



# **HUTCHISON PORTS (UK) SUSTAINABILITY REPORT**

**2025**

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## INTRODUCTION

# OUR SUSTAINABILITY JOURNEY

## OUR BUSINESS

Operate responsibly and with integrity  
Embed rigorous and effective governance



### AIMS

Grow responsibly  
Adopt ethical and sustainable  
business practices  
Sustainable procurement



# NET ZERO 2035

Our Goal is to be  
the preferred partner  
for a sustainable  
supply chain

### AIMS

Enhance safety and wellbeing  
Diverse and inclusive culture  
Sustainable career opportunities  
Community engagement



## OUR PEOPLE

Creating great places to work  
Investing in local communities



## OUR ENVIRONMENT

Delivering net-zero  
Creating sustainable ports



### AIMS

Net-zero by 2035  
Remove diesel from operation  
Invest in renewable energy  
Protect our planet



# 1

## INTRODUCTION



FOREWORD

# INTRODUCTION FROM CLEMENCE CHENG

CHIEF EXECUTIVE OFFICER  
HUTCHISON PORTS (UK)



“I encourage our employees, customers, suppliers, community partners and stakeholders to join us on this journey. Together, we can shape safer, more inclusive and lower-carbon ports, support resilient supply chains and create lasting value for future generations. The choices we make today will define the legacy we leave tomorrow.”

I am pleased to present the Hutchison Ports (UK) (HPUK) Sustainability Report 2025, which reflects the progress made across our three UK ports to create safer workplaces, reduce environmental impact, strengthen business resilience and support the communities we serve. Across the Port of Felixstowe, Harwich International Port and London Thamesport, sustainability continues to shape how we operate, invest and grow, and underpins our ambition to be the preferred partner for a sustainable supply chain.

2025 reinforced the importance of responsible leadership in a changing world. Global trade continued to face geopolitical uncertainty, economic pressures and the growing impacts of climate change, making the role of ports in maintaining reliable, efficient and lower-carbon supply chains more important than ever. At HPUK, we continued to strengthen our position as a leading gateway for international trade while taking practical steps to improve safety, efficiency and environmental performance.

Nothing is more important than the health, safety and wellbeing of our people. A safe working environment for employees, contractors, customers and visitors remains our highest priority and our foundation for sustainable business performance. During 2025, the business continued to invest in training, safety governance, wellbeing and safer ways of working, supported by initiatives including BEWELL, Mental Health First Aider programmes and employee engagement activities.

Innovation continues to drive our sustainability journey. The Port of Felixstowe is the first port in Europe to operate autonomous trucks in a live mix-traffic environment. In 2025, battery-powered autonomous trucks have played a growing part in further supporting our operations. Supported by private 5G connectivity and automated battery-swapping infrastructure, this investment demonstrates how automation,



electrification and digital technology can improve efficiency, reduce emissions and support world-class customer service.

Hutchison Ports (UK) remains committed to achieving net-zero for Scope 1 and Scope 2 emissions across its UK operations by 2035. Environmental performance showed continued improvement with Scope 1 emissions achieving CO<sub>2</sub>e reduction from 34,210 tonnes in 2021 to 25,481 tonnes of CO<sub>2</sub>e in 2025. Carbon intensity improved, decreasing from 9.73 kg CO<sub>2</sub>e per TEU in 2021 to 6.78 kg CO<sub>2</sub>e per TEU in 2025.

Our environmental responsibilities extend beyond carbon reduction. We recognise the importance of protecting and enhancing the natural environments surrounding our ports. The Port of Felixstowe and Harwich International Port worked together with partners across the Stour and Orwell Estuaries to develop a new Marine Biosecurity Plan, supporting the protection of important habitats and species. Our employees continued to support local initiatives and volunteering activities, reflecting our wider commitment to responsible environmental stewardship and biodiversity protection.

Our people and communities remain at the heart of sustainable growth. In 2025, the Port of Felixstowe celebrated its 150th anniversary, recognising the generations of employees, customers and community partners who have contributed to its success. Investment also continued in future talent through apprenticeships, graduate programmes, training and

development opportunities, helping to build the skills needed for increasing digital, automated and sustainable port operations. Through Dock School, Go Green and the wider Hutchison Ports “Go Beyond Go Green” initiative, we are helping to inspire the next generation while creating positive environmental and social impact.

Strong governance remains essential to long-term sustainable growth. As sustainability expectations continue to evolve, we are strengthening our approach to transparency, accountability, cyber security, responsible business conduct and risk management. By embedding sustainability into governance, strategy and daily operations, HPUK is building a business that is better prepared for future challenges and opportunities.

The achievements highlighted in this report would not have been possible without the dedication of our employees or the support of our customers, suppliers, partners and stakeholders. While we are proud of the progress made, we recognise that sustainability is a continuing journey requiring ambition, collaboration and action. As we look ahead, we remain committed to putting safety first, accelerating decarbonisation, investing in our people, embracing innovation and strengthening the resilience of our operations and communities.

# THE WORLD OF HUTCHISON PORTS

## 53 PORTS IN 24 COUNTRIES

### EUROPE

With our early and significant presence in Europe, we began to expand our portfolio within the region to operate the world's first automated terminal in the Netherlands, followed by introducing the Group's first environmentally friendly semi-automated terminal in Barcelona, Spain.

#### BELGIUM

Willebroek

#### GERMANY

Duisburg

#### POLAND

Gdynia

#### SPAIN

Barcelona

#### SWEDEN

Stockholm

#### THE NETHERLANDS

Amsterdam

Moerdijk

Rotterdam

Venlo

#### UNITED KINGDOM

Felixstowe

Harwich

London Thamesport

### MIDDLE EAST / AFRICA

Hutchison Ports is located in a number of growing and emerging markets in the Middle East and Africa.

#### IRAQ

Basra

#### OMAN

Sohar

#### SAUDI ARABIA

Jazan

#### UNITED ARAB EMIRATES

Ajman

Ras Al Khaimah

Umm Al Quwain

#### EGYPT

Alexandria

El Dekheila

Abu Qir

Ain Sokhna

B100

### ASIA / AUSTRALASIA

Hutchison Ports has its heaviest concentration of terminals across North and South-East Asia.

These have developed over the years in tune with shifting manufacturing bases and growing infrastructure.

#### MAINLAND CHINA

Huizhou

Jiangmen

Nanhai

Ningbo

Shanghai

Shenzhen

Xiamen

#### HONG KONG, CHINA

Kwai Tsing

Tuen Mun

#### INDONESIA

Jakarta

#### MALAYSIA

Port Klang

#### MYANMAR

Thilawa

#### PAKISTAN

Karachi

#### SOUTH KOREA

Busan

Gwangyang

#### THAILAND

Laem Chabang

#### VIETNAM

Ba Ria Vung Tau

#### AUSTRALIA

Brisbane

Sydney

### THE AMERICAS

Hutchison Ports' Americas division has its highest concentration of terminals in Mexico where it offers a wide range of diverse operations handling for a variety of cargo and vessel types.

#### BAHAMAS

Freeport

#### PANAMA

Balboa

Cristobal

#### MEXICO

Ensenada

Lazaro Cardenas

Manzanillo

Veracruz

Hidalgo

ABOUT US

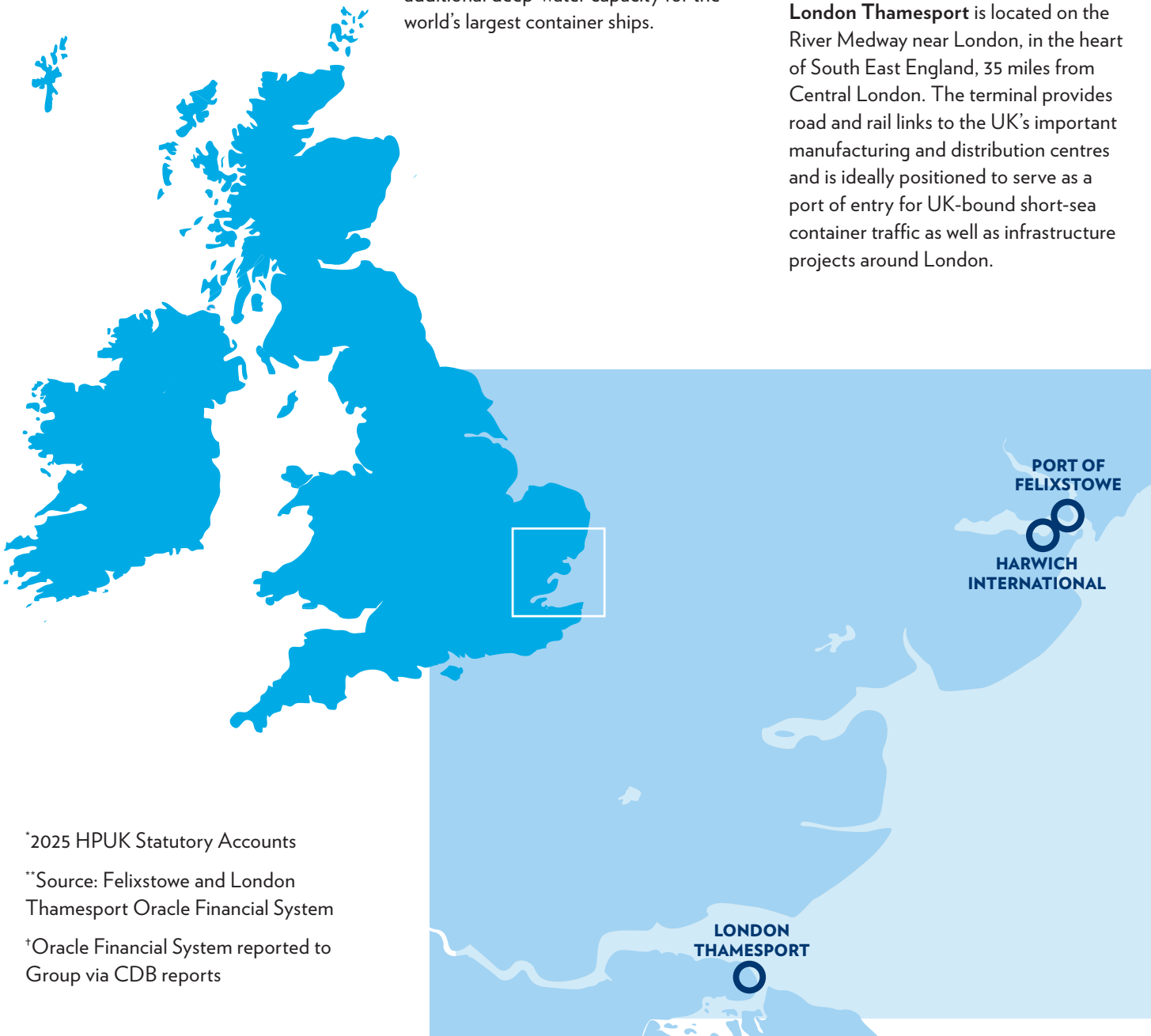
# HUTCHISON PORTS (UK)

Hutchison Ports (UK) operates three of the UK’s major ports; the Port of Felixstowe, Harwich International and London Thamesport. It employs 2,865\* people across the three sites.

**The Port of Felixstowe** is strategically located on the UK’s South East coast and within easy reach of major ports in North West continental Europe. As the UK’s first purpose-built container-handling facility, it is also the largest and busiest container port in the country. With three rail terminals, it also has the busiest and biggest intermodal rail freight facility in the UK. The most recent phase of development, Berths 8 & 9, provides additional deep-water capacity for the world’s largest container ships.

**Harwich International** is one of the UK’s leading multi-purpose freight and passenger ports with excellent road and rail links to the Midlands, London and the South East. It is ideally located for North Sea freight and passenger traffic to and from Scandinavia and the Benelux countries, offering first class ro-ro, ferry, container and bulk operations as well as support services for the offshore renewable energy industry.

**London Thamesport** is located on the River Medway near London, in the heart of South East England, 35 miles from Central London. The terminal provides road and rail links to the UK’s important manufacturing and distribution centres and is ideally positioned to serve as a port of entry for UK-bound short-sea container traffic as well as infrastructure projects around London.



\*2025 HPUK Statutory Accounts  
\*\*Source: Felixstowe and London Thamesport Oracle Financial System  
†Oracle Financial System reported to Group via CDB reports



## KEY STATISTICS



3 PORTS



2,865 EMPLOYEES\*



5 RAIL TERMINALS



3.7M TEU\*



524,000 RO/RO TRAILERS†

# 2

## SUSTAINABILITY STRATEGY



BUILDING A SUSTAINABLE FUTURE

# OUR APPROACH

Our strategy has been developed in line with the United Nations Sustainable Development Goals (UNSDGs). Ten of the UNSDGs are material to our operations and form core elements of our strategy, reflecting our commitment to addressing global challenges and contributing to a sustainable future.

OUR VALUES AND BELIEFS

As a member of Hutchison Ports, UNITY reflects a commitment to excellence, integrity and working together. These values underpin our approach to sustainable development.

At Hutchison Ports (UK) (HPUK) we act as ONE TEAM, building our future together.

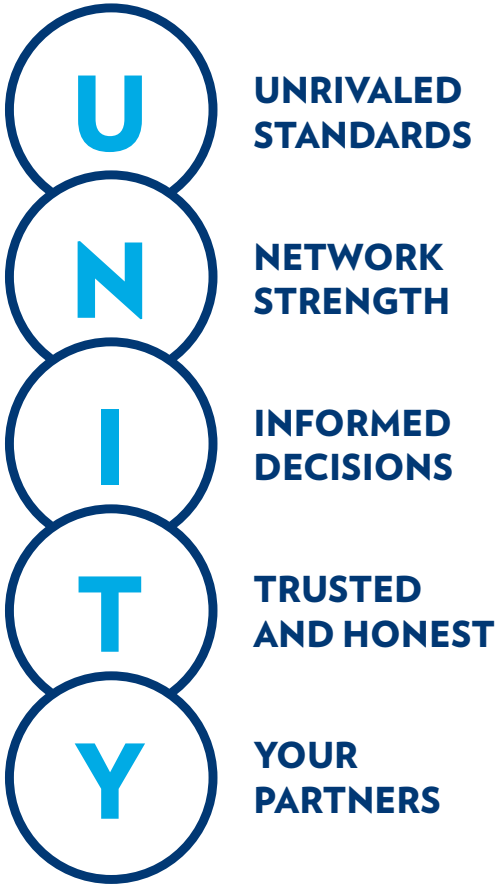
We **T**rust one another, deliver an **E**fficient service, are **A**head in our thinking and are committed to **M**aking an impact.

CREATING A SUSTAINABLE CULTURE

We are working to embed sustainability fully into our culture, through our three pillars of Our People, Our Environment, Our Business.

MEETING OUR CUSTOMERS' NEEDS

At HPUK, meeting our customers' needs is a priority. Our sustainability approach is not only the right thing for our planet and future generations, but also supports our customers in achieving their own sustainability goals.



BUILDING A SUSTAINABLE FUTURE

THREE PILLARS

As members of Hutchison Ports we subscribe to the objective to be “The preferred partner for a sustainable supply chain”. We recognise that this will be an ongoing process and not a discrete event. It involves working in collaboration with our colleagues, customers, suppliers, and contractors, to engage with our supply chain. We will achieve and sustain this objective through a medium to long-term journey of commitment, leadership, and a determination to go beyond mere compliance.

Minimising the impacts of our operations is a key strategic focus of the business. Our sustainability strategy focuses on 10 of the 17 UNSDGs. Delivering the strategy requires a focussed approach. To do this we have grouped the key material concerns of our organisation under three pillars; Our People, Our Environment and Our Business.

By adopting the word “our” in front of each pillar, we want to secure wider buy-in and reinforce the message that sustainability is every employee’s responsibility.

OUR PEOPLE

Our people are our strength. We are fully supportive of our colleagues’ career journey and development, whilst ensuring that our teams are inclusive, diverse and representative. We also engage in activities supporting our communities.



OUR ENVIRONMENT

Hutchison Ports (UK) is committed to protecting the environment. We are working to mitigate any adverse impacts caused by our operations, by adopting a strategy of reducing operational emissions and deploying the latest emissions reduction technology.



OUR BUSINESS

Our vision is to become the preferred partner for a sustainable supply chain. Through innovation and collaborative partnership, we are building smarter, more resilient and highly-efficient ports and workplaces.



BUILDING A SUSTAINABLE FUTURE

# OUR AIMS AND OBJECTIVES

At Hutchison Ports (UK) (HPUK), our aim is to be the first choice for a sustainable supply chain partner, providing exceptional services to customers while upholding our commitment to minimal adverse impact on our people, environment, and business. We strive to create a thriving

workplace, promote safety, happiness, and inclusivity, adopt best environmental practices and be a responsible member of our communities. By doing this we will help create a sustainable future.

Sustainability at HPUK is about the constant challenge to explore new ways

of delivering our service, to fulfil the needs of society with the minimum adverse impact on our environment, whilst supporting our people and growing our business.

“THE FIRST CHOICE FOR A SUSTAINABLE SUPPLY CHAIN PARTNER, PROVIDING EXCEPTIONAL SERVICES TO CUSTOMERS WHILE UPHOLDING OUR COMMITMENT TO MINIMAL ADVERSE IMPACT ON OUR PEOPLE, ENVIRONMENT, AND BUSINESS”



OUR PEOPLE

- Enhance safety and wellbeing
- Diverse and inclusive culture
- Sustainable career opportunities
- Community engagement



OUR ENVIRONMENT

- Net zero for Scope 1 and 2 by 2035
- Remove diesel from operations
- Invest in renewable energy
- Protect our planet



OUR BUSINESS

- Grow responsibly
- Adopt ethical and sustainable business practices
- Sustainable procurement



BUILDING A SUSTAINABLE FUTURE

# APPLICATION OF THE UN SUSTAINABILITY DEVELOPMENT GOALS

The objective of the United Nations Sustainability Development Goals (UNSDGs) is to create a sustainable future for everyone, by addressing some of the world’s most pressing challenges.

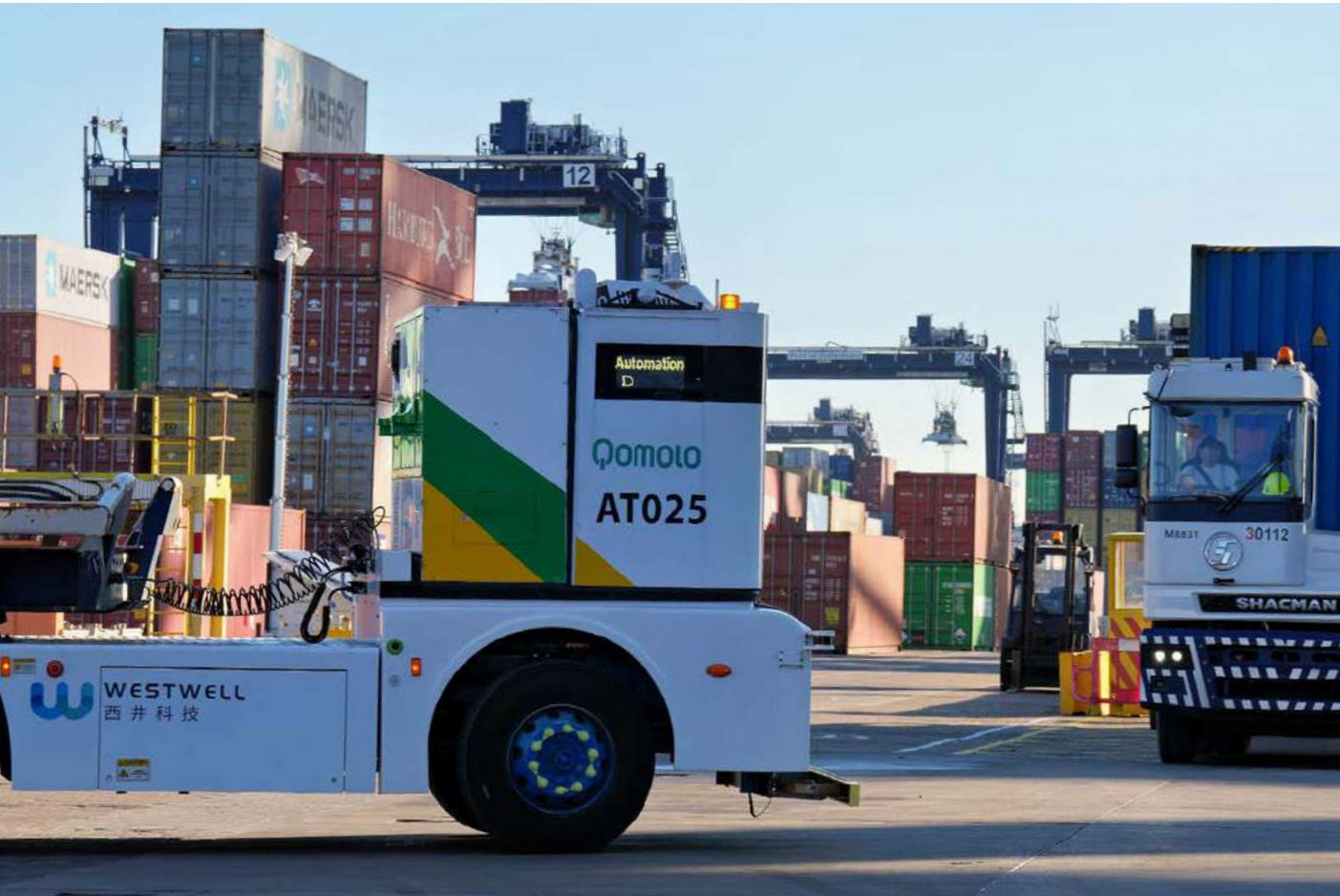
By adopting and addressing each of the goals relevant to their operations, organisations can better align themselves with a global strategy. In the adopted

2015 framework there are 17 UNSDGs. Not each and every UNSDG is applicable to each organisation but as companies progress further along their sustainability journey it is expected that more of the goals will be incorporated into that company’s overall framework.

