The Felixstowe Dock and Railway Company

Section 172(1) statement for the financial year ended 31 December 2025
Section 172(1) of the Companies Act 2006 requires directors of a company to act in the way they consider, in good faith, would be most likely to promote the success of the company for the benefit of its members as a whole, and in doing so have regard, amongst other matters, to:

Section 172(1)(a) - the likely consequences of any decision in the long term

In reaching their principal decisions, the directors consider the long-term impacts of such decisions and look to ensure alignment with the HPUK Sustainability Strategy, including the target of achieving net-zero for scope 1 and 2 by 2035. This includes the decisions to purchase electric internal tractors, electric rubber-tyred gantry cranes and battery-powered autonomous trucks. The autonomous trucks also allow for increased efficiency, operational consistency and support for potential driver shortages;

Section 172(1)(b) - the interests of the company's employees

The directors appreciate that each employee contributes to the success of the company. The company continues to deliver events to raise awareness of diversity and wellbeing. During the year the company participated in the group BeWell programme, and continued to offer events including: the Veterans & Reservists Social Group; Men's Mental Health; Pride Network; Menopause Café; Women's Networking; Health & Wellbeing Fair; Cancer Support Café; and a Cultural Festival. Furthermore, events highlighting the benefit of company pensions with follow-ups on investing for the future, ways to access your pension and the importance of tax planning were held;

Section 172(1)(c) - the need to foster the company's business relationships with suppliers, customers and others

The company's management work closely with its customers and will consider industry trends, market intelligence and customer needs. Significant decisions, such as berth redevelopment, take into consideration customer requirements, for example on capacity and capability. The company engages widely with suppliers both when tendering for goods and services, during the life cycle of contracts and in respect of general purchasing requirements for a range of materials and services. The company engages with other port users, with the local community and representatives of local councils through the Felixstowe Port Users liaison group and Local Authority liaison committee which meet regularly;

Section 172(1)(d) - the impact of the company's operations on the community and the environment

The directors acknowledge the corporate social responsibilities of the company. The company pursues the objective of achieving net-zero for scope 1 and 2 by 2035, linking into the Hutchison Ports targets approved by the Science Based Targets initiative and its own Sustainability Strategy. The HPUK Sustainability Committee reviews and challenges the company's environmental and diversity KPIs including emissions, electricity consumption, air quality, and targets for gender balance, disability, ethnic minority and younger employees;

Section 172(1)(e) - the desirability of the company maintaining a reputation for high standards of business conduct

The company promotes the highest moral and ethical standards in its business. Underpinning this is a strong system of governance and sound internal control. The group's Code of Conduct (the "Code") is published to set standards and promotes honest and moral conduct including: the ethical handling of conflicts of interest; transparent disclosure; compliance with applicable laws, rules and codes; prompt reporting of any violations; and accountability for adherence to the Code. To supplement the Code, the company has a Respect at Work Charter which was built on during the year with the introduction of a new policy – Preventing Sexual Harassment as Work; and

Section 172(1)(f) - the need to act fairly as between members of the company

Whilst most companies within the group are wholly-owned subsidiaries the directors are conscious of the need to consider the interests of minority shareholders and joint venture partners.

In discharging their section 172(1) duties the directors have regard to the factors set out above. The directors also have regard to other factors which are considered relevant to the decision being made. Those factors, for example, will include the interests and views of relevant government departments and agencies, of representative bodies of local communities, and industry trade associations. The directors acknowledge that every decision will not necessarily result in a positive outcome for all stakeholders. By considering the company's purpose, vision and values together with its strategic priorities and having a process in place for decision-making, the directors aim to make sure that decisions are consistent, predictable and fair.

As is normal for a company within a large multinational group, authority is delegated for the day-to-day management of the company to executives, who in turn engage management in setting, approving and overseeing execution of the business strategy and related policies.