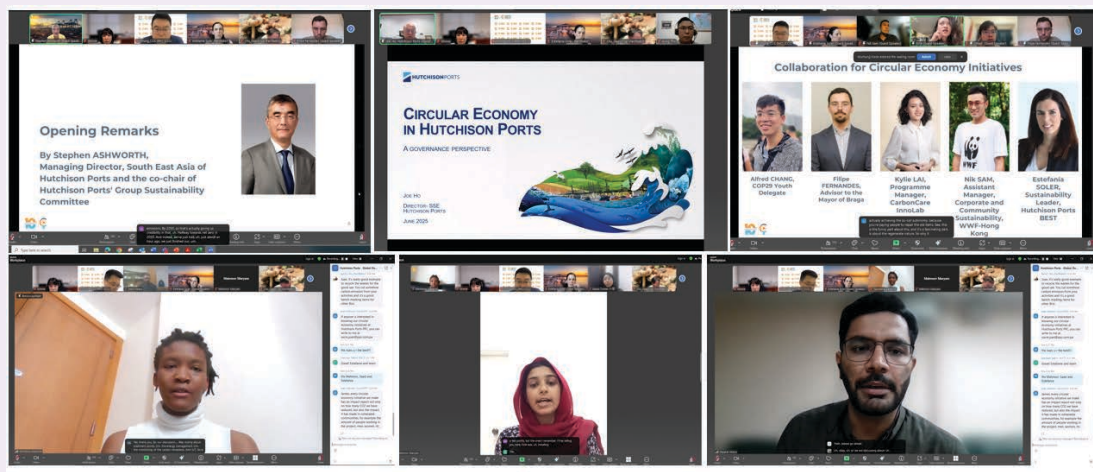
Ports



GLOBAL DOCK SCHOOL

In June 2025, Hutchison Ports hosted its inaugural "Global Dock School Environmental Webinar", engaging students and staff from 19 countries. The event focused on the "Circular Economy in Ports and Sustainable Supply Chain Management" and provided expert insights from Hutchison Ports, WWF Hong Kong, CarbonCare InnoLab, a EU urban design advisor, and COP29 delegates.

The webinar included a dynamic panel discussion, interactive Q&A, and group sessions where participants exchanged ideas, shared local challenges, and explored actionable strategies for climate action. By connecting youth with industry leaders and fostering knowledge exchange, the initiative strengthened global networks and inspired meaningful steps towards sustainability.



Online training offered by Dock School from the Ports division.



Retail



NURTURING YOUTH SPORTS TALENT

AS Watson Group continues to nurture athletic talent and promote youth sports through two flagship initiatives:

Watsons Athletic Club (WAC): For over three decades, WAC has been a cornerstone in developing local track and field athletes. Its Annual Challenge is one of Hong Kong's premier athletics events, fostering youth participation, talent discovery, and exchange among athletes, many of whom progress to represent Team Hong Kong.



Hong Kong Student Sports Awards (HKSSA):

Launched in 2005, HKSSA is Hong Kong's only award recognising one outstanding sports talent from every local school. To mark its 20th anniversary, HKSSA introduced a Physical Fitness Mobile Truck offering fitness tests and personalised reports, and organised a five-day sports exchange tour in Malaysia, inspiring future sports leaders.

Over 20 years, HKSSA has honoured **17,400** student athletes with the representation of nearly **90%** of local schools, and it has set a new record of school participation in 2025, commending in total 993 awardees.

Infrastructure



SUPPORTING CHILDREN AND FAMILIES

The Infrastructure division is committed to creating meaningful social impact by supporting children and families in the communities it serves. Park'N Fly's staff volunteers packed snack bags for Ronald McDonald House, offering ready-to-eat essentials and comfort to families with children receiving hospital care. The team also returned for a second consecutive year to the Daily Bread Food Bank, sorting and packing non-perishable

items for citywide distribution. These efforts respond to sustained demand for food support since the pandemic.

At the well-attended Technique Day in Arnhem, Netherlands, AVR employees engaged children and parents in learning about waste-to-energy processes. Children operated AVR's interactive technical Lego installation, simulating real-world energy conversion. This hands-on experience sparked curiosity about engineering and sustainability.

Telecommunications



STRENGTHENING TIES BETWEEN BUSINESS AND COMMUNITY

Hutchison Telecommunications Hong Kong (HTHK) remains committed to creating positive social impact by supporting the community across multiple dimensions, from arts and culture to cyber safety and digital inclusion. Through a diverse range of programmes and

partnerships, the company continues to address evolving societal needs, enhance connectivity for vulnerable groups and contribute to a safer, more inclusive digital environment.

Focus areas	Activities
Cultural	Supported the Hong Kong Chinese Orchestra's "A showcase of Parent-Child Works of Cheng Kwok Kong" and "Realms" concerts with a cash donation to strengthen the company's ties with the arts and culture sectors HTHK continued as the official Partner of Art Basel Hong Kong 2025, providing dedicated 5G mobile broadband and a smart people-counting solution, ensuring seamless connectivity for exhibitors and visitors at the premier international art fair
Cybersecurity	Helped combat phone scams by offering customers aged 60 or above a free Incoming Calls Management Pack to block scam and nuisance calls Helped the Hong Kong Police by delivering anti-scam SMS messages free of charge on a quarterly basis throughout the year
Digital Inclusion	Supported senior citizens through the Lo-Yau-Kee Monthly Service Plans Sponsorship Programme and catered to the communication needs of vulnerable groups at the Tung Wah Group of Hospitals CEASE Crisis Centre with provision of one-year free service plans In May 2025, HTHK participated in the Business-School Partnership Programme, organised by the Hong Kong General Chamber of Commerce, for the seventh consecutive year



As part of the Business school partnership programme, management trainees at HTHK share their insights with students.



HTHK continues to support the Art Basel Hong Kong 2025 with upgraded 5G solutions.

Retail



GIVE A SMILE

Since 2018, AS Watson has partnered with Operation Smile to provide corrective surgeries for children with cleft conditions worldwide through the "Give a Smile" campaign. These efforts not only improve the physical wellbeing of the children but also enhance their mental health and social integration, giving them the chance to thrive in their communities.

In 2025, AS Watson surpassed its target of providing 10,000 free surgeries ahead of schedule. Building on this milestone, AS Watson has set a new goal of delivering 15,000 surgeries by 2030, reaffirming its commitment to creating brighter futures for the next generation.



AS Watson and Operation Smile host the "Give a Smile" medical mission in Guizhou, China.

Telecommunications



HUTCH LANKA'S NETWORK SUPPORT AND COMMUNITY ASSISTANCE DURING CYCLONE DITWAH

In November 2025, cyclone Ditwah caused major disruption across Sri Lanka, affecting many communities and essential infrastructure. During this period, Hutch Lanka leveraged on its digital resources and focused on maintaining network operations to support emergency communication needs across the country. Relief measures were provided such as free calls, SMS and data for all subscribers, uninterrupted enterprise services, and

quick activation for new users through its eSIM platform. Beyond network services, Hutch Lanka also set up solar-powered charging stations in shelters and areas without electricity, ensuring stable energy sources for affected communities. Following the catastrophic flooding, Hutch Lanka pledged LKR 60 million to the nation "Rebuild Sri Lanka" initiative to support recovery efforts.



AS Watson Industries' Foshan Smart Factory