Hutchison Ports (UK) (HPUK) has shaped our sustainability strategy in

line with the UNSDGs to focus on 10 of them implemented through our three core sustainability pillars: Our People, Our Environment and Our Business to become Our Future. Thanks to the concerted efforts within our business, we continued to achieve significant progress against various UNSDGs in 2025.

| OUR PEOPLE                                                              |                                                                                                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| UNSDG BACKGROUND                                                        |                                                                                                                                             | KEY PROGRESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <div><div>3</div><div>GOOD HEALTH AND WELL-BEING</div><div></div></div> | <div><div>GOAL 3</div><div>Ensure healthy lives and promote well-being for all at all ages</div></div>                                      | <ul style="list-style-type: none"><li>• ISO 45001 (Occupational Health and Safety) certified.</li><li>• Strict application of the HPUK Health &amp; Safety Policy.</li><li>• Promote physical, mental, and emotional well-being through BEWELL initiatives in the workplace and the Occupational Health Centre.</li><li>• Train Mental Health First Aiders (MHFAs).</li></ul>                                                                                                                                                                 |
| <div><div>4</div><div>QUALITY EDUCATION</div><div></div></div>          | <div><div>GOAL 4</div><div>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</div></div> | <ul style="list-style-type: none"><li>• Provide support to schools via the Dock School programme and learning opportunities for children in local communities.</li><li>• Continue to enhance SkillGate an online learning platform for use by employees.</li><li>• Engineering apprenticeship partnership with Colchester Institute to further career and learning opportunities. Apprentices were also introduced across other areas of the business.</li></ul>                                                                              |
| <div><div>5</div><div>GENDER EQUALITY</div><div></div></div>            | <div><div>GOAL 5</div><div>Achieve gender equality and empower all women and girls</div></div>                                              | <ul style="list-style-type: none"><li>• Implement gender-neutral hiring, training, and promotion practices.</li><li>• Boost group-wide employee career growth through professional training and personal development.</li><li>• Provide training for female workers to take up various roles in the port’s operations – specifically around automation.</li></ul>                                                                                                                                                                             |
| <div><div>10</div><div>REDUCED INEQUALITIES</div><div></div></div>      | <div><div>GOAL 10</div><div>Reduce inequality within and among countries</div></div>                                                        | <ul style="list-style-type: none"><li>• Work proactively to ensure that our workforce reflects the make-up of the communities from which they are drawn.</li><li>• Continue to work with the Port Community Fund which provides support for a range of community groups many of which work with those suffering the effects of inequality in society.</li><li>• Work with Hutchison Ports’ global talent identification and regional development programme to recognise talented people within our businesses ready for leadership.</li></ul> |



| OUR BUSINESS                                                                         |                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| UNSDG BACKGROUND                                                                     |                                                                                                                                                                                                                           | KEY PROGRESS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <div><div>8</div><div>DECENT WORK AND ECONOMIC GROWTH</div><div></div></div>         | <div><div>GOAL 8</div><div>Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all</div></div>                                                             | <ul style="list-style-type: none"><li>• Attain economic growth through ethical and sustainable business practices and governance while continuing to ensure comprehensive employee benefits.</li><li>• Act responsibly to ensure adherence to ethical standards in our supply chain, particularly in working conditions and human rights through our supply chain engagement programmes.</li><li>• The company implements measures to promote employee development and empowerment, such as offering training and education opportunities and fostering a culture of innovation and entrepreneurship.</li></ul> |
| <div><div>16</div><div>PEACE, JUSTICE AND STRONG INSTITUTIONS</div><div></div></div> | <div><div>GOAL 16</div><div>Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels</div></div> | <ul style="list-style-type: none"><li>• Regular refresher training on anti-bribery and anti-corruption, and competition law.</li><li>• Publication of Modern Slavery Statement.</li><li>• Annual Gender pay gap reporting.</li><li>• Supplier Code of Conduct.</li><li>• Enforcement of Employee Code of Conduct.</li><li>• Regular review and update of policies and procedures to support good governance.</li><li>• Maintain Diversity &amp; Inclusion Committee and 4 x employee-led networks supporting an inclusive culture.</li></ul>                                                                    |



OUR ENVIRONMENT

UNSDG BACKGROUND

KEY PROGRESS



GOAL 11

Make cities and human settlements inclusive, safe, resilient, and sustainable

- Work proactively to ensure that our workforce reflects the make-up of the communities from which they are drawn.
- Continue to work with the Port Community Fund which provides support for a range of community groups many of which work with those suffering the effects of inequality in society.
- Work with Hutchison Ports’ global talent identification and regional development programme to recognise talented people within our businesses ready for leadership.



GOAL 7

Ensure access to affordable, reliable, sustainable, and modern energy for all

- Implementation of gender-neutral hiring, training, and promotion practices.
- Boost group-wide employee career growth through professional training and personal development.
- Provide training for female workers to take up various roles in the port’s operations – specifically around automation.



GOAL 9

Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation

- Incorporate sustainable innovation and autonomous technologies into terminal operation.
- Investment to enhance efficiencies and reduce environmental impact such as securing renewable electricity and employing a circular economy.
- Continually developing world class digitisation systems that control the interface between the customer and the final supply of product through our ports.



GOAL 13

Take urgent action to combat climate change and its impacts

- Development of a net zero strategic roadmap and net zero target set for UK ports’ Scope 1 and 2 emissions by 2035. Supported by Hutchison Ports targets developed in line with the Science Based Target Initiative (SBTi) for carbon reduction targets.
- Acquiring 148 battery-powered internal tractor units to accelerate converting diesel-powered equipment to electric.
- Carried out a preliminary phase climate change baseline exercise and exploring relevant mitigation measures.

EMBEDDING SUSTAINABILITY

GROUP SUSTAINABILITY COMMITTEE

At Hutchison Ports, the Group Sustainability Committee (GSC) holds primary responsibility for steering the transition and integrating material sustainability topics across the operations. Established in 2019, the GSC is co-chaired by two Divisional Managing Directors and comprises

senior leaders representing a broad range of geographies and functional areas. The GSC plays a central role in formulating, overseeing, and executing the Group’s sustainability strategies and initiatives. It convenes quarterly to review progress against key performance indicators (KPIs), evaluate emerging initiatives,

and monitor developments in the global regulatory landscape to ensure continued alignment with best practices and compliance requirements.



EMBEDDING SUSTAINABILITY

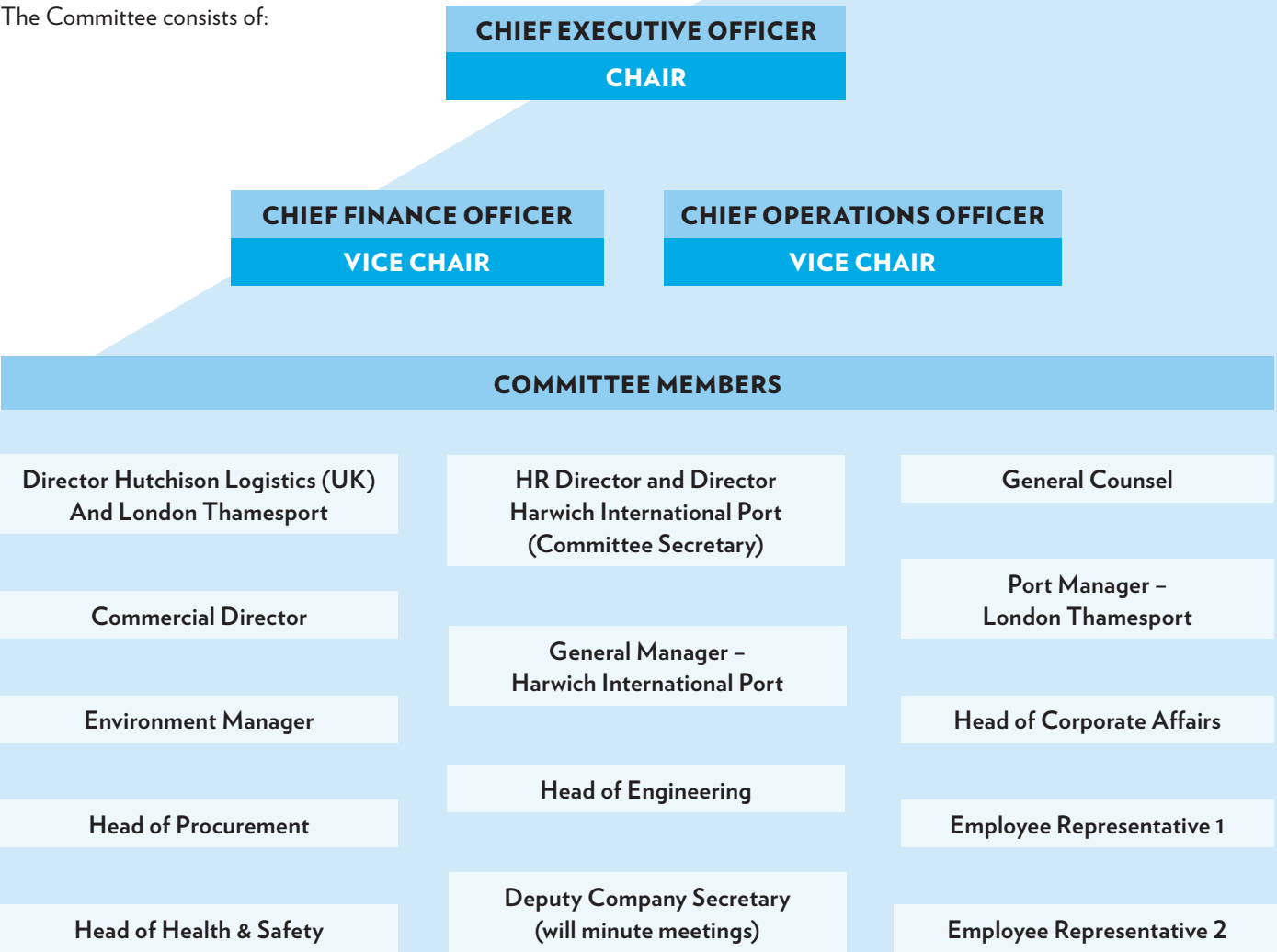
# HUTCHISON PORTS (UK) (HPUK) SUSTAINABILITY COMMITTEE

A strong committed team supports the HPUK Sustainability Strategy. Sustainability at HPUK is about the constant challenge to explore new ways of delivering our service to fulfil the needs of society with the minimum adverse impact on our environment, whilst supporting our people and growing our business. The port's Sustainability Committee meets quarterly to review and determine policy and strategy.

The Committee interacts with Hutchison Ports' Group Sustainability Committee and CKHH Sustainability Committee, which set sustainability objectives, strategies, priorities, initiatives and goals and oversees the group's corporate social responsibility and sustainability policies, practices, frameworks and management approach.

Day-to-day responsibility for sustainability matters rests with the Human Resources Director.

The Committee consists of:



EMBEDDING SUSTAINABILITY

# ISO MANAGEMENT SYSTEMS

Hutchison Ports (UK) (HPUK) is committed to prioritising safety, health and wellbeing to drive a zero-harm culture whilst maintaining continual improvement programmes to protect our environment.

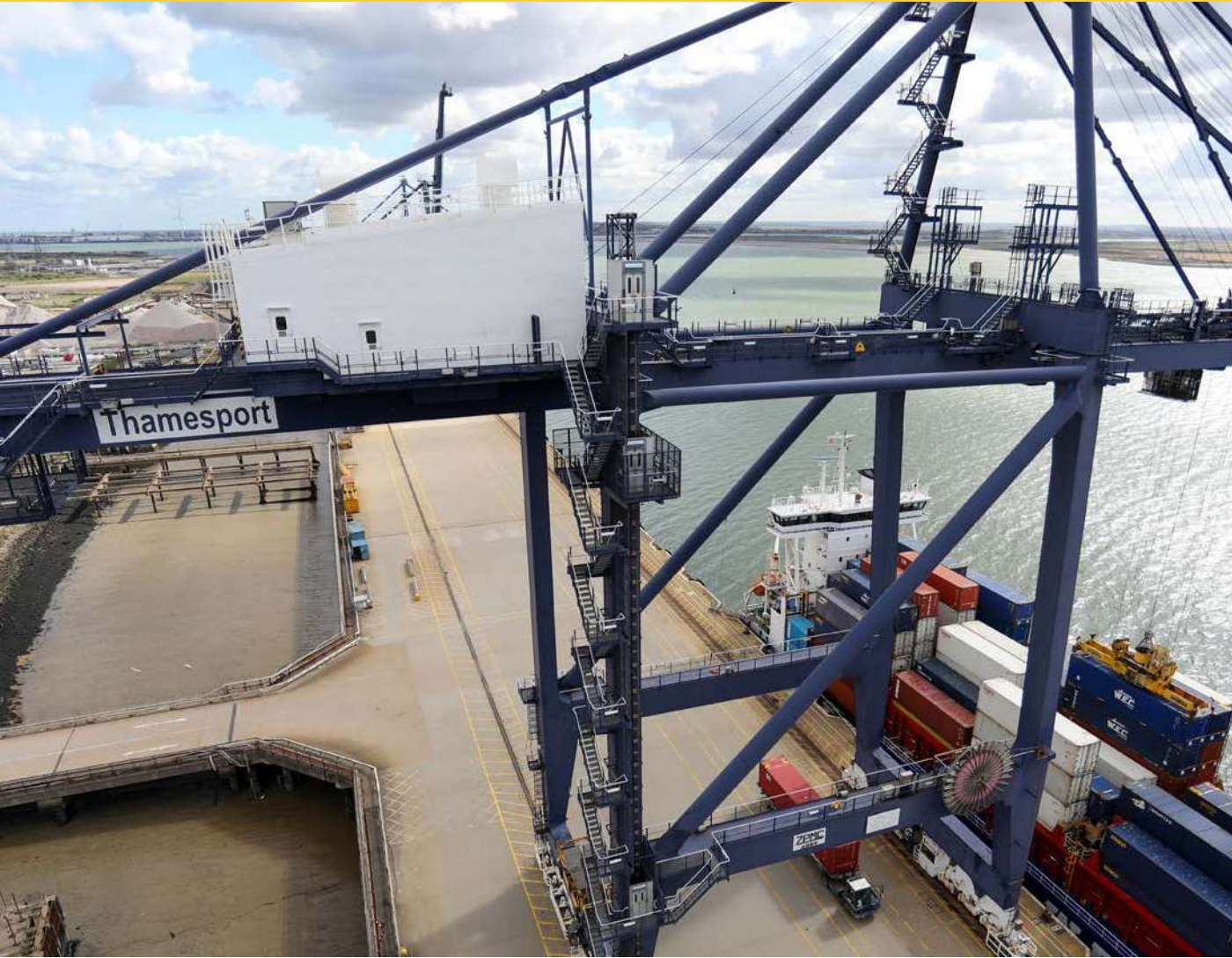
To ensure delivery of these objectives we have adopted an integrated management system which is certified to the globally recognised ISO 45001 and ISO 14001 standards for occupational health and safety and environmental management respectively.

Our management system is subject to annual external audits to provide independent verification of our ongoing compliance and drives continuous improvement.

The system provides a framework to regularly review and improve our safety, health and environmental (SHE) performance while recognising the needs of our stakeholders. It allows us to identify improvement opportunities and meet our compliance obligations. The system is integrated into our core

business operations and is built around the impacts and risks associated with port activities.

HPUK had a successful 2025 external audit reflecting the effectiveness of its Safety, Health and Environmental functions.



# 3

## OUR ENVIRONMENT



CLIMATE

# DECARBONISATION MANAGEMENT

Recognising the risks and opportunities presented by climate change, Hutchison Ports is dedicated to creating and implementing a decarbonisation strategy across the Group in line with our net-zero ambition. To deliver that strategy we have developed a Decarbonisation Plan to understand our energy profile, identify emission hotspots and outline emission reduction measures.

The main components of the decarbonisation plan include an assessment of current emissions, an equipment replacement plan, the use of renewable electricity, changes in operational behaviours and the implementation of efficiencies.



CASE STUDY

# AUTONOMOUS TRUCKS AT THE PORT OF FELIXSTOWE

The Port of Felixstowe reached a significant milestone in 2025 with the successful deployment of autonomous trucks at Trinity Terminal. Working in partnership with autonomous logistics technology specialist Westwell, Felixstowe became the first port in Europe to successfully operate autonomous trucks in a live mixed-traffic environment, with autonomous vehicles working safely alongside conventionally driven trucks and terminal equipment.

The project forms part of the port’s wider strategy to harness innovation, improve operational efficiency and support its ambition to achieve Net Zero Scope 1 and 2 emissions by 2035.

Initially, 34 fully electric autonomous trucks were introduced at Trinity Terminal. Following their successful deployment, a further 34 vehicles were delivered in November 2025. Equipped with enhanced LiDAR and camera systems, the additional vehicles demonstrate confidence in the technology and its potential to improve operational performance while supporting long-term sustainability goals.

Powered by advanced sensor technology, including LiDAR, cameras and radar systems, the autonomous trucks are designed to operate safely within one of Europe’s busiest container terminals. Their ability to work alongside manually operated vehicles in a complex

operating environment represents a significant breakthrough for port automation in Europe.

As fully electric vehicles that use electricity from renewable sources only, the autonomous trucks are helping reduce emissions associated with container transport operations within the port. Westwell estimates that each autonomous truck can reduce carbon dioxide emissions by up to 50 tonnes per year compared with conventional alternatives, providing a tangible contribution towards decarbonising port operations.

To support the fleet, the port commissioned an automated battery swapping station, enabling depleted batteries to be exchanged for fully charged units in approximately five to six minutes. This innovation helps maximise equipment availability while supporting efficient, low-carbon operations.

The deployment has also been enabled by the introduction of the Port of Felixstowe’s private 5G network, providing fast, secure and reliable communications between vehicles and operational systems. Together, these investments are helping to create a more resilient, efficient and digitally connected port for the future.

By combining autonomous technology, electrification and advanced digital infrastructure, the Port of Felixstowe is demonstrating how innovation can support both operational excellence and sustainability objectives, while helping future-proof the UK’s busiest container port for the decades ahead.



CLIMATE

# UNDERSTANDING OUR GREENHOUSE GAS EMISSIONS (GHG)

Data presented in this section is drawn from the 2025 Hutchison Port Holdings (HPH) Greenhouse Gas (GHG) Emissions Programme Report, which provides a detailed assessment of Hutchison Ports (UK)'s (HPUK) carbon footprint and supports ongoing decarbonisation efforts.

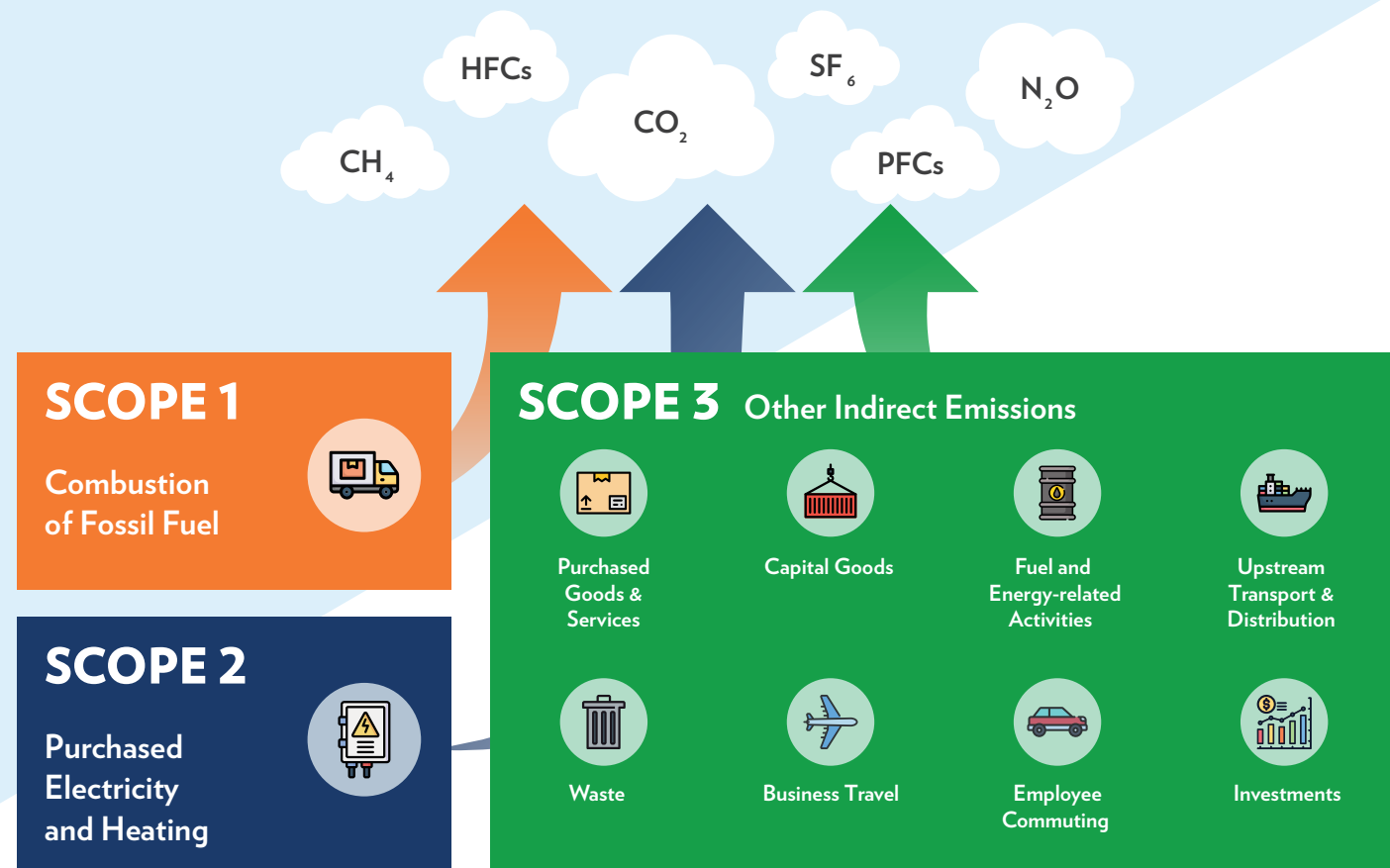
The report shows that Scope 1 emissions accounted for 18% of total greenhouse gas emissions in 2025. These emissions arise directly from sources owned or controlled by Hutchison Ports (UK), such as fuel consumption from operational equipment and vehicles.

As all electricity purchased by Hutchison Ports (UK) is sourced from certified renewable energy, market-based Scope 2 emissions were zero. However, in line with the Greenhouse Gas Protocol, Scope 2 emissions are also reported using the location-based method, which reflects the average emissions intensity of the electricity grids from which power is supplied. Using this methodology, Scope 2 emissions represented 7% of total emissions.

The majority of HPUK's carbon footprint continued to fall within Scope 3 emissions, which accounted for 82-

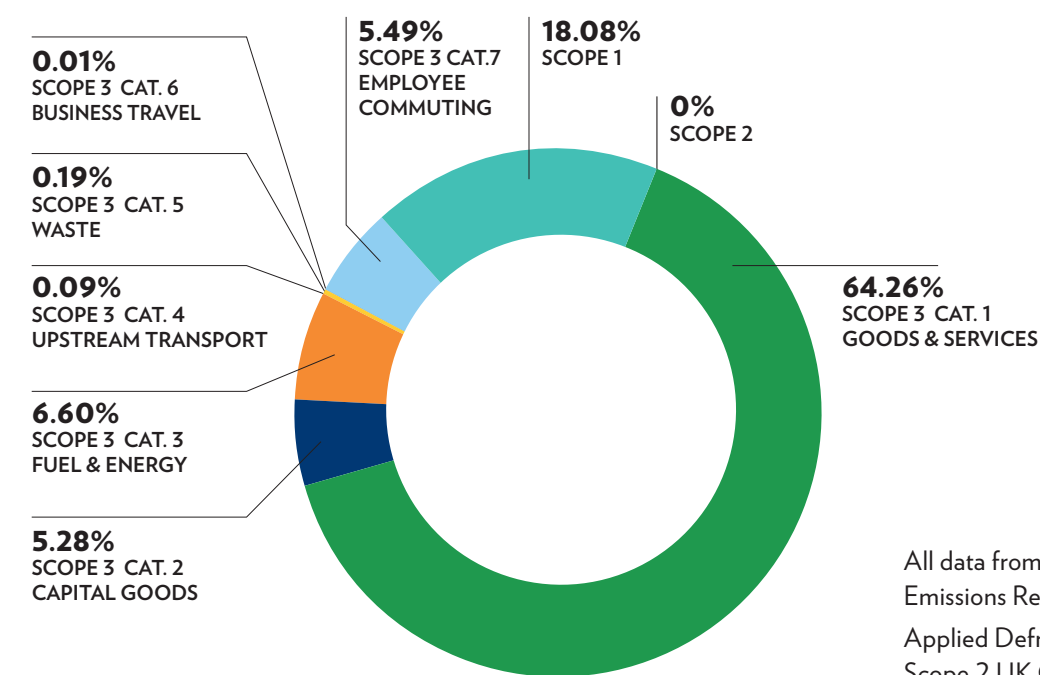
83% of total emissions, depending on the reporting methodology applied. Scope 3 emissions arise throughout the wider value chain, with purchased goods and services remaining the largest contributor.

Understanding the composition of our emissions profile enables us to focus decarbonisation efforts where they can have the greatest impact, while working collaboratively with suppliers, customers and other stakeholders to reduce emissions across our value chain.



## HPUK 2025 CARBON FOOTPRINT PROFILE

HPUK Carbon Footprint  
(Market based Scope 2 method)



All data from 2025 HPH GHG Emissions Reduction Program Report. Applied Defra 2025 Emissions Factor for Scope 2 UK Grid Electricity

CLIMATE

# NET ZERO PATHWAY

Hutchison Ports has set a target of 2035 for its three UK ports to achieve Net-Zero for Scope 1 and Scope 2 greenhouse gas emissions.

The UK target is part of the Hutchison Ports group commitment to science-based targets to reach net-zero globally across Scopes 1,2, and 3 by 2050. These targets are validated against the internationally recognised Science Based Targets initiative (SBTi) standard.

The programme to deliver emissions reductions is now well underway with continuing investment in new and more sustainable electric-powered equipment and vehicles. This has led to significant reductions in our total diesel consumption.

The Port of Felixstowe commissioned two new 11Kv high voltage substations to serve the charging infrastructure for its conventional electric tractor fleet in 2023. Each substation enabling 20 vehicles to be charged at any one time at the port’s Trinity Terminal.

Electrification measures are excelling at our HPUK sites and will continue to develop in the coming years. The Port of Felixstowe’s site operational electric fleet now includes over 30 Autonomous Trucks ATs, supported by a recently commissioned automated battery swap station. We are expecting our number of ATs to double in the next year with electric manual Internal Tractors (ITs) also remaining fundamental to our operations.

An early decarbonisation initiative at the Port of Felixstowe began in 2014 with a project to convert over 50 diesel-powered Rubber-Tyred Gantry cranes (RTGs) to electricity. Since then, the port has bought electric-powered units only.

Automated electric RTGs (AeRTGs), which also have a remote-control option, are well established in our operations and the final batch arrived at the port mid-2025 from Konecranes of Finland.

The decarbonisation plan will continue momentum with all equipment and vehicles across our three UK ports specified to be sustainable via a programme to replace our entire vehicle fleet with battery-powered or alternative fuel options by 2033. Electric cars and vans are now in daily use at all our sites.

To tackle Scope 2 emissions and ensure that sustainable electricity is used to power port equipment, HPUK renewed a deal in April 2024 which ensures that all the electricity it uses at all 3 sites is certified as being generated by solar, offshore wind or other renewable sources.

## ENERGY – ENERGY SAVINGS OPPORTUNITY SCHEME (ESOS):

Following text taken from [www.gov.uk/guidance/energy-savings-opportunity-scheme-esos](https://www.gov.uk/guidance/energy-savings-opportunity-scheme-esos)

“ESOS is a mandatory energy assessment scheme for organisations in the UK that meet the qualification criteria. The Environment Agency (EA) is the UK scheme administrator.

Organisations that qualify for ESOS must carry out ESOS assessments every 4 years. These assessments are audits of the energy used by their buildings, industrial processes and transport.

The ESOS audit is designed to identify tailored and cost-effective measures to allow participating businesses to save energy and achieve carbon and cost savings. The audit costs are estimated to be significantly outweighed by the savings from implementing the recommendations”.

HPUK is subject to the requirements of the ESOS Regulations 2014, as enforced by the EA, and is currently at the third phase of the scheme.

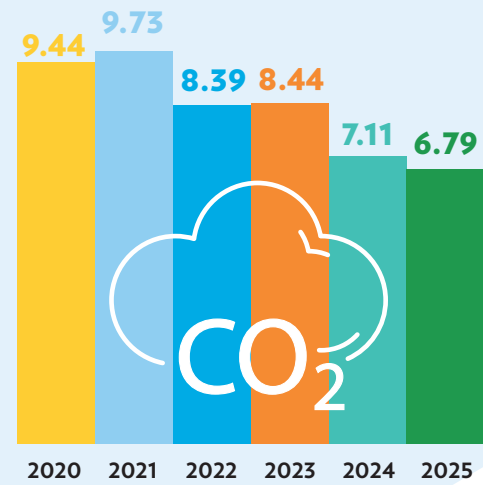
An additional compliance requirement was introduced by the EA in 2024 requiring ESOS participants to produce an energy savings Action Plan to be submitted to the EA in 2025 and followed up with annual progress updates.

Our ESOS Action plan was submitted in 2025 with 12 energy efficiency measures which we aim to fully complete by December 2027. The measures included electrification of our fleets to replace diesel powered operational plant equipment and vehicles at our 3 sites.

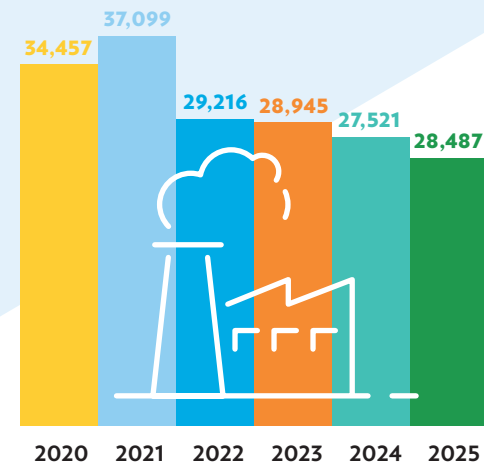
A measure to install an energy efficient, fully electric, replacement heating and hot water system Port of Felixstowe Police Station was completed in 2025.



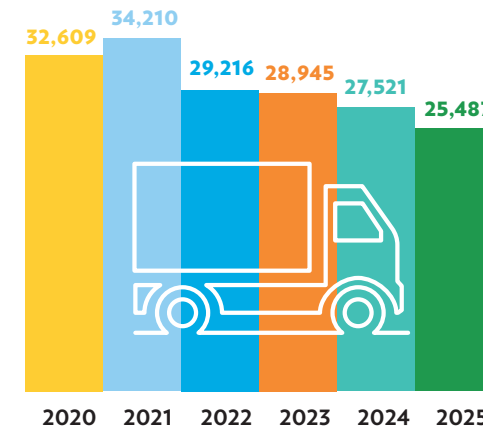
2025 ENVIRONMENTAL KPI PERFORMANCE



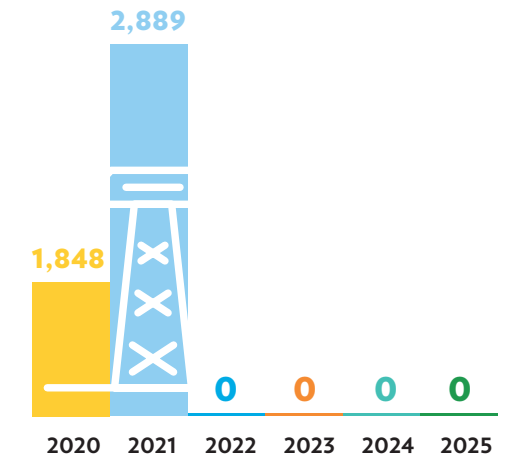
Carbon Intensity (KG CO2e/TEU)



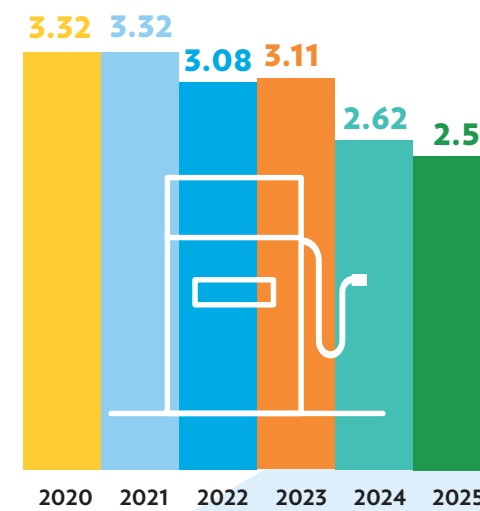
Total Emissions (TCO2e)



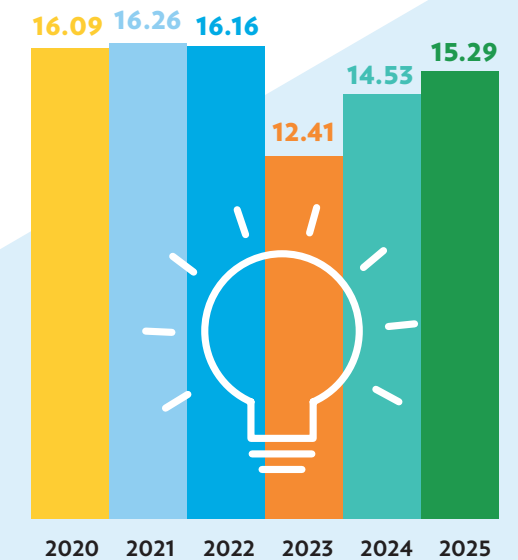
Scope 1 Emissions (TCO2e)



Scope 2 Emissions (TCO2e)



Diesel Consumption (L/TEU)



Electricity Consumption (kWh/TEU)

\* Corrected in 2025 GHG Report

\*\* Worth noting that direct emissions (Scopes 1&2) will continue to be reported the same as Scope 1 emissions since HPUK switched to use of 100% renewable electricity in 2022.

ENVIRONMENT

AIR QUALITY

In 2024, Hutchison Ports (UK) (HPUK) undertook a detailed review of the Port Air Quality Strategy, first produced in 2020 in response to the UK Government’s Clean Air Strategy and associated Clean Maritime Plan. Covering all three HPUK ports, the review recognised the opportunity to deliver further local air quality improvements through the company’s plans to reduce diesel use as part of its net-zero programme.

The Port Air Quality Strategy identified the principal sources of emissions across port operations and their relative contribution to local air quality impacts, providing a framework for prioritising emissions reduction measures. These measures include the adoption of cleaner technologies, engagement with vessel operators and other port users on emissions reduction initiatives, and continued investment in air quality monitoring to assess the effectiveness of mitigation activities.

Electrification measures are advancing across HPUK, and the company’s



decarbonisation plan will continue to build momentum as it works to replace diesel-powered operational plant, equipment and vehicles across its three sites with battery-powered or alternative fuel options by 2033.

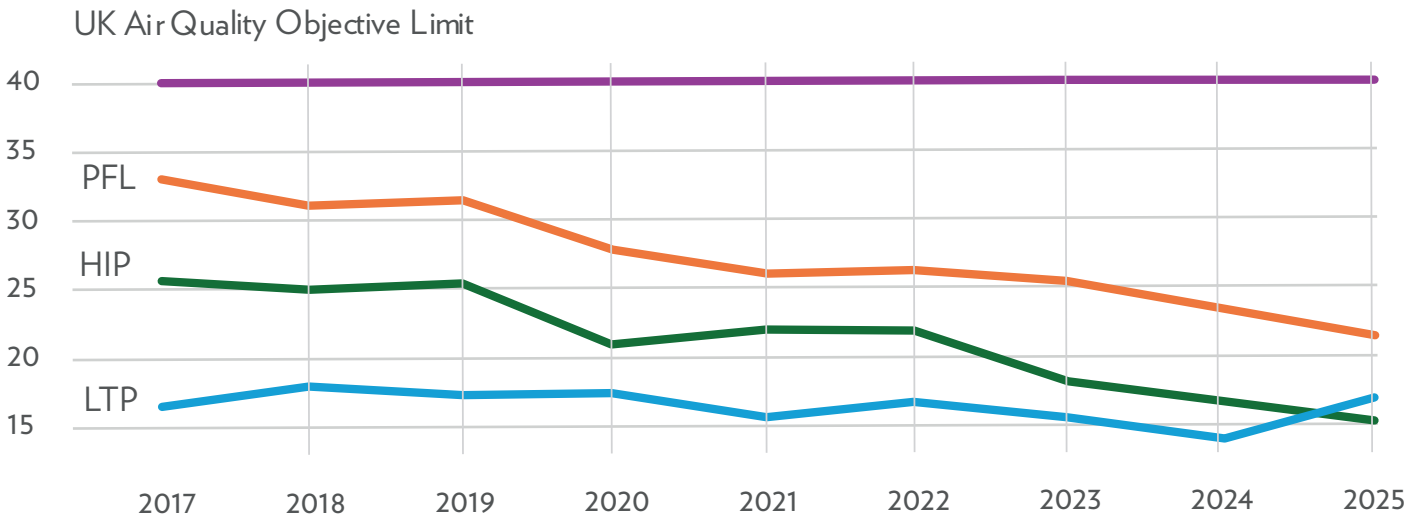
Since the review was completed, the Clean Maritime Plan has been superseded by the UK Government’s Maritime Decarbonisation Strategy. While the new strategy continues to support the transition towards a net-zero maritime sector, it no longer includes a specific requirement for the maintenance or review of Port Air Quality Strategies.

Hutchison Ports (UK) continues to maintain air quality monitoring networks through monthly diffusion tube

monitoring for Nitrogen Dioxide (NO<sub>2</sub>) and Sulphur Dioxide (SO<sub>2</sub>), together with continuous electronic monitoring systems. Monitoring data continues to demonstrate long-term reductions in Nitrogen Dioxide concentrations, which remain below national Air Quality Objective levels. Sulphur Dioxide concentrations also remain routinely below detection limits, reflecting the benefits of international controls on marine fuel sulphur content.

The company will continue to monitor air quality performance and pursue opportunities to reduce emissions from its operations, supporting both local environmental improvements and progress towards its wider decarbonisation ambitions.

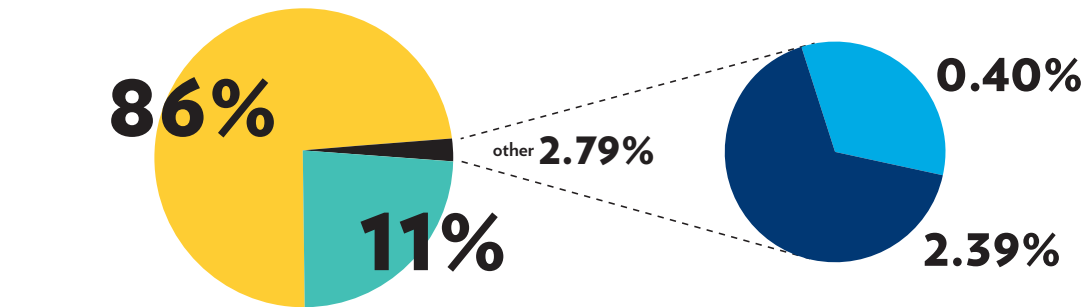
AVERAGE NO<sub>2</sub> LEVEL BY SITE (DIFFUSION TUBE MONITORING)



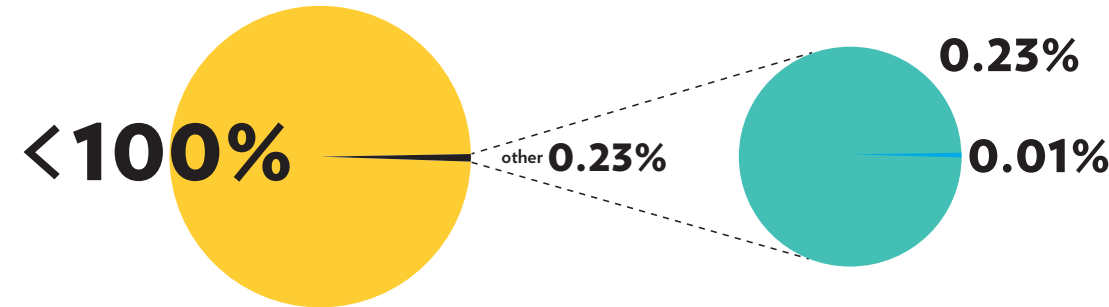
PORT OF FELIXSTOWE 2022 EMISSIONS BASELINE DATA



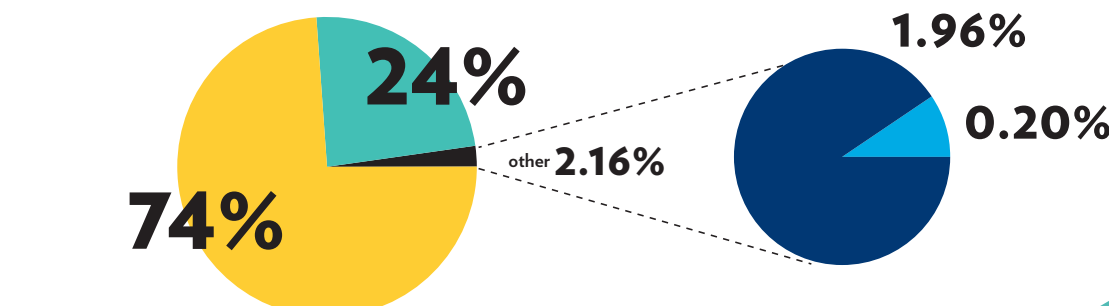
NO<sub>x</sub> Emissions Distribution



SO<sub>2</sub> Emissions Distribution



PM<sub>10</sub> Emissions Distribution

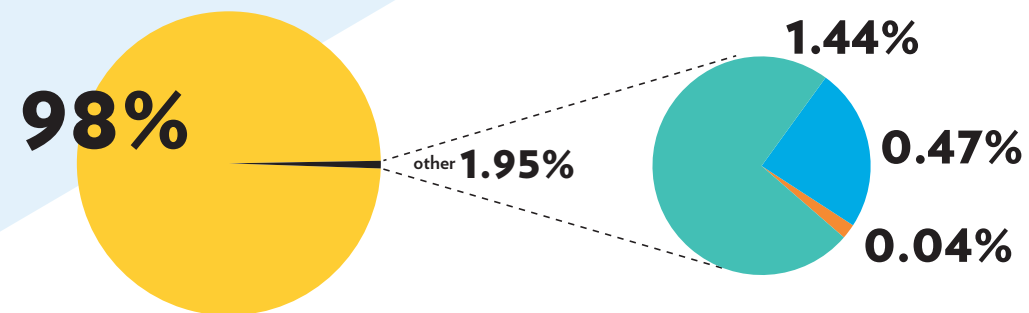


Source: [www.portoffelixstowe.co.uk/wp-content/uploads/2023/12/Port-air-quality-strategy.pdf](http://www.portoffelixstowe.co.uk/wp-content/uploads/2023/12/Port-air-quality-strategy.pdf)

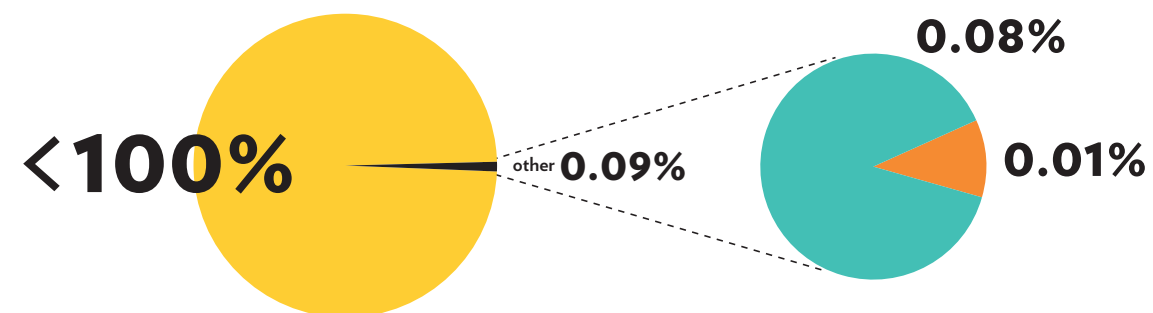
## HARWICH INTERNATIONAL PORT 2022 EMISSIONS BASELINE DATA



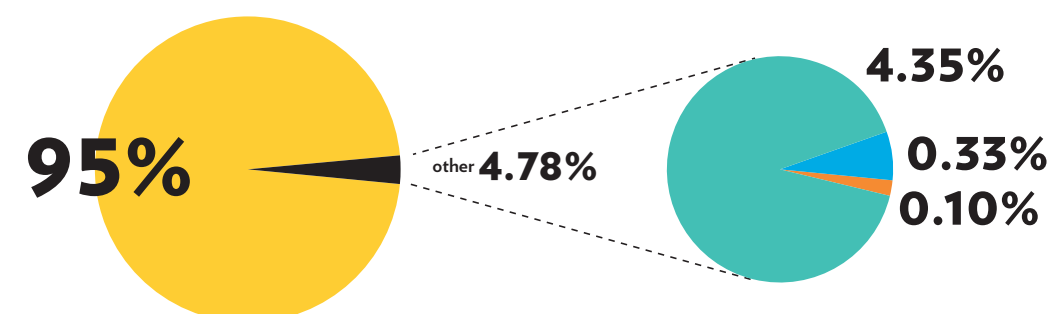
NO<sub>x</sub> Emissions Distribution



SO<sub>2</sub> Emissions Distribution



PM<sub>10</sub> Emissions Distribution

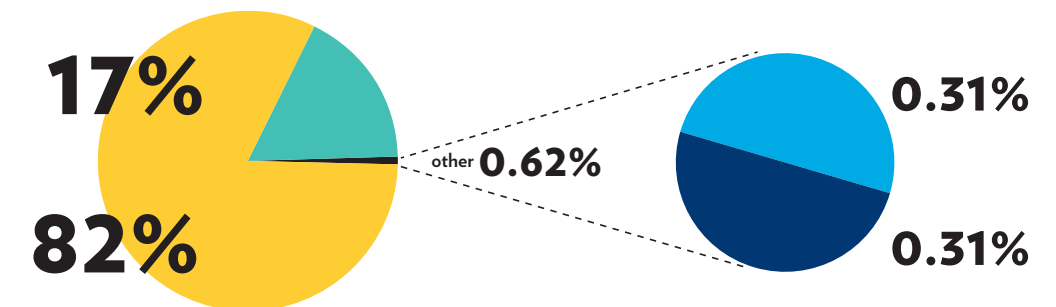


Source: [www.portoffelixstowe.co.uk/wp-content/uploads/2023/12/Port-air-quality-strategy.pdf](http://www.portoffelixstowe.co.uk/wp-content/uploads/2023/12/Port-air-quality-strategy.pdf)

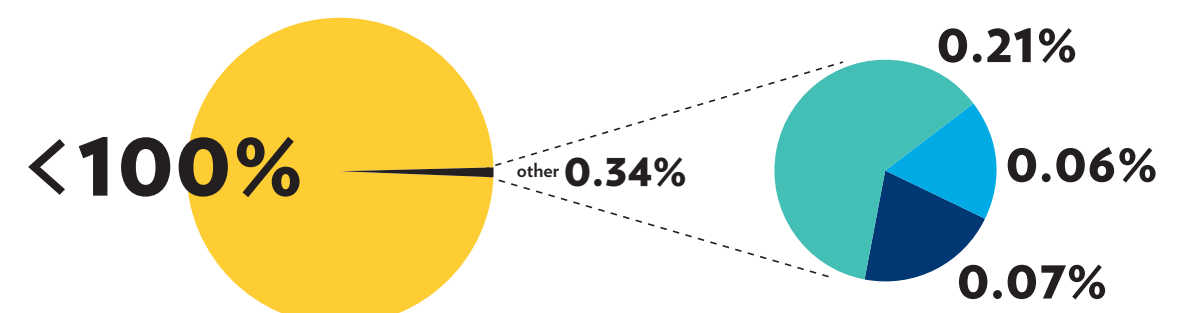
## LONDON THAMESPORT PORT 2022 EMISSIONS BASELINE DATA



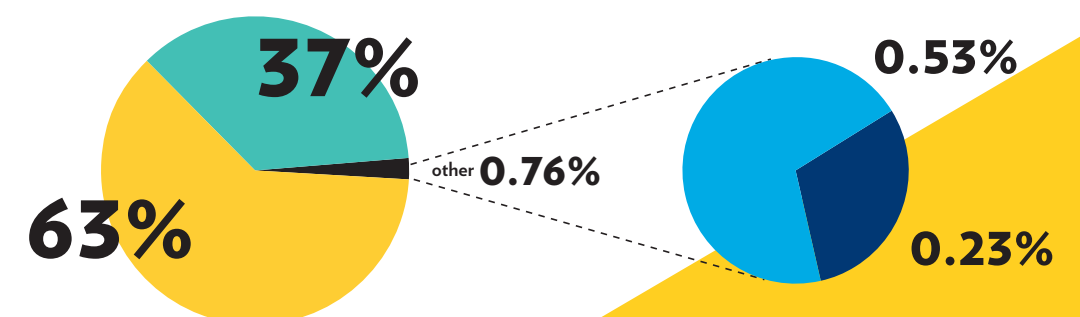
NO<sub>2</sub> Emissions Distribution



SO<sub>2</sub> Emissions Distribution



PM<sub>10</sub> Emissions Distribution



ENVIRONMENT

# WASTE

In 2025, Hutchison Ports (UK) (HPUK) recycled 74% of all waste handled, demonstrating the continued effectiveness of its waste management programme. To minimise waste generation, sustainable procurement practices are embedded across the business and opportunities to recover and recycle materials are maximised through segregation at source. HPUK ports also has a legal obligation to accept ships’ waste, presenting both challenges and opportunities in managing a diverse range of waste streams responsibly.



Working closely with specialist waste management contractors, HPUK operates a robust waste management system based on an approved Waste Management Plan that complies with all relevant UK legislation while providing an effective service for customers.

The business remains committed to the principles of the circular economy, seeking opportunities to increase recovery, reuse and recycling wherever practicable.

HPUK continues to operate a zero waste to landfill policy for residual non-recyclable waste, with material directed to energy recovery facilities. The only exceptions remain international catering waste from vessels, which is managed in accordance with national biosecurity requirements, and asbestos waste, which must be disposed of via landfill for safety reasons. The ports work closely with waste contractors to identify opportunities for continuous improvement and to support delivery of the Hutchison Ports Waste Management Standard.



ENVIRONMENT

# BIODIVERSITY



Protecting biodiversity remains an integral part of Hutchison Ports (UK)’s (HPUK) Sustainability Strategy. HPUK ports are located alongside nationally and internationally important habitats that support a wide range of marine and terrestrial ecosystems. Through its Environmental Management System, HPUK identifies activities that could impact the environment and implements robust control measures to minimise those effects. These include maintaining drainage infrastructure to prevent pollution of the marine environment, adhering to strict waste management procedures and working to safeguard the sensitive habitats surrounding its ports.

Implementation of energy efficiency initiatives, together with the continued adoption of sustainable operational processes, contributes to the conservation of natural resources. These measures complement biodiversity objectives, support healthier ecosystems and help reduce environmental impacts across Hutchison Ports (UK)’s operations.

The Company’s ports provide a home for a variety of protected species, including Peregrine Falcons at the Port of Felixstowe. HPUK continues to seek

expert ecological advice to ensure that port operations avoid harm or disturbance to these species, particularly during sensitive breeding and nesting periods. Biodiversity considerations also remain a key element of infrastructure planning, with environmental impacts assessed in accordance with regulatory requirements and in consultation with relevant environmental authorities. The Biodiversity Net Gain framework established by the Environment Act 2021 continues to ensure that qualifying developments deliver an overall positive contribution to biodiversity.

## GULLS

Wild birds are protected under the Wildlife and Countryside Act 1981. During 2025, Hutchison Ports (UK) obtained an A09 licence from Natural England, enabling the lawful relocation of gull nests from specific operational areas where necessary. This approach supports both the protection of wildlife and the maintenance of safe port operations.

HPUK is committed to coexisting with gulls and other wildlife across its sites while ensuring that the health, safety and wellbeing of employees,

contractors, customers and visitors are not compromised. The A09 licence allows essential operational activities to continue safely during the nesting season whilst supporting the natural life cycle of gull populations.

The Company continues to work closely with nature conservation organisations, local authorities and environmental regulators to monitor habitats surrounding its ports. During 2025, this collaborative approach supported ongoing ecological monitoring and efforts to improve understanding of local ecosystems, helping to ensure that biodiversity considerations remain embedded within operational and development activities.



## CASE STUDY

# MARINE BIOSECURITY PLAN FOR THE STOUR AND ORWELL ESTUARIES - INVASIVE NON-NATIVE SPECIES (INNS)

Marine non-native species are those that have been introduced by human activities, either intentionally or unintentionally, outside of their natural range and into UK waters. Invasive non-native species (INNS) are those that can pose considerable threats to the marine environment. They can cause severe harm to sustainability by outcompeting native wildlife, spreading diseases, and damaging industries like fisheries and boating. Once established, these species are incredibly expensive and difficult to eradicate. They can clog industrial pipes, increase fuel costs for ships by attaching to hulls, and compromise coastal ecosystems.

Preventing the introduction of INNS to marine environments is recognised as the most effective management option, and Biosecurity plans are highly recommended as best practice by environmental groups like Natural England to help local marine businesses, ports, and recreational users keep their waters safe. An estuary wide approach to biosecurity planning is a way to guide everyone using this environment to carry out best practice and behaviours. The mechanisms and routes by which INNS are moved from one geographic location to another by humans are termed “pathways”. A Biosecurity plan identifies high-risk areas and sets

rules for them, with a strong focus on managing the pathways by which INNS are introduced.

In 2022, Natural England commissioned an ‘Audit, review and prioritisation for INNS biosecurity planning in England to identify potential gaps and prioritise locations for further biosecurity planning. The Stour and Orwell Estuaries area was highlighted as a priority for the development of a biosecurity plan, being identified as a potential hub for marine INNS introductions. The Stour and Orwell area has multiple national and international protected designations including Special Protected Area (SPA), National Landscapes (formerly Area of Outstanding Natural Beauty (AONB)), and Sites of Special Scientific Interest (SSSI).

HPUK (Port of Felixstowe and Harwich International Port) joined a partnership of organisations with responsibilities and interests in the sustainable management of the Stour and Orwell estuaries to progress and jointly fund the development of a new Biosecurity plan. During 2025, the information and actions within the plan were developed following a series of local stakeholder workshops attended by a wide range of organisations and sectors across the Stour and Orwell Estuaries.

The Marine Biosecurity Plan for the Stour and Orwell Estuaries was completed in December 2025. The plan identifies measures that can be taken by all estuary users including recreational sailors, marina operators, commercial fishers, anglers, visitors and commercial shipping interests to reduce potential threats to local sustainability.

A sustainable estuary is a healthy mix of salty ocean water and fresh river water, balancing nature and human use. It protects plants and animals, keeps water clean, and allows users to fish and boat without harming the environment

The report can be accessed here:

Hutchison Ports (UK) Contributes to Production of Stour & Orwell Biosecurity Plan • Port of Felixstowe

Stour-and-Orwell-Marine-Biosecurity-Plan-v2.0.pdf

ENVIRONMENT

ENGAGEMENT

Hutchison Ports (UK) (HPUK) operates in close proximity to nationally and internationally important habitats, making environmental stewardship a core consideration in how we manage our ports. Our environmental management systems and pollution prevention measures help protect these sensitive ecosystems, while our sustainability strategy encourages employees to understand the role they can play in safeguarding the natural environment. By connecting our people with local environmental issues and opportunities, we continue to strengthen awareness, responsibility and positive action across the business.

Environmental engagement remains an important part of building a sustainable culture at HPUK. Through volunteering opportunities, awareness campaigns, biodiversity initiatives and sustainability events, employees are encouraged to contribute both in the workplace and within their local communities. These activities help develop a stronger understanding of environmental challenges, support the protection of local habitats and reinforce our commitment to creating sustainable ports for the future.

HPUK SUSTAINABILITY AWARD 2025

The HPUK Environment Award was created to recognise both the large and small scale projects and actions undertaken that demonstrate a commitment to reducing the environmental impact of our operations.

In 2025, we made changes to improve the scheme and it was switched from an Environment Award to a more encompassing Sustainability Award. The change has increased interest as we look to boost employee participation in this important sustainability recognition scheme.

Looking ahead we plan to expand the Sustainability Award further still with additional awards and recognitions to boost employee participation and raise awareness of our sustainability aspirations.

The 2025 award winner was a Cold Chain Improvement Project conceived by the Examination Facilities Team based at 70 Shed. The project identified ways to streamline the seal check process for approximately 7500 refrigerated containers per year that are required to be called for inspection by our statutory



stakeholder Suffolk Coastal Port Health Authority (SCPHA).

sustainability pillars: Our Environment, Our People, and Our Business.

The project required contributions from multiple HPUK departments alongside close collaboration with SCPHA. It took careful planning and considerable efforts from all those involved to ensure it proved to be successful.

The astonishing impacts of this project include huge reductions in diesel usage, CO2 emissions, and vehicle and container movements. It brings tangible benefits relating to all our fundamental



EMPLOYEE ENVIRONMENT GROUP

Port employees with an interest in environmental issues are encouraged to participate in the Employee Environment Group, which promotes environmental awareness, shares sustainability updates and supports volunteering opportunities that benefit local habitats and communities. The Group helps colleagues better understand the environmental challenges and opportunities associated with operating ports alongside internationally important wildlife and coastal environments. Through a programme of engagement activities, employees are encouraged to make a positive contribution both within the workplace and in the communities where they live and work.

During 2025, the Employee Environment Group members supported a variety of practical conservation and community initiatives. Volunteers worked alongside neighbouring partners at Landguard Nature Reserve to help protect breeding areas for ground-nesting birds by installing and later removing seasonal posts and cordons, as well as undertaking litter-picking activities to maintain this important Local Nature Reserve and Site of Special Scientific Interest.

The Group also supported the annual Great British Beach Clean, organised by the Marine Conservation Society, with Port of Felixstowe employees and their families collecting almost 5.5kg of litter from the coastline adjacent to the port. The event helped improve the local environment while raising awareness of marine pollution and the importance of protecting coastal ecosystems.

More widely, HPUK's volunteering programme continued to grow in 2025, with colleagues completing 241.5 volunteering hours across 43 approved volunteering activities supporting environmental, conservation and community organisations. These initiatives demonstrate how employee involvement can contribute to protecting biodiversity, improving local environments, strengthening community partnerships and supporting HPUK's commitment to creating a more sustainable future.



MARINE

# MARINE ACTIVITIES

Hutchison Ports (UK) plays an important role in ensuring the safe and efficient movement of vessels through some of the United Kingdom’s busiest maritime gateways. As Statutory Harbour Authorities at the Port of Felixstowe and Harwich International, we work closely with the Harwich Haven Authority, which has responsibility for the wider harbour and approach channels serving both ports. This close partnership supports the safe navigation of vessels, efficient harbour operations and effective management of marine activities across the Haven. London Thamesport operates within the jurisdictional area of Port of Sheerness Ltd and works collaboratively with its harbour authority to maintain safe marine operations.

Marine activity at our ports extends beyond vessel movements and includes ongoing collaboration with shipping lines, harbour authorities, marine organisations and environmental stakeholders. As global shipping continues its transition towards lower-carbon operations, our ports are supporting the deployment of alternative-fuel vessels and contributing to the development of a more sustainable maritime sector. Through investment, partnership working and operational excellence, we continue to enable the safe and responsible movement of goods that support the United Kingdom economy.



## CASE STUDY GREEN SHIPPING

The global maritime sector continues to accelerate its transition towards lower-carbon operations through the adoption of alternative fuels and more energy-efficient vessel technologies. This transition gained further momentum in 2025 following the adoption of a legally binding framework by the International Maritime Organization (IMO) aimed at reducing greenhouse gas emissions from international shipping and supporting the sector’s pathway towards net-zero emissions.<sup>1</sup>

Alternative fuels are playing an increasingly important role in this transition. According to Lloyd’s Register, shipowners ordered 407 LNG-capable vessels and 134 methanol-capable vessels during 2025, demonstrating continued investment in lower-emission propulsion technologies. LNG remained the most widely adopted alternative marine fuel in 2025, while methanol-capable vessels continued to attract significant industry interest.<sup>1</sup>

The global orderbook for alternative-fuel capable vessels reached 1,942 ships during 2025, of which 1,259 are LNG-capable and 385 are methanol-capable. This growth reflects the increasing confidence of shipowners and operators in alternative fuels as part of the maritime industry’s decarbonisation strategy.<sup>1</sup>

The Port of Felixstowe has continued to support this transition by welcoming a growing number of alternative-fuelled vessels. During 2025, the port welcomed the ONE Intelligence on its maiden call. Operated by Ocean Network Express, the vessel has a capacity of more than 24,000 TEU, reflecting the continuing deployment of highly efficient next-generation container ships on major trade routes.<sup>2</sup>

Felixstowe has also established itself as a key destination for methanol-enabled vessels. The port hosted the naming ceremony of the 16,000 TEU dual-fuel Alexandra Maersk in October 2024 and previously welcomed the maiden call of Ane Maersk, described by the Port of Felixstowe as the world’s first large methanol-enabled container vessel. These milestones demonstrate the increasing deployment of alternative-fuel technologies across the container shipping sector.<sup>2</sup>

As shipping lines continue to invest in LNG, methanol and other alternative fuel technologies, ports have an important role to play in supporting the industry’s transition. The increasing presence of alternative-fuelled vessels calling at Felixstowe highlights the progress being made towards a lower-carbon maritime sector while maintaining the efficient movement of global trade.<sup>1&2</sup>

Sources

<sup>1</sup> Lloyd’s Register, Alternative-fuelled ship orders remain significant in 2025 (7 January 2026).

<sup>2</sup> Port of Felixstowe, news archives, [www.portoffelixstowe.co.uk/news/](http://www.portoffelixstowe.co.uk/news/) (including ONE Intelligence maiden call and methanol-enabled vessel announcements).



MARINE

MARINE SAFETY

Safe marine operations are fundamental to the way Hutchison Ports (UK) operates. As Statutory Harbour Authorities at the Port of Felixstowe and Harwich International, we are committed to maintaining the highest standards of marine safety, protecting people, vessels, infrastructure and the marine environment. This commitment is underpinned by robust governance, comprehensive risk management and close collaboration with our partners across the wider harbour community.

In April 2025, the revised Ports and Marine Facilities Safety Code was introduced, broadening its scope to include marine facilities, terminals and marinas. The updated Code strengthened requirements for coordination between neighbouring harbour authorities and marine organisations. As part of this process, formal bridging documents were developed to define responsibilities, communication arrangements and

operational interfaces between key maritime stakeholders, including Harwich Haven Authority, Harwich International Port and the Port of Felixstowe. Compliance declarations were subsequently submitted to the Maritime and Coastguard Agency in March 2026, demonstrating continued adherence to national marine safety standards.

The Port of Felixstowe and Harwich International maintain comprehensive Marine Safety Management Plans that govern vessel movements, navigational safety and emergency preparedness. Regular inspections, audits, risk assessments and training exercises ensure that safety remains central to

all marine operations and support a culture of continual improvement and accountability. Both ports continue to invest in the training and competency of personnel, ensuring they are prepared to respond effectively to marine incidents and emergencies.



## MARINE

# POLLUTION RESPONSE

Protecting the marine environment is a key element of our marine safety framework. We work closely with Harwich Haven Authority and other partner organisations to safeguard both port waters and the wider harbour environment. As Statutory Harbour Authorities, the Port of Felixstowe and Harwich International maintain Maritime and Coastguard Agency-approved Oil Pollution Emergency Plans in accordance with the Merchant Shipping (Oil Pollution Preparedness, Response and Co-operation Convention) Regulations 1998. These plans ensure a timely, measured and effective response to any pollution incident.

Both ports are active members of the Haven Oil Working Group, which brings together ports, local authorities, environmental organisations and

government agencies to coordinate preparedness and response activities across the Haven. Through shared expertise and resources, members can respond quickly and efficiently to pollution incidents, helping to protect sensitive coastal and estuarine habitats.

To ensure a professional and competent response capability, members of the marine team are trained to 2P First Responder and 5P Executive Commander levels under the MCA (Maritime & Coastguard Agency) certified spill response professionals, Response and Co-operation framework. Personnel undertake regular refresher training and participate in practical exercises designed to maintain readiness. In addition, three-yearly Incident Management Exercises are conducted with partner organisations,

providing opportunities to deploy and test pollution containment and recovery equipment in realistic scenarios.

Our ports maintain specialist pollution response equipment, including booms, skimmers, absorbents and fastanks for the storage of recovered oil and contaminated materials. Arrangements are also in place with specialist response contractors to provide support during more significant Tier Two incidents. Through preparation, collaboration and continual training, Hutchison Ports (UK) remains committed to protecting the marine environment and ensuring that all marine operations are conducted safely, responsibly and sustainably.



# CLIMATE CHANGE RISK ASSESSMENT



Hutchison Ports (UK) (HPUK) recognises the risks associated with the current and projected changes to global climate arising from greenhouse gas emissions. Work has been done at Hutchison Ports (HP) Group level to analyse the predicted impacts of a range of greenhouse gas concentration scenarios that may arise as the world transitions away from fossil fuels in the coming decades.

HP Group is advancing climate action as a strategic priority across its terminal network, recognising that decarbonisation, climate resilience and long-term business value are increasingly interconnected.

HPUK is focused on reducing Green House Gas (GHG) emissions across operations and the value chain, while strengthening the management of associated environmental impacts and supporting sustainable port operations. The programme to deliver emissions reductions at HPUK sites is now well underway with investment continuing in new and more sustainable electric-powered equipment and vehicles. HPUK net-zero targets are aligned with the Climate Change Act 2008, which was amended in 2019 to commit the UK to a 100% reduction in greenhouse gas emissions by 2050.

HPUK 2025 Environmental KPI Performance data showing progress with GHG emissions reductions is illustrated on pages 38 & 39 of this report.

Collaboration with customers, suppliers and external partners further enables the practical deployment of low-emission solutions across operations, including actions relevant to value-chain emissions, these actions form our strategy going forward.



## DRIVING CONTINUOUS EMISSIONS REDUCTION

Emission reduction targets are set at the BU level, reviewed annually, and regularly monitored and reported to senior management to support continued progress towards the Group's low-carbon transition.



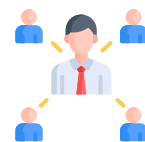
## GOVERNANCE OF EQUIPMENT ELECTRIFICATION

Robust governance of equipment electrification guides the transition, incorporating maintenance and safety controls to ensure safe implementation and mitigate operational risks while reducing emissions.



## ASSESSMENT OF CLIMATE-RELATED RISKS

Climate transition risks and opportunities are assessed to inform strategic planning, including evaluation of financial and operational impacts under different climate scenarios.



## ENGAGEMENT ACROSS THE VALUE CHAIN

Ongoing engagement with suppliers supports decarbonisation beyond operations, enabling the deployment of low-emission solutions across the value chain.



## ADVANCING ELECTRIFICATION THROUGH PARTNERSHIPS

Collaboration with the European Commission and financing partners supports access to funding, improving the feasibility of investments in electric equipment and deployment of low-emission technologies.

Beyond operational emissions, Hutchison Ports integrates climate considerations into business planning and investment decision-making, ensuring that climate-related risks and opportunities are addressed in a forward-looking manner.

In 2024 HPUK participated in the latest round of the Climate Change Adaptation Reporting regime coordinated by the UK Government's Department for Environment Food and Rural Affairs (Defra). Adaptation reports prepared by operators of key national infrastructure, such as HPUK's ports will be scrutinised by the government's independent Climate Change Committee to inform planning of national adaptation requirements.

HPUK worked with expert advisors to assess the business risks and opportunities using the latest climate projection data from the UK Met Office. Our assessment considered the changes contained within climate models forecast to the end of the 21st century for each of our port locations and for a range of possible climate change scenarios.

We will continue to review and update our Adaptation Reporting Power (ARP 4) assessment, with formal monitoring and evaluation of the actions required. The next round of this reporting regime is scheduled for 2029.

Predicted changes in rainfall, heat, wind speed and sea level were examined in detail by senior managers from all

departments to identify the measures necessary to ensure that our ports remain resilient to the impacts of climate change. The ports' previous work to install and maintain sea defences to protect against rising sea levels and stormy conditions together with the modernisation of port equipment and new ways of working such as remote control were found to provide a strong position from which our ports will continue to adapt. Our ongoing adaptation measures will target investment in further resilience of our workforce, infrastructure and technology.



# 4

## OUR PEOPLE



# SAFETY

Health, safety and wellbeing remain fundamental priorities across Hutchison Ports (UK) (HPUK), with a commitment to ensuring that employees, contractors, customers and all port users can work and operate in a safe and secure environment. Safety is embedded in every aspect of operations and is supported by a robust safety management system, strong leadership, clear policies, effective risk controls and comprehensive training programmes.

Recognising that people are at the heart of a safe workplace, HPUK continues to invest in initiatives that enhance safety awareness, leadership and behavioural understanding. Through effective engagement, education and communication, employees are empowered to take personal responsibility for safety and contribute to a positive and proactive safety culture.

The organisation is committed to continuously improving health and safety performance through the regular review of standards, procedures and working practices. By proactively identifying opportunities for improvement and learning from experience, HPUK seeks to strengthen its safety culture and maintain the highest standards of operational excellence.



Developing the skills and capabilities needed to achieve the goal of zero accidents remains a key focus. Training and awareness programmes are designed to strengthen understanding of individual responsibilities, reinforce expectations and ensure that everyone contributes to creating a safer, healthier and more sustainable working environment.

## SAFETY MANAGEMENT SYSTEM (SMS)

Hutchison Ports (UK) operates an integrated Safety, Health and Environmental (SHE) Management System that is certified to the internationally recognised ISO 45001 Occupational Health and Safety Management Standard and ISO 14001 Environmental Management Standard. The system provides a structured framework for managing risk, protecting people and the environment, and supporting continuous improvement across all operations.

Compliance with both standards is independently verified through annual external audits, ensuring that management systems remain effective, robust and aligned with best practice. Through regular review and ongoing enhancement of procedures and controls, Hutchison Ports (UK) continues to strengthen its commitment to maintaining the highest standards of health, safety and environmental performance.

## SAFETY GOVERNANCE FRAMEWORK

The Group Safety Committee (SAFCOM) provides strategic oversight of workplace health and safety across the business and is responsible for promoting a strong safety culture and supporting the implementation of the Group Safety Management System (SMS), which is aligned with the principles of ISO 45001.

SAFCOM plays a key role in monitoring safety performance, reviewing incidents and sharing lessons learned and best practice across the organisation. The Committee also oversees the identification and management of emerging and existing risks, helping to ensure that appropriate policies, standards and control measures are developed and implemented to reduce risk and drive continuous improvement.

Chaired by the Group Operations Directors, SAFCOM brings together representatives from key business functions alongside five Regional Coordinators, providing a collaborative forum for strengthening safety

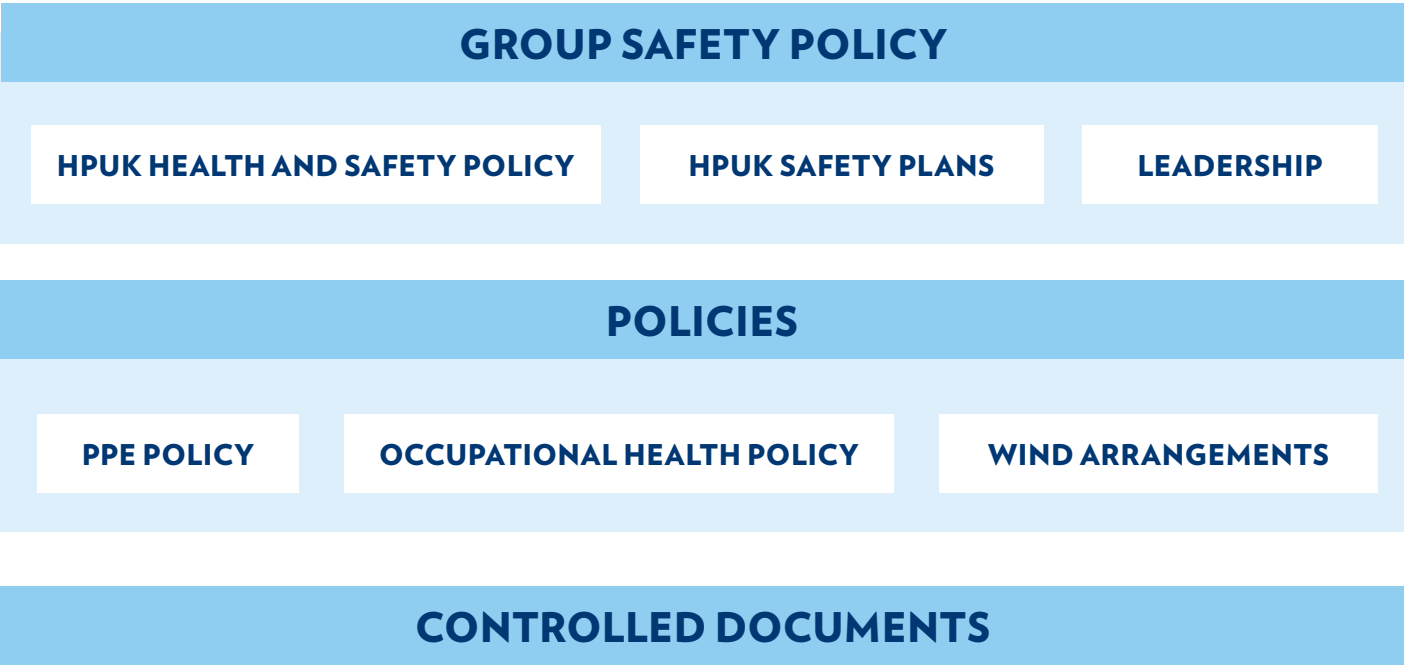
leadership, enhancing governance and supporting the organisation's commitment to achieving the highest standards of health and safety.

## GROUP SAFETY POLICY

The Group Safety Management System (SMS) is founded on the Group Safety Policy, which sets out a commitment to providing a safe and healthy working environment for employees, contractors, customers and all port users.

The policy promotes a proactive approach to risk management through regular assessments, hazard identification and the implementation of effective control measures. It provides a consistent framework that translates the strategic direction of the Group Safety Committee (SAFCOM) into everyday operational practices, supporting continuous improvement and a strong safety culture across the business.

## HEALTH AND SAFETY STRATEGY



## GLOBAL MINIMUM SAFETY STANDARDS (GMSS)

The Global Minimum Safety Standards (GMSS) provide a consistent foundation for health and safety management across Hutchison Ports operations worldwide. Developed by the Group Safety Committee (SAFCOM) and regularly reviewed to reflect evolving best practice, the standards define the minimum safety requirements that must be implemented at each business unit.

The GMSS support the development of robust local safety systems and promote a consistent approach to risk management, governance and operational safety. Key requirements include:

- A Business Unit Safety Policy aligned with Group standards.
- A dedicated Safety Committee at each business unit.
- Competent health and safety professionals to provide oversight and guidance.
- Health and safety induction and training for employees, contractors and visitors.
- Standardised reporting, investigation and monitoring of incidents.
- Inspection, maintenance and testing programmes for equipment and infrastructure.
- Safe systems of work for high-risk activities, including lifting operations and dangerous goods handling.
- The maintenance of safe and healthy workplace conditions.
- By establishing clear expectations and minimum controls, the GMSS help strengthen safety performance, support continuous improvement and reinforce a positive safety culture across the Group.

## HEALTH & SAFETY MANAGEMENT

Health and safety governance at Hutchison Ports (UK) is led by the Executive Health and Safety Committee, chaired by the Chief Executive Officer and supported by the Head of Safety. The Committee provides strategic oversight of safety performance and is responsible for the development and implementation of health and safety policy across the business.

At each of the Group's UK ports, Port Safety Committees bring together management and employee representatives to promote consultation, cooperation and continuous improvement in health and safety performance. These committees support compliance with relevant UK health and safety legislation while providing a forum to discuss workplace risks, share best practice and address local safety matters.

Given the scale and complexity of operations at the Port of Felixstowe, additional divisional and departmental safety committees operate across the site. These forums help ensure that safety, health and environmental issues are regularly reviewed and that employees remain actively engaged in maintaining high standards of workplace safety.

The Safety, Health and Environment (SHE) Department is responsible for maintaining the Safety Management System (SMS) and works closely with operational teams to support effective risk management and regulatory compliance. The department provides specialist advice on health, safety and environmental matters, undertakes inspections, audits and monitoring activities, and supports the continuous improvement of safety performance across the business.

Health and safety is a shared responsibility. Through risk assessments, workplace inspections, audits, incident investigations and targeted training programmes, the SHE Department, operational managers and supervisors work together to strengthen safety awareness, reduce risk and promote a positive safety culture throughout HPUK.



## DANGEROUS GOODS

The safe handling of dangerous goods is a critical aspect of port operations. Hutchison Ports (UK) employs qualified Dangerous Goods Safety Advisors who oversee the movement, storage and handling of hazardous cargo to help ensure risks are effectively managed and regulatory requirements are met.

Working closely with operational teams, the advisors provide specialist guidance on the safe transportation of dangerous goods and support compliance with the Dangerous Goods in Harbour Areas Regulations 2016 and the International Maritime Dangerous Goods (IMDG) Code. Through robust procedures, monitoring and oversight, Hutchison Ports (UK) helps ensure hazardous cargo is managed safely and responsibly throughout its journey through the port.

### CASE STUDY

## STEVEDORE SAFETY: BRINGING SAFETY TO LIFE

Stevedoring has become significantly safer over the years thanks to continual improvements in equipment, procedures, training and safety culture. However, working at height and around heavy cargo handling equipment still carries risks, making vigilance and informed decision-making essential.

In late 2025, Hutchison Ports (UK) launched an Operations-led safety campaign at the Port of Felixstowe focused on stevedoring activities and working at height. Almost 200 Stevedores, Quay Crane Drivers and Crane Coordinators took part in

sessions led by motivational safety speaker Dylan Skelhorn.

Dylan shared his deeply personal experience of a workplace fall that resulted in life-changing injuries and a permanent disability. His story transformed safety from a set of procedures into a powerful reminder of what is at stake when risks are not properly managed.

The impact was immediate. Colleagues reflected on the importance of making safe choices every day, with many staying behind

after the sessions to discuss how the lessons could be applied in their own roles.

By combining real-life experiences with ongoing training, safety briefings and operational awareness programmes, Hutchison Ports (UK) continues to strengthen its safety culture and ensure stevedores have the knowledge, skills and confidence to work safely. Dylan's story reinforced a simple but vital message: every decision matters, and everyone has a role to play in ensuring that every colleague returns home safely.



RISK ASSURANCE

Effective risk assurance is fundamental to maintaining safe, resilient and efficient port operations. The framework provides Executive and Senior Managers with confidence that significant risks are being identified, assessed and managed appropriately, and that controls and procedures are operating effectively across the business.

The Risk Assurance Model brings together the key activities that support strong governance and effective risk management, helping to ensure compliance, operational integrity and

continuous improvement. Through regular monitoring, review and assurance activities, Hutchison Ports (UK) seeks to verify that risks are controlled to a level that is as low as reasonably practicable and that lessons learned are embedded across the organisation.

The model also helps identify opportunities for further improvement, enabling resources to be focused on areas that will deliver the greatest benefit to safety, operational performance and organisational resilience.



SAFETY 2025 HIGHLIGHTS:

- Safety Leadership courses – New supervisors and managers at the Port of Felixstowe completed a two-day course covering safety leadership, environmental sustainability, accident investigation, marine and harbour safety, and the safe handling of dangerous goods cargo.
- 21 employees attended 4 safety courses at the Port of Felixstowe, completing 336 training hours (Source: Operations Training LMS system)
- Throughout 2025, we carried out 1,109 Safety Snapshots at the Port of Felixstowe. Of the actions identified, 96% have now been completed, demonstrating our continued commitment to identifying opportunities for improvement and taking action to make our workplaces safer. (Source: Evotix System – software used to record safety incidents, inspections and safety snapshots)
- No RIDDOR reportable injuries at Harwich International Port. (Source: Evotix System)
- No RIDDOR reportable injuries at London Thamesport. (Source: Evotix System)



# TEAMWORK

Sustainability considerations continue to shape decision-making across Hutchison Ports (UK) (HPUK), influencing initiatives to reduce environmental impacts, support employee wellbeing and strengthen a culture founded on ethical business practices, fairness and respect. Achieving these objectives relies on the commitment, expertise and active involvement of employees at every level of the organisation.

Employee engagement is based on open and constructive dialogue. Recognising the wealth of knowledge, experience and ideas within the workforce, HPUK actively seeks employee feedback to help inform business planning and decision-making. At the same time, employees are kept informed of developments that may affect them, ensuring clear communication and a shared understanding of the challenges and

opportunities facing the business.

A wide range of engagement, recognition and communication initiatives support this approach, helping to create an inclusive workplace where employees feel valued, informed and empowered to contribute to the company’s ongoing success and sustainability ambitions.



## SOCIAL COMMITTEE: EMPLOYEE-LED, COMPANY SUPPORTED

The Port of Felixstowe Social Committee was established in 2023 and expanded its remit in 2024, enabling employees to apply for support for social and team-building activities.

In 2025, the Committee supported a range of activities across the port, including:

- An East Coast Adventures day for the procurement team, featuring bushcraft, axe throwing and archery.
- A white-water rafting team-building experience for the Fire Service.
- The inaugural Social Committee Port Football Tournament, bringing together teams from operational, engineering and corporate functions throughout the summer.

Following the success of the football tournament, in 2026 the tournament will be extended across all three ports.



## TEAMWORK 2025 HIGHLIGHTS:

- **COO FORUMS:** Eight employee forums were held at the Port of Felixstowe in 2025 with attendees from across the port.
- **ASK THE EXEC:** Employees submitted 38 questions through the online question-and-answer platform, with responses provided by the Executive team.
- **TOWN HALL BRIEFINGS:** Five briefings attracted more than 2,000 employees, who received business updates from the Chief Executive Officer, Commercial Director, Chief Operating Officer and HR Director.
- **FAMILY DAYS:** Two events held in August welcomed around 3,802 employees and family members.
- **FELIXSTOWE CARNIVAL:** Employees from several departments supported the port’s participation in the July carnival and walked in the parade.
- **SOCIAL COMMITTEE:** The Port of Felixstowe Social Committee supported a range of team-building activities and launched the Port Football Tournament.
- **VOLUNTEERING:** Employees recorded 241.5 volunteering hours, supporting community and educational activities.
- **LONG SERVICE AWARDS:** During 2025, 28 employees reached 40 years’ service and 92 reached 25 years at the Port of Felixstowe. Their milestones were celebrated at an awards dinner in April 2026.
- **CYCLE TO WORK SCHEME:** The scheme was taken up by 96 employees at the Port of Felixstowe and Harwich International.



# DIVERSITY & INCLUSION (D&I)

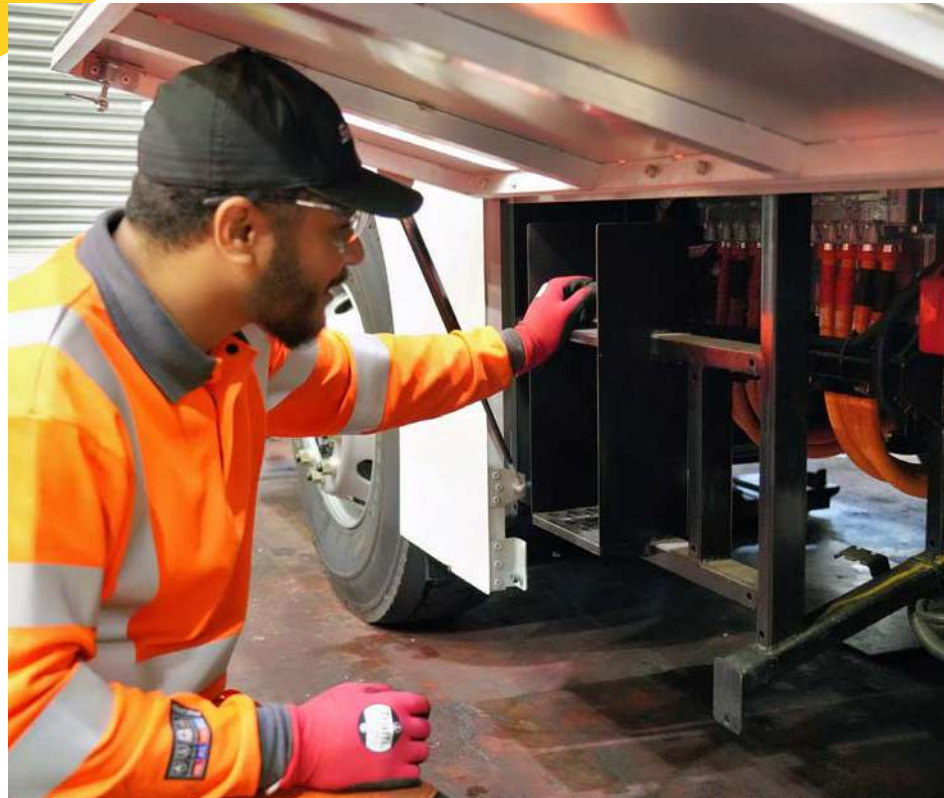
Building a diverse and inclusive culture is one of our top priorities as an organisation. Our ambition is to build a workforce that is representative of the local communities that we serve. Since our programme launch in 2019, we have seen incremental improvement in our initial area of focus of gender balance and have continued to actively target and drive initiatives to attract, retain, and develop a diverse workforce. We

are committed to introducing policies that support a diverse workforce, encourage employee networks, committees, development opportunities

and education events that in turn form communities and a sense of belonging for our employees.

## CULTURAL DIVERSITY WORKING GROUP

The objective of the Cultural Diversity Working Group is to create awareness of, and to celebrate, the diverse cultures and faiths that exist within our business. It works closely with the workforce to highlight the relevant issues arising due to cultural differences, thus making our port a more tolerant, supportive and inclusive environment for all who work here.



## D&I COMMITTEE

HPUK's diversity and inclusion strategy has increased the proportion of job applications from women and supported the growth of internal employee networks. In 2022, the programme expanded to include ethnicity, sexuality, age, religion and disability, reflecting wider developments across the maritime sector. Following the Port of Felixstowe's achievement of Women in Maritime Charter status in 2020, Maritime UK broadened the initiative through its Diversity in Maritime programme, covering gender, mental health, pride and ethnicity. HPUK also established a Diversity and Inclusion Committee, supported by four working groups and two employee networks. These groups shared educational materials throughout the year to raise awareness of individual and cultural differences and the value they bring to the workforce.

The Hutchison Ports (UK) Diversity & Inclusion Committee was formed in February 2022 and continued to drive the D&I agenda throughout 2025. The committee was established to represent the views of under-represented employees and to create actions that drive forward a culture of inclusivity across HPUK. It is built upon our four main pillars, each of which has its own Working Group.

The purpose of the D&I Committee and Working Groups is to:

- Improve the culture in respect of equality, diversity and inclusion across HPUK.
- Recognise and celebrate all differing identities, experiences, and abilities in our workforce.
- Represent the views and needs of under-represented groups across HPUK.
- Incorporate equality, diversity and inclusion into our policies and working practices.



## WOMEN'S NETWORK & GENDER WORKING GROUP

The Women's Network and Gender Working Group aim to create a more inclusive workplace for women and gender non-conforming employees. They work with employees to identify relevant issues and develop initiatives that improve the working environment. During 2025, the groups also shared educational materials to raise awareness of individual and cultural differences and the value they bring to the workforce.



## WELLBEING WORKING GROUP

The Wellbeing Working Group promotes employee wellbeing and strengthens inclusion and support for people of all ages, including those with physical or mental health conditions, disabilities or neurodivergent characteristics.

In 2026 we aim to launch additional employee networks to better reflect our employees and local communities, with Disability and Early Careers networks being established to continue the support and engagement offered to underrepresented employees across the organisation.

## LGBTQIA+ WORKING GROUP & PRIDE NETWORK

The LGBTQIA+ Working Group and Pride Network aim to create a safe, welcoming and informed workplace for all employees, regardless of sexual orientation, gender identity or expression. Their work supports a culture in which everyone can be their authentic self at work.



## VETERANS AND RESERVISTS SOCIAL GROUP - PORT OF FELIXSTOWE

The Veterans and Reservists Social Group was established in 2024 in response to employee feedback. It brings together colleagues who have served, or continue to serve, in the Armed Forces. HPUK values the dedication and sacrifice of its veteran and reservist employees and is proud to hold the Silver Award under the Defence Employer Recognition Scheme, reinforcing its commitment to supporting those who serve.



## CASE STUDY

# EXPANDING OUR WELLBEING OFFERING: WORLD MENTAL HEALTH DAY

Mental health is an essential part of overall health and wellbeing. The World Health Organization describes good mental health as enabling people to cope with everyday pressures, realise their abilities, work and learn effectively, build relationships and contribute to their communities. Poor mental health can affect physical health, relationships, confidence and daily functioning, while supportive workplaces, positive social connections and healthy routines can help build resilience. Research also supports physical activity as a valuable part of promoting mental wellbeing.

This importance is reflected in the Hutchison Ports Sustainability

Report 2025, which recognises the close relationship between mental health, inclusion and the ability of employees to contribute fully at work. World Mental Health Day therefore provides an opportunity to increase understanding, reduce stigma and encourage early support.

As part of this commitment, Hutchison Ports (UK) marked World Mental Health Day by promoting opportunities for employees to support their mental wellbeing.

A group of employees used paid volunteering leave to complete a 10-mile coastal walk around Felixstowe, with a shared lunch along the route. The activity raised awareness and

funds for the Campaign Against Living Miserably (CALM).

Throughout October, employees took a mindful walk and submitted a photograph inspired by one of four weekly themes. The Step and Snap challenge promoted walking as an accessible way to support wellbeing and manage everyday stress.

- A moment of calm
- A splash of colour
- Hidden details
- Something that made me smile

The challenge attracted 41 entries, with Mental Health First Aiders selecting one winner for each theme.



## D&I 2025 HIGHLIGHTS:

- **EMPLOYEE SUPPORT AND CONNECTION:** HPUK expanded its programme of monthly drop-ins and cafés, including Pride Drop-ins, Men’s Mental Health Cafés and Menopause Cafés. New Cancer Support Cafés and Veterans and Reservists breakfasts created further opportunities for employees to connect, share experiences and access support.
- **INTERNATIONAL WOMEN’S DAY:** Events at Harwich International, London Thamesport and the Port of Felixstowe engaged employees across all three sites. HPUK also worked with education providers in Suffolk to support young women considering future careers.



- **RESPECT AT WORK:** HPUK launched the second phase of its Respect at Work Charter, focusing on the prevention of sexual harassment. Activity included a new policy, mandatory employee training, departmental surveys, 17 panel risk assessments and resulting actions. Face-to-face employee briefings began towards the end of 2025 to build awareness and understanding.
- **HEALTH AND WELLBEING FAIRS:** In May, the fairs expanded to all three port locations. External exhibitors offered information, health checks, reflexology and massage, alongside advice from HSBC, Macmillan Cancer Support, Autism and ADHD specialists and The Better Sleep Clinic. The events welcomed employees, adult family members, port customers, tenants and service providers.

- **MENTORING AND TALENT DEVELOPMENT:** In September, representatives from Felixstowe, Harwich and London Thamesport attended the London launch of Women in Ports, an industry mentoring programme. HPUK also relaunched its internal mentoring programme, with women representing more than 50% of identified mentees.
- **BLACK HISTORY MONTH AND WORLD MENTAL HEALTH DAY:** In October, the Cultural Diversity Network produced materials supporting the theme ‘Standing Firm in Power and Pride’, highlighting the leadership and strength

of Black communities, key milestones and local activities. HPUK also launched the organisation-wide Step and Snap challenge, inviting employees to walk and submit photographs based on weekly themes, with one winner selected for each theme.

- **CULTURAL FESTIVAL:** In November, the Port of Felixstowe hosted a celebration of global heritage and local traditions, featuring interactive games, quizzes and food from around the world. A cultural photography competition across all HPUK sites encouraged employees to celebrate diversity and reflect the communities and customers the business serves.



DIVERSITY & INCLUSION 2025

# A YEAR IN REVIEW

## CELEBRATING 150 YEARS OF THE PORT OF FELIXSTOWE

The Port of Felixstowe marked its 150th anniversary in 2025 with a programme of events celebrating employees and the local community.

Two summer Family Days welcomed employees and their families for activities, food and celebrations recognising their contribution to the business. The port also joined Felixstowe Carnival with a float and employee walking group, followed by a drone show for the local community.



## CULTURAL FESTIVAL

The Port of Felixstowe hosted a Cultural Festival where employees explored different cultures through games, food, quizzes and informal conversations.

## MENS MENTAL HEALTH CAFÉ

HPUK launched the Men's Mental Health Café in 2025. Sessions held throughout the year provided a safe space for employees to talk, seek advice and support, and share personal knowledge and experiences.

## HONOURING REMEMBRANCE DAY

Each year, HPUK observes Remembrance Day with a minute's silence at 11.00 am on 11 November, honouring all those who served and sacrificed. In 2025, a member of the Veterans and Reservists Group represented the Port of Felixstowe at the Remembrance Sunday ceremony at Felixstowe Cenotaph, joining the local community in paying tribute.



## INTERNATIONAL WOMEN'S DAY

In March, HPUK marked International Women's Day with events at Harwich International, London Thamesport and the Port of Felixstowe.

## KNOW YOUR NUMBERS

During 2025, the Occupational Health team delivered more than nine Know Your Numbers sessions, providing mini health checks to over 100 employees. Checks included blood pressure, waist measurement, weight, body composition, cholesterol and glucose monitoring, supporting early intervention, advice and individual support.



## HEALTH & WELLBEING FAIR

Following the success of the inaugural Health and Wellbeing Fair at the Port of Felixstowe in 2024, the event expanded to all three port locations in 2025. External exhibitors, internal networks and employee groups provided information, support and activities covering a broad range of health and wellbeing topics. Around 430 people attended across the three ports.



# CREATING A GREAT PLACE TO WORK

HPUK aims to be an employer of choice that attracts, develops and retains a diverse workforce. Its approach focuses on creating a safe, sustainable and inclusive workplace where employees feel valued, respected and supported throughout their careers.

- **Safety and wellbeing:** Prioritise employee health, safety and wellbeing to support a zero-harm culture.
- **Workforce development:** Build a high-performing, diverse workforce equipped to support future technologies.
- **Employer brand:** Strengthen HPUK’s reputation as an employer to attract and retain diverse talent.
- **Inclusive culture:** Create an open and inclusive environment where employees can provide feedback and feel a sense of belonging.

## RESPECT AT WORK

Hutchison Ports (UK) (HPUK) launched its Respect at Work Charter in 2024, this was issued and circulated business wide providing a visible statement that reinforces the standards of behaviour expected from all employees, across all levels and roles, within Hutchison Ports (UK). Building on this programme of work, in 2025 phase 2 of the campaign was launched and focuses on Preventing Sexual Harassment at Work.

Throughout the year, employee surveys, panel risk assessments, audits and training have been undertaken, both virtually and through in-person briefings. Steady progress has been made through actions raised from the completed risk assessments. HPUK is committed to continuing to embed a culture of respect, inclusion and belonging and by taking a multifaceted approach, centred around clear, visible expectations, increased awareness and understanding, hope to create an environment where employees feel a sense of support and belonging in the workplace. The poster campaign continues to expand with over 2,800 employee briefings completed by Q2 2026.



## VOLUNTEERING

Hutchison Ports (UK) employees recorded 241.5 volunteering hours in 2025, supporting charities and community organisations across the region.

Beneficiaries included Landguard Nature Reserve, National Coastwatch, Woodbridge Sea Scouts, the Royal National Lifeboat Institution and the Suffolk Army Cadet Force.

The scheme is open to permanent employees from their first day of employment and provides up to 12 hours of paid volunteering leave each calendar year, in addition to standard leave entitlement. Employees may volunteer individually or as part of a team.



Through the scheme, employees contribute to positive and lasting improvements in local communities while gaining personal benefits from the volunteering experience.



## CYCLE TO WORK SCHEME

The Felixstowe and Harwich Cycle to Work scheme continued in 2025, supporting HPUK’s environmental, carbon-reduction and employee wellbeing commitments. Through salary sacrifice, employees can obtain a bicycle and safety accessories, encouraging a healthier and more sustainable alternative to travelling to work by car.



CREATING A GREAT PLACE TO WORK

GENDER PAY GAP



Hutchison Ports (UK) (HPUK) is required to calculate and publish annual gender pay gap results for the Port of Felixstowe. Other business units fall outside the UK Government reporting requirements, so the figures cover Felixstowe employees only, representing 91% of the HPUK workforce.

HPUK continued to make progress in 2025 and recognises the value of a diverse workforce that reflects the local community. As the ports industry remains traditionally male-dominated,

further work is needed to increase the representation of women and other under-represented groups.

The gender pay gap measures the difference between the average hourly earnings of male and female employees. A result closer to 0% indicates a smaller gap, while a negative result means that women’s average hourly pay is higher than men’s. The annual report helps HPUK track progress and identify areas for further action.

- **Mean gender pay gap:** -1.36%.
- **Median gender pay gap:** 4.028%.
- **Average hourly pay:** The negative mean figure indicates that women earned an average of £0.29 more per hour than men across the business.

THE GENDER BONUS GAP

The gender bonus gap measures the difference between bonus payments made to men and women. In 2025, the mean bonus pay gap was -14.52%, while the median bonus pay gap was -128.96%. Both figures reflect the structure of the workforce: 93% of employees are men, while the remaining 7% are women, who predominantly hold monthly paid roles eligible for an annual discretionary performance bonus.

BONUS ELIGIBILITY



93.89%

OF WOMEN

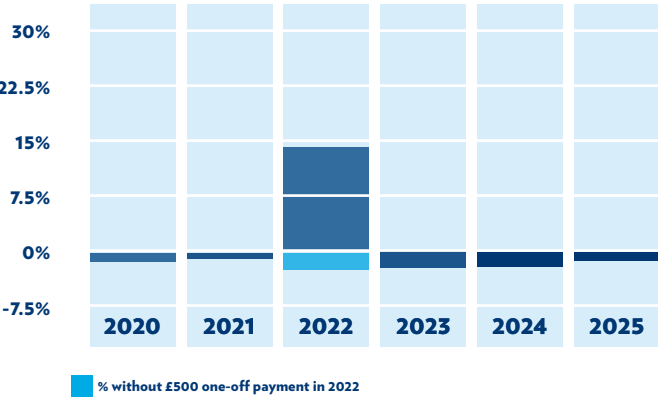


99.11%

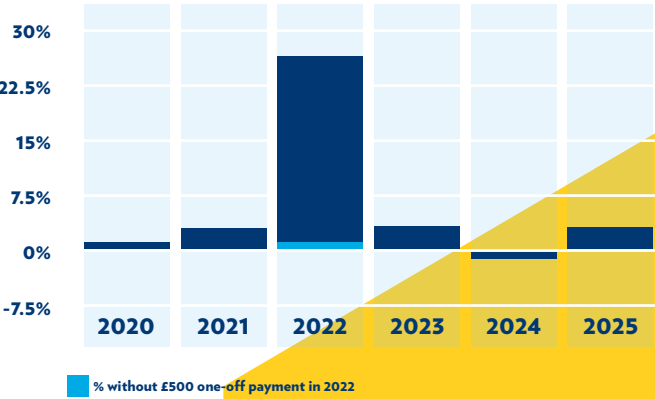
OF MEN



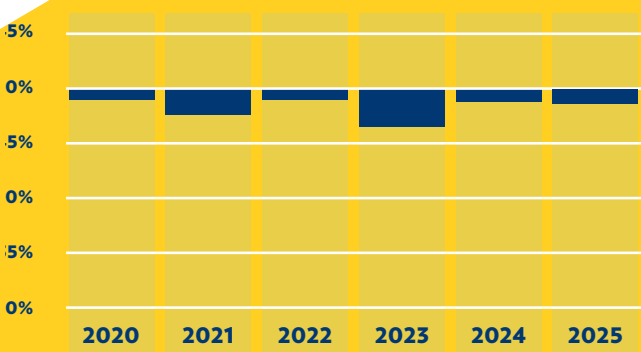
MEAN GENDER PAY GAP



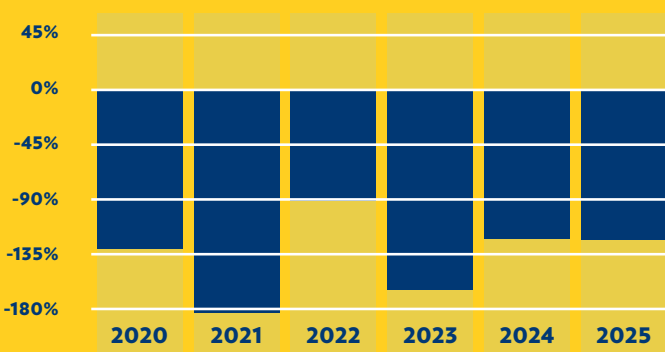
MEDIAN GENDER PAY GAP



MEAN BONUS PAY GAP



MEDIAN BONUS PAY GAP



CREATING A GREAT PLACE TO WORK

# LEARNING & DEVELOPMENT



Hutchison Ports (UK) (HPUK) aims to help employees be their best selves and do their best work. Alongside safety, being a preferred employer is a core organisational priority.

This commitment is supported through fair working practices, competitive

remuneration and benefits, opportunities for learning and career progression, and an evolving approach to employee wellbeing.

To build a diverse and sustainable workforce, HPUK invests in leadership development, professional qualifications

and technical training, with a strong focus on developing internal talent. In 2025, early careers programmes were expanded in partnership with education providers to create career and development pathways for critical functions.

## LEARNING & DEVELOPMENT 2025 HIGHLIGHTS:

- **APPRENTICESHIPS:** HPUK continued its partnership with Colchester Institute to upskill existing employees and create apprenticeship opportunities for new starters. In 2025, 62 employees undertook apprenticeships, a 50% increase on 2024.
- **LEADERSHIP DEVELOPMENT:** Employees continued to be supported through programmes accredited by the Institute of Leadership and Management (ILM).
- **NEW APPRENTICES:** Eight engineering apprentices joined the Port of Felixstowe and two joined Harwich International. New apprenticeship schemes also welcomed five employees across the Information Services Department, Finance and Procurement.
- **GRADUATE RECRUITMENT:** Graduate programmes continued to bring new skills into the Operations and Engineering departments.
- **SAFETY TRAINING:** Sixty-two employees from the Port of Felixstowe and London Thamesport completed a bespoke Institution of Occupational Safety and Health (IOSH)-accredited Safety Matters course.
- **MANAGEMENT CAPABILITY:** Forty-three employees completed Leadership Essentials refresher courses, while 39 received on-site training in conducting investigations and disciplinary hearings.
- **MENTORING:** HPUK relaunched its in-house mentoring programme to develop identified talent for future roles and strengthen skills for current positions. Twenty employees are taking part, supported by mentors from the Executive and Senior Management teams; more than 50% of mentees are women.
- **FUTURE LEADERS:** Tailored leadership development programmes provided 35 employees across Felixstowe, Harwich and London Thamesport with core skills for new and future leadership roles.
- **PROFESSIONAL BOUNDARIES:** A further 71 managers and supervisors completed training to promote positive behaviours and address conduct that does not align with the Respect at Work Charter.

CREATING A GREAT PLACE TO WORK

# WELLBEING

Supporting employee health and wellbeing is integral to HPUK’s operations. The aim is to maintain a safe and engaging workplace where every employee’s contribution is recognised and valued. The Hutchison Ports Wellbeing Framework is structured around three principles, Contribute, Care and Collaborate, which guide Group initiatives and strategic decision-making.



THE THREE CORE FACETS

**CONTRIBUTE**

Recognise and value the capabilities and contributions of employees, while giving back to support sustainable communities.

**CARE**

Support personal wellbeing and that of others, approach challenges with resilience, and respect diverse thoughts and feelings.

**COLLABORATE**

Work together across the global port network to create a positive and healthy workplace.

## MENTAL HEALTH FIRST AIDERS

Following initial training in 2023, HPUK formally launched its Mental Health First Aider initiative in February 2024.

Employees complete a two-day accredited course that equips them to recognise when someone may need help, begin a supportive conversation and guide them towards appropriate assistance. The role helps support colleagues’ wellbeing at work and at home.

Trained employees join the HPUK Mental Health First Aider Network, which meets quarterly to share experiences, identify improvements and provide peer support.

Refresher training continues to be provided, and more than 80 employees have been trained across Felixstowe, Harwich and London Thamesport.

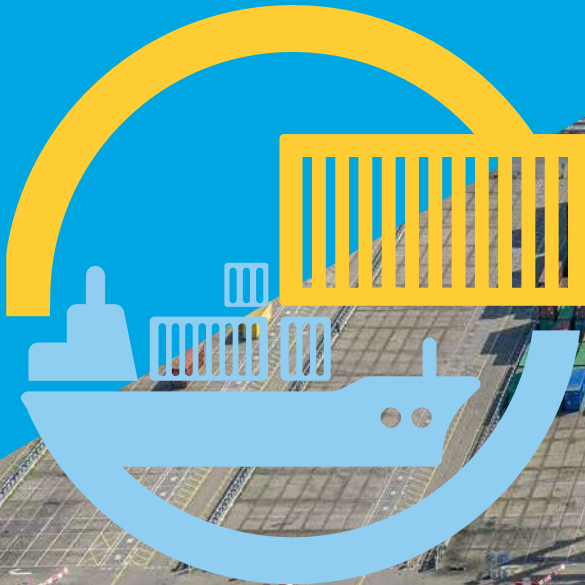


## WELLBEING 2025 HIGHLIGHTS:

- HEALTH AND WELLBEING FAIRS:** Expanded across the Port of Felixstowe, Harwich International and London Thamesport, enabling employees and external visitors to meet exhibitors covering a wide range of health and wellbeing topics.
- INCLUSIVE TEAM CHALLENGE:** Two teams took part in the Bupa x Paralympic Team Health Challenge, supporting team-building and raising awareness of the everyday barriers faced by people with disabilities and the importance of inclusive environments.
- CYCLE TO WORK:** More than 95 applications were approved across Felixstowe and Harwich.
- CANCER SUPPORT:** Quarterly Cancer Support Cafés were delivered at the Port of Felixstowe with Cancer Support Suffolk, providing advice, guidance and support to employees affected by cancer or supporting a loved one through diagnosis.
- FLU VACCINATIONS:** 350 flu jabs were administered to employees.
- SLEEP SUPPORT:** 29 employees were referred to the Better Sleep Clinic for diagnosis, advice and guidance on sleep disorders and sleep hygiene. Workshops for managers and supervisors launched in the fourth quarter of 2025 and will be extended to employees in 2026.
- KNOW YOUR NUMBERS:** The Occupational Health team delivered nine sessions, providing mini health checks to more than 100 employees.
- SMOKING CESSATION:** Twenty drop-in events at the Port of Felixstowe offered support and guidance to employees considering quitting smoking, encouraging 50 quit attempts.

# 5

## OUR BUSINESS



OUR BUSINESS

# SUSTAINABLE GOVERNANCE

Sustainability is embedded within the way Hutchison Ports (UK) (HPUK) operates, shaping decisions that support long-term environmental, social and economic value. Strong governance provides the foundation for this approach, ensuring that business activities are conducted responsibly, ethically and with transparency.

As a critical part of the UK’s supply chain, HPUK recognises the significant role its operations play in supporting communities, customers and the wider economy. The business is committed to managing its impacts responsibly, reducing environmental risks, promoting social value and maintaining high standards of corporate governance across all areas of operation.

Through clear policies, robust oversight and a culture of accountability, HPUK continues to integrate sustainability into business planning and decision-making. This approach supports the delivery of strategic objectives while helping to build a resilient, responsible and sustainable future for stakeholders, employees and local communities.



# Port of Felixstowe

OUR BUSINESS

POLICIES

Strong governance is fundamental to the way Hutchison Ports (UK) operates, ensuring that business activities are conducted responsibly, transparently and with integrity. Effective governance provides clear direction, oversight and accountability, supporting informed decision-making that creates long-term value for stakeholders.

A comprehensive framework of policies, procedures and standards guides operations across key areas including health and safety, environmental management, ethics and corporate governance. These frameworks help ensure consistency, compliance and the effective management of risk throughout the business.

Many of these policies are aligned with the wider governance frameworks of Hutchison Ports and CK Hutchison Holdings Limited (CKHH), reinforcing a shared commitment to responsible business practices, ethical conduct and sustainable growth.



GOVERNANCE DOCUMENTS

- Code of Conduct
- Anti-Bribery and Anti-Corruption
- Personal Data Governance
- Business Continuity Management
- Cyber Security
- Whistleblowing

SUSTAINABILITY DOCUMENTS

- Environment Policy
- Sustainability Statement
- Energy Policy
- Health and Safety
- Modern Slavery
- Supplier Code of Conduct



TRAINING AND AWARENESS

Continuous learning plays an important role in maintaining high standards of governance, compliance and operational performance. All employees receive training on relevant policies, procedures and business standards as part of their induction, with refresher training provided regularly to ensure knowledge remains current and effective.

In addition, targeted training is delivered to employees in specialist roles where enhanced knowledge or regulatory requirements apply. A comprehensive range of digital learning modules is also available through the organisation's e-learning platform, enabling employees to develop their skills, broaden their knowledge and support their ongoing professional development.



OUR BUSINESS

ETHICS

A zero-tolerance approach to fraud, bribery and corruption is supported by a clear framework of policies, controls and reporting mechanisms designed to protect the business, its employees and stakeholders.

The Code of Conduct sets out the standards of behaviour expected across the organisation and provides guidance on key areas including conflicts of interest, fair dealing, anti-bribery, data protection and privacy, workplace health

and safety, environmental responsibility and the reporting of illegal, unethical or inappropriate conduct.

During 2025, a new Anti-Fraud Policy and associated employee training programme were introduced to strengthen awareness, reinforce accountability and further enhance the organisation's fraud prevention framework.

Non-compliance with the Code of Conduct will result in disciplinary action, up to and including termination of employment. We regularly monitor applicable laws and regulations that have material impact on the group and various measures are in place to ensure full compliance. For instance, regular and refresher training for Competition Law is arranged to raise awareness for relevant employees.



ENSURING COMPLIANCE

Maintaining compliance with applicable laws, regulations and industry standards is fundamental to responsible business operations. Regulatory developments are continually monitored to identify requirements that may impact the

business, with policies, procedures and training programmes updated as necessary to ensure ongoing compliance.

Through regular reviews, internal controls and employee awareness initiatives,

Hutchison Ports (UK) (HPUK) seeks to promote a strong culture of integrity, transparency and accountability across all areas of the business.

GOVERNANCE

Protecting personal data and sensitive information is a fundamental responsibility and an essential part of maintaining trust with employees, customers and stakeholders. Hutchison Ports (UK) is committed to safeguarding information through robust technical and organisational controls that support compliance with applicable data protection legislation and industry best practice.

The Personal Data Governance Policy provides a clear framework for the responsible collection, use, retention and protection of personal information. The policy is founded on key principles including respect for individual rights, transparency, lawful and fair processing, data security and accountability.

Through ongoing monitoring, employee awareness and continual improvement of information security measures, Hutchison Ports (UK) seeks to ensure personal data is managed responsibly and protected against unauthorised access, loss or misuse.

OTHER POLICIES

Hutchison Ports (UK) is committed to promoting responsible business practices across its operations and supply chain. A Modern Slavery Statement is published annually, outlining the measures in place to prevent modern slavery and human trafficking, while reviewing progress and identifying opportunities for continuous improvement.

The annual Gender Pay Gap Report provides transparency on workforce representation and pay outcomes. In addition to meeting statutory reporting requirements, the report examines the factors influencing the results and helps inform initiatives aimed at improving diversity, inclusion and equality of opportunity across the business.

Responsible procurement remains an important part of the organisation's sustainability approach. Supplier assessments include consideration of labour standards, environmental management, health and safety performance, legal compliance and relevant certifications. This due diligence process helps strengthen supply chain resilience, supports responsible sourcing and enables meaningful engagement with suppliers to encourage continual improvement and shared sustainability objectives.

WHISTLE BLOWING POLICY

Hutchison Ports (UK) is committed to maintaining the highest standards of integrity, accountability and ethical conduct. Employees are encouraged to raise concerns, in confidence and without fear of retaliation, where they believe misconduct, malpractice, fraud, corruption or other inappropriate behaviour may have occurred.

The Whistleblowing Policy provides a clear and confidential process for reporting concerns, helping to ensure that potential issues are identified and addressed promptly and fairly. Reporting channels are also available to external stakeholders through the Group Internal Audit function, supporting transparency and reinforcing the organisation's commitment to responsible business practices.

By promoting a culture of openness and accountability, HPUK seeks to ensure that concerns can be raised confidently and investigated appropriately, helping to safeguard employees, stakeholders and the wider business.

# SUPPLY CHAIN MANAGEMENT

Our operations influence more than the immediate areas in which we work. In response, we continually look for ways to lower emissions throughout our value chain, including those linked to purchasing equipment, goods and services, as well as transport activity. By applying strong expectations to our own operations and to our suppliers, we seek to contribute to a more sustainable and responsible future.

Working closely with our supply chain partners is essential to delivering this objective. By maintaining constructive

dialogue, building understanding and sharing knowledge, we can collectively support our decarbonisation plans and progress our broader sustainability goals.

We operate a comprehensive process for selecting and approving suppliers, taking account of their conduct, working methods and controls in important areas including modern slavery, human trafficking, bribery and corruption prevention, IR35 employment status requirements and wider compliance obligations. We also aim to work in partnership with suppliers

to find practical ways to strengthen sustainability performance, including cutting greenhouse gas emissions and encouraging responsible use of resources.

## SOFTWARE SYSTEMS

Throughout 2025, we have been working on a new software system to replace the current Maximo system. Oracle Fusion (“Fusion”), is a software system designed to enhance supply chain communication and support the procurement of goods and services. Fusion provides a central platform where suppliers can be onboarded, key supporting documentation can be recorded, shared, retained and updated, and requests for information can be issued to support sustainable reporting. The system strengthens governance by creating an auditable purchasing record and a clear chain of events between the business and the supplier, while also enabling two-way communication and ensuring that supplier-uploaded documentation is readily available when required.

Fusion now creates the opportunity for suppliers to introduce themselves to Hutchison Ports (UK) (HPUK) by completing a prospective registration form. Prospective suppliers are reviewed by the Procurement team and where opportunities arise to purchase goods and services such suppliers may be promoted to Approved Supplier status. Further information is set out on the Port of Felixstowe website, under Supplier Portal link.



## SUSTAINABLE PROCUREMENT

Each year HPUK issues a supplier sustainability and modern slavery questionnaire to ensure that we continue to build on the excellent grounding of our supplier relationships. We review the information provided and look to support suppliers in their knowledge of our requirements from them as strategic supply chain providers.

In our continuous journey moving from diesel equipment to electric alternatives, alongside purchasing electricity from sustainable sources, we continue on our path to reduce our Scope 1 and Scope 2 emissions. Responsible purchasing also has an important part to play in managing Scope 3 emissions generated through our supply chain and Fusion reporting tools will provide accurate information and reporting to enable us to focus on the area of Scope 3.

This approach starts during supplier pre-

qualification, where potential suppliers complete an assessment covering contractor oversight, employment practices, modern slavery controls, environmental arrangements, relevant standards, legal duties and health and safety expectations through to detailed purchase order information.

## SUPPLIER CODE OF CONDUCT

HPUK Supplier Code of Conduct (“Code”) provides the foundation for responsible and sustainable supplier relationships across the value chain. It explains the expectations placed on suppliers and business partners, including following relevant laws and regulations, acting ethically, safeguarding employee rights, operating in a responsible manner, cyber security and our right to request information from our supply chain.

This Code is supported by (but not limited to) our Human Rights Policy and our Modern Slavery and Human

Trafficking Statement, helping to promote fair, transparent and impartial business dealings.

## LOCAL SOURCING

HPUK continues where practicable, to purchase goods and services from local providers to support suppliers in the areas where we operate. HPUK manages its tender opportunities through an online e-tender portal, the link is available on the Port of Felixstowe website. Each tender process clearly sets out the parameters that apply to qualification of suppliers, where suppliers can find purchasing terms and conditions, work scope details, registration guidance and information on the vendor registration process.

Using local suppliers can reduce emissions associated with transportation, support local economic activity and improve the strength and reliability of our supply chains.

## OUR SUPPLY CHAIN PRIORITIES

1

Work with suppliers, contractors and other relevant parties to recognise and respond to sustainability issues within the supply chain.



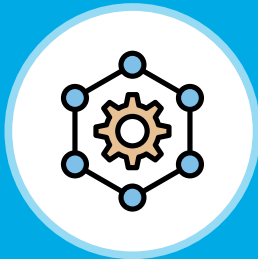
2

Offer guidance and support, where suitable, to assist suppliers in dealing with their main sustainability issues.



3

Include sustainability considerations within supplier assessment, selection and approval activities and more formally in resulting contractual agreements held between the parties.



# SUSTAINABLE SOLUTIONS

Digitalisation, automation and data-driven decision-making are playing an increasingly important role in improving operational efficiency, resilience and sustainability across Hutchison Ports (UK) (HPUK). By harnessing real-time operational data, advanced analytics and emerging technologies, the business is able to make better-informed decisions, optimise asset utilisation and identify opportunities to reduce emissions and improve service performance.

A key focus has been the continued modernisation of terminal operating systems and supporting digital infrastructure. These investments are helping to standardise processes, automate routine activities and provide greater visibility across operations, enabling faster and more efficient workflows for employees,

customers and supply chain partners. The ongoing development of digital customer platforms, including OCEAN (Online Container Enquiry Analytics & Notifications) and the ubi mobile application, provides customers with enhanced visibility of cargo movements through real-time information and notifications.

The Port of Felixstowe continues to lead the adoption of innovative technologies through the deployment of autonomous electric trucks and supporting smart infrastructure. During 2025, the port expanded its autonomous truck programme and further integrated battery-powered vehicles into live terminal operations, supported by one of the UK's largest private 5G networks. These technologies are improving operational consistency, increasing

efficiency and supporting the transition towards net-zero Scope 1 and 2 emissions by 2035.

Investment in automation is complemented by wider initiatives to create smarter, more connected and sustainable ports. From autonomous vehicles and remote-controlled equipment to advanced communications networks and intelligent energy management solutions, technology is helping to strengthen operational resilience while reducing environmental impacts. As digital capabilities continue to evolve, HPUK will seek further opportunities to collaborate with customers, shipping lines and supply chain partners to support more sustainable logistics solutions and accelerate the transition to a lower-carbon future.

## MODAL CHOICE

The efficient movement of cargo beyond the port gate plays an important role in reducing supply chain emissions and supporting more sustainable logistics. Rail freight offers a lower-carbon alternative to road transport, helping to reduce greenhouse gas emissions, improve air quality and alleviate congestion on the UK's road network. By enabling larger volumes of cargo to be transported in a single movement, rail also supports more efficient and resilient inland distribution.

All three Hutchison Ports (UK) ports are connected to the national rail network, providing customers with access to a wide range of intermodal services across the UK. While decisions regarding transport mode are made by cargo owners and logistics providers, HPUK continues to invest in rail infrastructure and work closely with Freight Operating Companies (FOCs) to increase the availability and attractiveness of rail freight services.

At the Port of Felixstowe, rail remains a key component of the port's sustainability strategy and inland connectivity offering. Continued growth in rail volumes reflects increasing demand for lower-carbon freight solutions and supports the wider objective of reducing the environmental impact of supply chains. The port's ongoing investment in capacity, operational efficiency and digital technologies helps ensure rail remains a competitive and sustainable distribution option for customers. Through collaboration with shipping lines, logistics providers and rail operators, HPUK continues to support the transition towards more sustainable freight transport across the UK.

## OCEAN AND UBI DIGITAL PLATFORMS

Digital customer platforms continue to enhance supply chain visibility and operational efficiency. OCEAN provides customers with real-time container tracking, automated notifications and access to operational information, while the ubi mobile application offers greater visibility of cargo movements across waterside, yard and landside operations. Together, these tools support more efficient planning, improved supply chain coordination and a better customer experience.

**OCEAN**  
ONLINE CONTAINER ENQUIRY ANALYTICS NOTIFICATIONS

## PARIS OPTIMAL TRANSPORT PLANNING

Efficient inland transport planning plays an important role in improving supply chain performance and reducing environmental impacts. The PARIS Optimal Transport Planning system helps customers identify the most efficient and sustainable transport solutions by integrating road, rail, barge and coastal feeder services into a single planning platform.

Using real-time data and network optimisation, PARIS supports smarter transport decisions, improves vehicle and capacity utilisation, and helps reduce empty mileage. By encouraging the use of lower-carbon transport modes where appropriate, the system can lower supply chain emissions, improve operational efficiency and reduce overall transport costs.

As supply chains become increasingly connected and sustainability-focused, digital planning tools such as PARIS are helping customers build more resilient, efficient and environmentally responsible logistics networks.

## INVESTMENT PLANNING

Sustainability continues to play a central role in investment decision-making across Hutchison Ports (UK) (HPUK), ensuring that capital investments support long-term business resilience, operational efficiency and environmental performance. As part of the commitment to achieving net-zero Scope 1 and 2 emissions by 2035, investment priorities increasingly focus on the electrification of equipment, the deployment of low-carbon technologies and the development of the infrastructure required to support future operations. The continued expansion of autonomous electric trucks and associated charging and battery-swapping facilities at the Port of Felixstowe demonstrates how sustainability considerations are being embedded into major capital projects.

Effective capital allocation is essential to delivering sustainability objectives while supporting long-term growth. Investment decisions consider a range of environmental, social and governance factors alongside operational and financial requirements, helping to identify opportunities that create

lasting value for customers, employees, communities and the wider economy.

This approach aligns with the wider Hutchison Ports and CK Hutchison Holdings sustainability frameworks, ensuring that sustainability considerations are integrated into business planning, capital expenditure and long-term strategic development. By investing in digitalisation, automation, energy transition and operational resilience, Hutchison Ports (UK) is supporting the development of safer, smarter and more sustainable port operations for the future.



## AUTONOMOUS TRUCKS

Innovation and automation continue to support the development of smarter and more sustainable port operations. During 2025, the Port of Felixstowe expanded its deployment of autonomous electric trucks (ATs), building on the successful introduction of the technology at Trinity Terminal and reinforcing the port's position as a leader in port automation.

The autonomous trucks operate alongside conventional vehicles in a mixed-traffic environment and are integrated with terminal systems to support the safe and efficient movement of containers. The vehicles utilise advanced sensor technology, including LiDAR, cameras and artificial intelligence systems, to navigate safely and accurately around the terminal. Enhanced safety features, operational controls and comprehensive awareness training help ensure employees, drivers and contractors understand how to operate safely alongside the vehicles.

As fully electric vehicles powered by renewable electricity, the autonomous truck fleet is helping to reduce operational emissions while improving efficiency, resilience and service reliability. The continued expansion of the programme forms part of the port's wider strategy to embrace digitalisation, automation and innovative technologies in support of its net-zero ambitions.

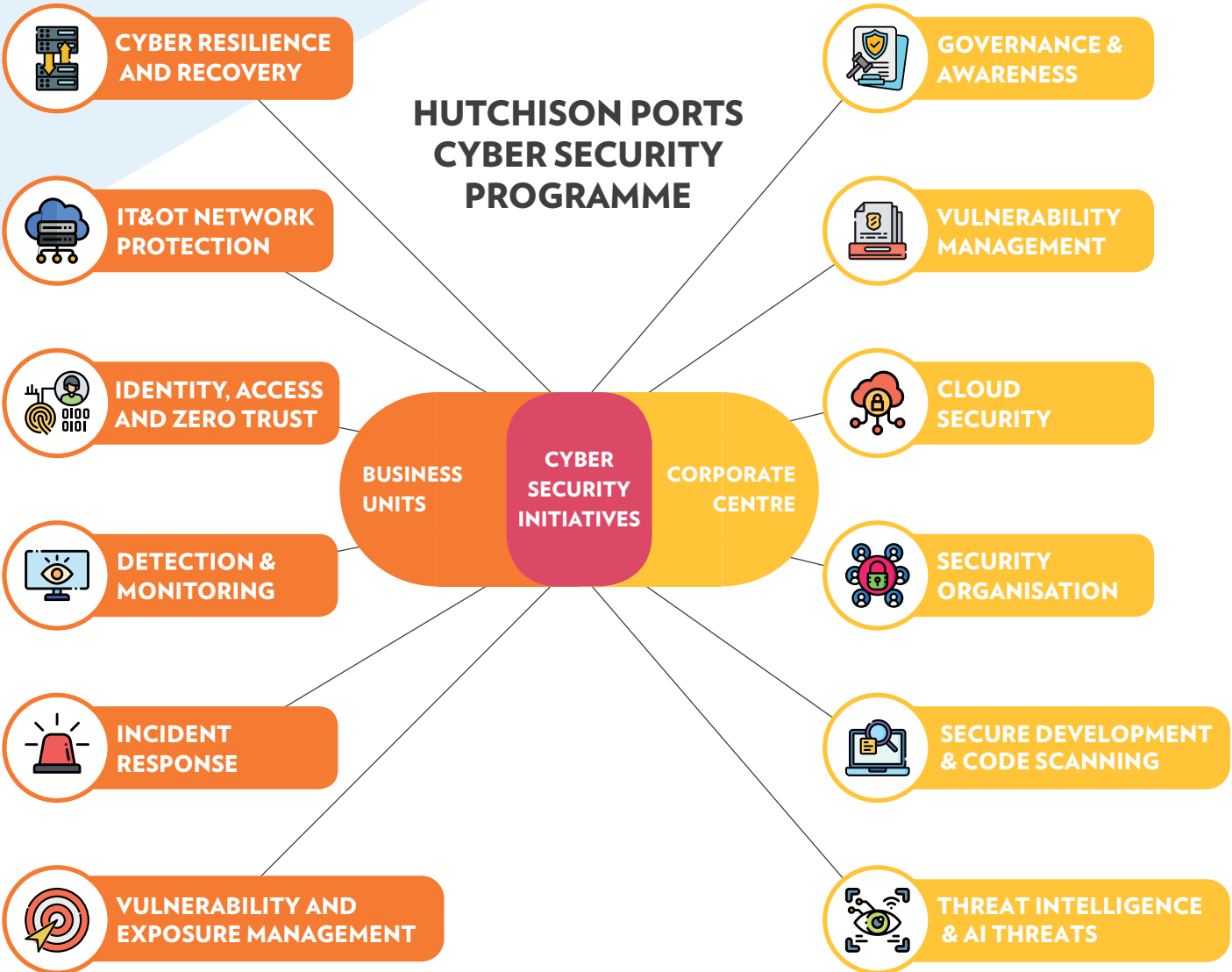
# CYBER SECURITY

## OVERVIEW

Being an innovative and forward-thinking organisation, we continually advance the use of integrated technologies and Artificial Intelligence (AI) across our operations. This evolution continually drives digitisation, automation and data-driven decision making. With this digital transformation comes inherent risk in terms of data protection, AI governance

and potential information security concerns relating to the operation of our technology and the use of AI-enabled services. As a major port operator, it is imperative that we develop the security, governance and oversight of our cyber and AI systems at an even faster rate than the digital and operational processes they support. To help achieve

this, and in addition to close liaison with Hutchison Ports at a group level, we engage with UK authorities, including the National Cyber Security Centre and the Department for Transport, to remain aware of and better respond to cyber and AI-enabled threats.



## GOVERNANCE

Chaired by the CEO, the Hutchison Ports (UK) Cyber Security Committee oversees the management of cyber security, AI governance, risk and resilience to ensure that all implemented schemes, policies and controls are effective, coherent and well-coordinated. The IT Security Committee works closely with the Group Cyber Security Committee and supporting steering committees that develop IT and AI

policies, standards and procedures at a business-unit (BU) level, supplementing the governance activities of the Cyber Security Working Group.

## CYBER SECURITY WORKING GROUP

The Working Group works on standardising security strategies at the group level, monitoring cyber resilience across BUs. The Working Group is responsible for enforcing various

regulatory and compliance requirements to ensure the security and integrity of the organisation's operations. Cyber security performance metrics include various dimensions to assure the business security posture and performance.

## PERFORMANCE METRICS

### Cyber Threat Intelligence (CTI) Service

- Deep and dark web monitoring
- Brand abuse services for phishing domains & fake news
- Targeted threats with relevant news and threats

### Incident Response Retainer (IRR) Service

- 24/7 hotline to receive request for potential incidents from ALL BUs
- Initial remote support and onsite support

### Vulnerability Management

- Missing patches monitoring
- Vulnerability aging remediation
- Mis-configuration remediation

### Cyber Incident Recovery (CIR)

- Preparedness and Response Playbook
- Recovery Time and Point Objectives
- Cloud-Based Disaster Recovery (CBDR)

### Asset Management

- Maintain approved standard software list
- End-of-life device monitoring



### Cryptography Monitoring

- Cryptography in cloud computing and on-premise

### Security Test

- Penetration test
- Source code scanning
- Host base scanning
- Application testing

SECURITY CONTROLS

Operational Technology (OT) and Information Technology (IT) have traditionally been separate domains, each with its own set of security requirements. However, with the rise of

digital transformation and the Internet of Things (IoT), the line between OT and IT security is increasingly blurred.

The overlap between OT and IT protection arises from the need to secure interconnected systems as both domains

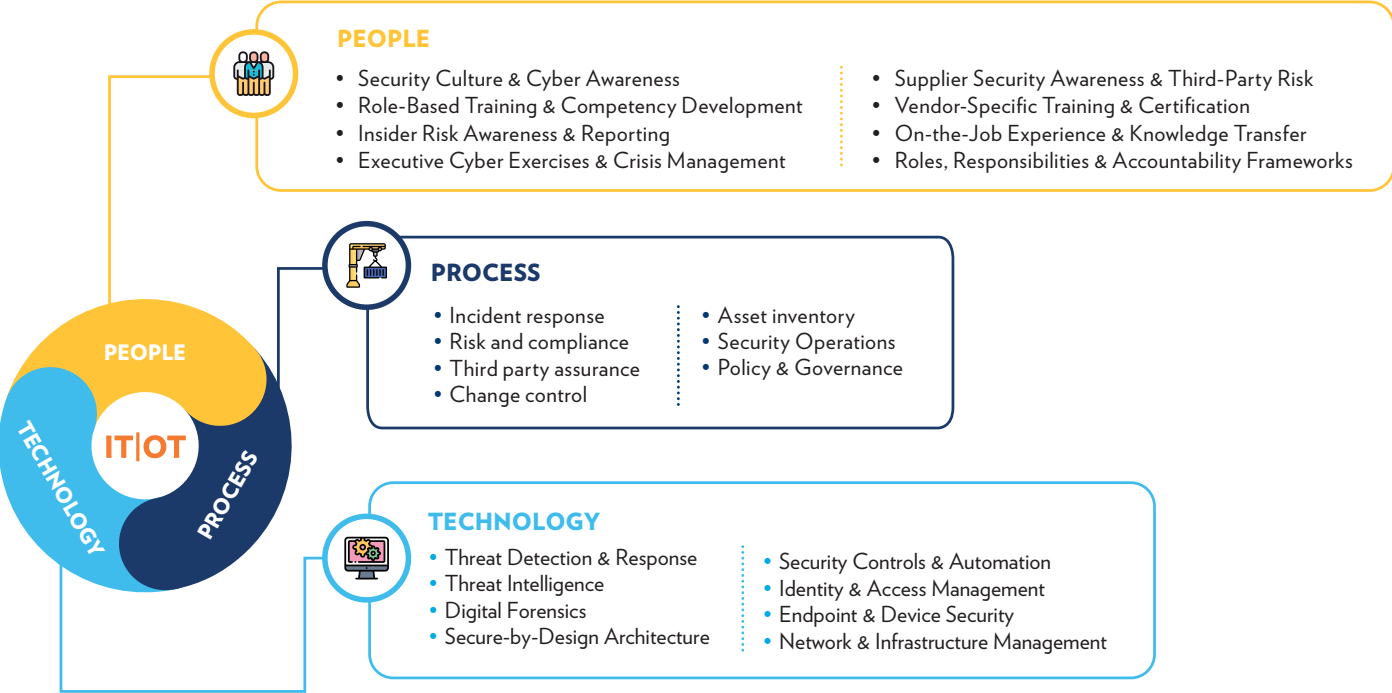
become increasingly integrated. This convergence brings about several shared security concerns, including:

| VISIBILITY AND CONTROL                                                                                                                                                                            | NETWORK SEGMENTATION & ZERO TRUST                                                                                                                                  | SECURITY BY DESIGN                                                                                                                                                                                                                                                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Both IT and OT need to gain full visibility across digital assets and networks, monitor and control access to these assets, and implement proactive measures for threat detection and prevention. | Dividing the network into zones and implementing security boundaries is crucial in both IT and OT environments to limit the potential impact of a security breach. | Both IT and OT can benefit from applying cyber security best practices, such as regular patching, network micro-segmentation, use of firewalls and intrusion detection systems, together with strong authentication, conditional access, and device trust controls. |

It is important to note that while there is significant overlap, there are also key differences due to the distinct environments and challenges each domain faces. For instance, OT systems

often prioritise system availability and safety over confidentiality, unlike IT systems. Therefore, a nuanced approach is required when applying IT security practices to OT environments. This

is reflected by an overarching holistic approach combining the aspects of both domains under people, process and technology functions.



STRATEGY AND ROADMAP

The continual evolution of our business, technology, and threat landscape changes the risks faced by the organisation and requires a dynamic, risk-based approach to cyber security management. Staying ahead of emerging threats, regulatory requirements, and technological developments necessitates ongoing investment in security capabilities, awareness, training, and resilience. Measures employed to strengthen our cyber security posture include, but are not limited to:

|                                                                                                                                                                                                                                                                             |                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                        |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>1 IDENTITY FIRST SECURITY</b><br>Implemented MFA, passwordless authentication using passkeys, privileged access management, and conditional access controls to strengthen identity security and reduce the risk of unauthorised access.                                  | <b>2 VIRTUAL PRIVATE NETWORK (VPN)</b><br>Extended its secure remote access capabilities through VPN, conditional access, device trust, and zero trust security controls to protect corporate systems.                                                                                    | <b>3 CLOUD SECURITY</b><br>Implemented additional cloud security measures to ensure the security of its cloud-based systems and data.                                                                                                                  |
| <b>4 ADVANCED TECHNOLOGY</b><br>Invested in advanced cyber security technologies, expertise, and capabilities to stay ahead of evolving threats, supported by continuous monitoring, threat intelligence, security analytics, and a tested Security Incident Response Plan. | <b>5 EMERGING CAPABILITY</b><br>Invested in advanced cyber security technologies, expertise, and capabilities to address evolving threats, supported by Zero Trust principles, continuous monitoring, threat intelligence, security analytics, and a tested Cyber Incident Response Plan. | <b>6 FUTURE PROOFING</b><br>Integrated OT systems, processes, and governance frameworks to provide full operational oversight, improving asset visibility, cyber resilience, risk management, and alignment with business and regulatory requirements. |

IMPLEMENTATION

We have adopted international information security standard ISO/IEC 27001 and international OT security standard IEC/ISA 62443 as reference security standards. We regularly conduct vulnerability assessments and continuous monitoring across our IT and OT environments to mitigate the risk of exploitation by threat actors. We also assess and manage emerging risks associated with the use of artificial intelligence (AI), including data protection, governance, and cyber security considerations. We conduct regular cyber incident response and recovery exercises to ensure we can

respond to and recover from cyber incidents such as ransomware attacks. To supplement simulation exercises we complete periodic maturity assessments to determine our state of readiness, resilience and ability to recover. This assessment outlines our maturity and this information feeds into the wider ICRM process which governs business risks and opportunities at Group level.

AWARENESS AND RECOVERY PLANS

With ever-increasing cyber security challenges, such as phishing emails, business email compromise, ransomware, social engineering and denial of service

attacks, we will continue to provide training to our employees. Our cyber security awareness training focuses on phishing, identity security, passwordless authentication, data protection and social engineering, and includes simulations to train employees to identify and report suspicious activity. By educating employees about the threats we face, we increase our cyber security resilience and reduce the risk and impact of cyber-attacks.



OUR FUTURE



# OUR FUTURE

Sustainability remains central to the long-term success of Hutchison Ports (UK) (HPUK) and continues to shape the way the business invests, operates and grows. As global supply chains evolve and expectations around decarbonisation increase, the focus remains on delivering efficient, resilient and sustainable port operations that create value for customers, employees, communities and the wider economy.

Progress towards the target of achieving net-zero Scope 1 and 2 emissions by 2035 will continue through the electrification of equipment and vehicles, increased use of renewable energy, and investment in technologies that improve operational efficiency while reducing environmental impacts.

Sustainability considerations are increasingly embedded within business planning and capital investment decisions, helping to ensure that future growth is aligned with long-term environmental and social objectives.

Using the environmental, social and governance pillars that underpin the sustainability strategy, HPUK will continue to integrate sustainable practices into day-to-day

operations, while remaining agile in responding to emerging risks, opportunities and stakeholder expectations.



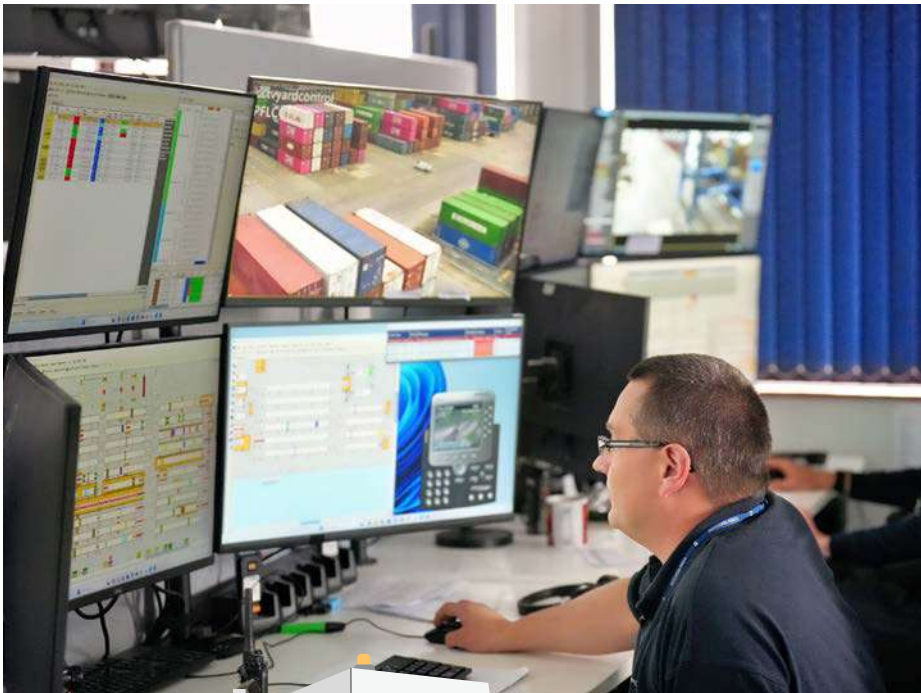
## AUTOMATION AND MODERNISATION

Technology, automation and digitalisation will play a key role in shaping the ports of the future. Continued investment in data-driven systems, terminal operating system modernisation and digital customer platforms will help improve efficiency, strengthen supply chain resilience and support sustainability objectives.

At the Port of Felixstowe, the successful deployment of autonomous electric trucks and supporting digital infrastructure has demonstrated the potential of innovative technologies to improve operational performance while reducing emissions. Future developments are expected to include further expansion of autonomous equipment, greater integration of artificial intelligence and advanced analytics, and continued investment in electrified port operations.

Delivering these ambitions will require enhanced electrical infrastructure and close collaboration with customers, industry partners, energy providers and government. HPUK will continue to explore opportunities to support the UK's energy transition, including the development of low-carbon energy solutions and plans for a Green Energy Hub at Bathside Bay, Harwich. The site's strategic location and existing planning status position it to play a potential role in supporting offshore wind development and the UK's wider decarbonisation objectives.

By combining innovation, automation and sustainability, HPUK aims to create smarter, safer and more efficient ports that support both economic growth and a lower-carbon future.



# TAKING ACTION ON CLIMATE CHANGE

Hutchison Ports (UK) (HPUK) continues to advance its decarbonisation plan to deliver net-zero Scope 1 and Scope 2 greenhouse gas emissions by 2035, while supporting Hutchison Ports’ wider value-chain ambition and science-based net-zero pathway. The UK programme is focused on verifiable emissions data, investment in electric and low-emission equipment, the continued use of renewable electricity, and close collaboration with suppliers, customers and the wider Hutchison Ports network to accelerate practical emissions reduction. The uploaded 2025 climate change content confirms that the programme to reduce emissions across HPUK sites is underway, with continued investment in electric-powered equipment and vehicles, supported by performance data reported elsewhere in the 2025 report.

In 2025, climate action also moved beyond direct operational emissions, with a stronger focus on the value chain, supplier engagement and climate-related risk management. Hutchison Ports is embedding climate considerations into business planning and investment decision-making, supported by annual review of emissions reduction targets, governance of equipment electrification, assessment of climate-related risks, engagement across the value chain and partnerships to support electrification investment.

## OBJECTIVES



**Collect, analyse and verify emissions data to monitor progress against the Hutchison Ports (UK) net-zero pathway.**

**Continue the transition from diesel-powered equipment to electric and other low-emission technologies, supported by appropriate infrastructure and operational controls.**

**Maintain renewable electricity procurement and explore further opportunities for clean energy and resilience across UK sites.**

**Strengthen supplier and customer engagement to support Scope 3 emissions reduction and wider supply-chain decarbonisation.**

**Share learning across the Hutchison Ports global network to support safe, efficient and scalable adoption of low-emission technologies.**

# CREATING FUTURE-FIT PORTS

Hutchison Ports (UK) recognises that climate resilience is fundamental to the long-term reliability of its ports. In 2024 and 2025, the business participated in the latest Climate Change Adaptation Reporting regime coordinated by the Department for Environment, Food and Rural Affairs, working with expert advisors and using the latest UK Met Office climate projection data to assess risks and opportunities across Port of Felixstowe, Harwich International Port and London Thamesport.

The assessment considered projected changes in rainfall, heat, wind speed and sea level through to the end of the century, with senior managers from all departments examining the measures needed to ensure the ports remain resilient to climate impacts. Existing sea defences, modernised port equipment and new ways of working, including remote control, provide a strong foundation for adaptation, while ongoing measures will target further resilience in the workforce, infrastructure and technology.

The 2025 Adaptation Reporting Power work has also provided a basis for formal monitoring and evaluation of climate adaptation actions, with the next reporting round scheduled for 2029. The supporting Adaptation Reporting Power 4 report identifies climate risks linked to extreme weather, heavy rainfall, sea level rise, heat, disruption to utilities, and transport interdependencies, and sets out a detailed action log to support future resilience planning.

## OBJECTIVES



**Maintain an up-to-date understanding of projected climate impacts on port operations, infrastructure, people and supply chains.**

**Review and monitor climate adaptation actions through the Hutchison Ports (UK) Sustainability Committee and relevant business functions.**

**Incorporate climate resilience into infrastructure upgrades, equipment replacement, operational planning and business continuity arrangements.**

**Protect biodiversity and natural habitats when operating, maintaining and developing port infrastructure.**

**Continue environmental improvement programmes that protect local ecosystems and strengthen long-term operational resilience.**



## CREATING GREAT PLACES TO WORK

Hutchison Ports (UK) remains committed to being an employer of choice, attracting, developing and retaining a skilled, diverse and resilient workforce. In 2025, the business continued to invest in employee engagement, learning and development, wellbeing, inclusion and early careers, recognising that future-ready ports depend on people who are supported, valued and equipped for technological and operational change. The 2025 Sustainability Report content records continued activity across employee forums, town halls, family days, volunteering, long-service recognition, social committee activity, the Cycle to Work scheme and more.

The approach to inclusion also continued to evolve in 2025. HPUK built on its Respect at Work Charter by launching the second phase of the campaign, focused on preventing sexual harassment at work, supported by policy development, mandatory training, employee surveys, risk assessments and face-to-face briefings. The 2025 Sustainability Report also highlights expanded health and wellbeing fairs across all three UK port locations, continued Mental Health First Aider support, mentoring programmes, apprenticeships and leadership development.

| OBJECTIVES                                                                                                                           | 3<br>GOOD HEALTH AND WELL-BEING | 5<br>GENDER EQUALITY | 8<br>DECENT WORK AND ECONOMIC GROWTH | 10<br>REDUCED INEQUALITIES |
|--------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------|--------------------------------------|----------------------------|
| Prioritise safety, health and wellbeing to support a zero-harm culture.                                                              |                                 |                      |                                      |                            |
| Develop a high-performing and diverse workforce with the skills to support automation, electrification and future port technologies. |                                 |                      |                                      |                            |
| Strengthen employee engagement through open communication, feedback and participation.                                               |                                 |                      |                                      |                            |
| Continue to embed respect, inclusion and belonging through training, employee networks and visible leadership.                       |                                 |                      |                                      |                            |
| Support early careers, apprenticeships, mentoring and leadership development to build a sustainable talent pipeline.                 |                                 |                      |                                      |                            |

## OPERATING RESPONSIBLY AND WITH INTEGRITY

Good governance remains central to Hutchison Ports (UK)'s sustainability approach. The business continues to operate responsibly through clear policies, effective oversight, risk management, compliance training, data protection, cyber security and sustainable procurement. This supports informed decision-making, strengthens trust with stakeholders and helps ensure sustainability is embedded into day-to-day operations.

In 2025, the wider Hutchison Ports sustainability framework placed continued emphasis on governance, responsible procurement, supplier engagement, cyber security, artificial intelligence governance and business continuity. The Group report confirms that sustainability oversight is led by the Group Sustainability Committee, with environmental, social and governance considerations embedded into enterprise risk management and strategic decision-making. The 2025 climate change content also confirms that climate-related risks and opportunities are being integrated into business planning and investment decision-making.

| OBJECTIVES                                                                                                                                                                       | 8<br>DECENT WORK AND ECONOMIC GROWTH | 16<br>PEACE, JUSTICE AND STRONG INSTITUTIONS |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------|----------------------------------------------|
| Maintain robust governance, compliance and risk management processes across the business.                                                                                        |                                      |                                              |
| Support employees to understand and apply relevant policies, including those relating to conduct, data protection, anti-bribery, whistleblowing, procurement and cyber security. |                                      |                                              |
| Continue to engage suppliers on sustainability expectations and value-chain emissions reduction.                                                                                 |                                      |                                              |
| Integrate climate, environmental and social considerations into business planning and investment decisions.                                                                      |                                      |                                              |
| Communicate progress transparently to employees, customers, suppliers and wider stakeholders.                                                                                    |                                      |                                              |

## INVESTING IN LOCAL COMMUNITIES

Hutchison Ports (UK) continues to work with external partners, education providers, charities and community organisations to help build thriving and resilient local communities. By providing employment, training, education, volunteering and community support, the business contributes to economic growth and sustainable employment in the communities around its ports.

In 2025, community activity was strengthened through increased employee volunteering and engagement. The 2025 Sustainability Report content records 241.5 volunteering hours, more than twice the number used in 2024, with employees supporting organisations including Landguard Nature Reserve, National Coastwatch, Woodbridge Sea Scouts, the Royal National Lifeboat Institution and Suffolk Army Cadet Force.

As a member of the Port Community Fund the Port of Felixstowe supported 21 charities and good causes, with 21 grants totalling £41,739.50 that benefited 3490 people. (Source: Suffolk Community Foundation 2025 PCF Grants Awarded)

The wider Hutchison Ports 2025 report also highlights the launch of "Go Beyond Go Green" as a group-wide platform for environmental engagement and education, with a 21 per cent increase in activities during the year, more than 8,000 trees planted and over 4,400 students engaged globally. At Felixstowe, staff supported conservation activity at the local Landguard Nature Reserve by helping to install wooden posts, cordons and signs to protect areas for ground-nesting birds and resting seals, and carry out litter-picking activities.

| OBJECTIVES                                                                                                           | 4<br>QUALITY EDUCATION | 8<br>DECENT WORK AND ECONOMIC GROWTH | 11<br>SUSTAINABLE CITIES AND COMMUNITIES |
|----------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------|------------------------------------------|
| Create sustainable career opportunities for people in local communities.                                             |                        |                                      |                                          |
| Partner with schools, colleges and education providers to improve access to employment and maritime career pathways. |                        |                                      |                                          |
| Encourage employee volunteering and community participation across all UK sites.                                     |                        |                                      |                                          |
| Support environmental education, biodiversity protection and local conservation initiatives.                         |                        |                                      |                                          |
| Strengthen connections with community organisations, charities and local stakeholders.                               |                        |                                      |                                          |



