

# SOCIAL

## IN THIS SECTION

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- People Development
- Occupational Health and Safety
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- Community Relations

# PEOPLE DEVELOPMENT

At PSA, our people are central to our success as a global port operator and supply chain solutions provider. Guided by our core value “Focused on People”, we embed talent development into every aspect of our workforce strategy through learning programmes, mentorship, cross-functional assignments and upskilling initiatives. This ensures our people are equipped to grow, thrive and excel in a dynamic business environment.

## WHY IT IS IMPORTANT

A skilled, agile and engaged workforce is critical to PSA’s long-term success. We prioritise workforce development to ensure our people have the requisite skills and mindsets to excel and thrive as business evolves. By providing continuous learning and development opportunities, along with a supportive workplace culture, we can foster higher employee engagement and wellbeing. This not only improves operational performance but also strengthens our business resilience amidst a constantly changing global context. These efforts position PSA as an employer of choice, attracting and retaining diverse global talent who are key to driving PSA’s continued progress and realising our sustainability ambitions.

## OUR APPROACH

### BUILDING A FUTURE-READY WORKFORCE

PSA’s Total People Strategy adopts a holistic approach to people development and is built on four key pillars of Attract, Develop, Engage, and Stretch. It aligns workforce development with business priorities, ensuring that PSA remains relevant amidst a dynamic trade landscape.

We are committed to investing in our people across their career lifecycle at PSA through initiatives that build capabilities and deepen competencies. Combined with efforts to foster a culture of growth and innovation, we seek to provide them with the support they need to upskill, build resilience, and contribute meaningfully to the organisation.

PSA International is heartened to be recognised by the Financial Times and Statista as one of the “Best Employers in Asia-Pacific 2026”. We were also one of “Singapore’s Best Employers for 2025” by The Straits Times and listed among “TIME Asia Pacific’s Best Companies 2025”.

## BUILDING A CULTURE THAT EMPOWERS AND INSPIRES

At PSA, we believe that our employees perform at their best when they are motivated and feel supported at work. To nurture such an environment, we have built a workplace culture grounded in the FISH!\* Principles of “Choose Your Attitude”, “Be There”, “Make Their Day” and “Play”. These values shape an inclusive and collaborative setting where our employees can flourish.

Year-round FISH-inspired campaigns, workshops, and contests keep FISH embedded in our organisational fabric. Platforms such as the FISHapp and FISH365 enable employees to recognise and appreciate colleagues who embody the FISH spirit.

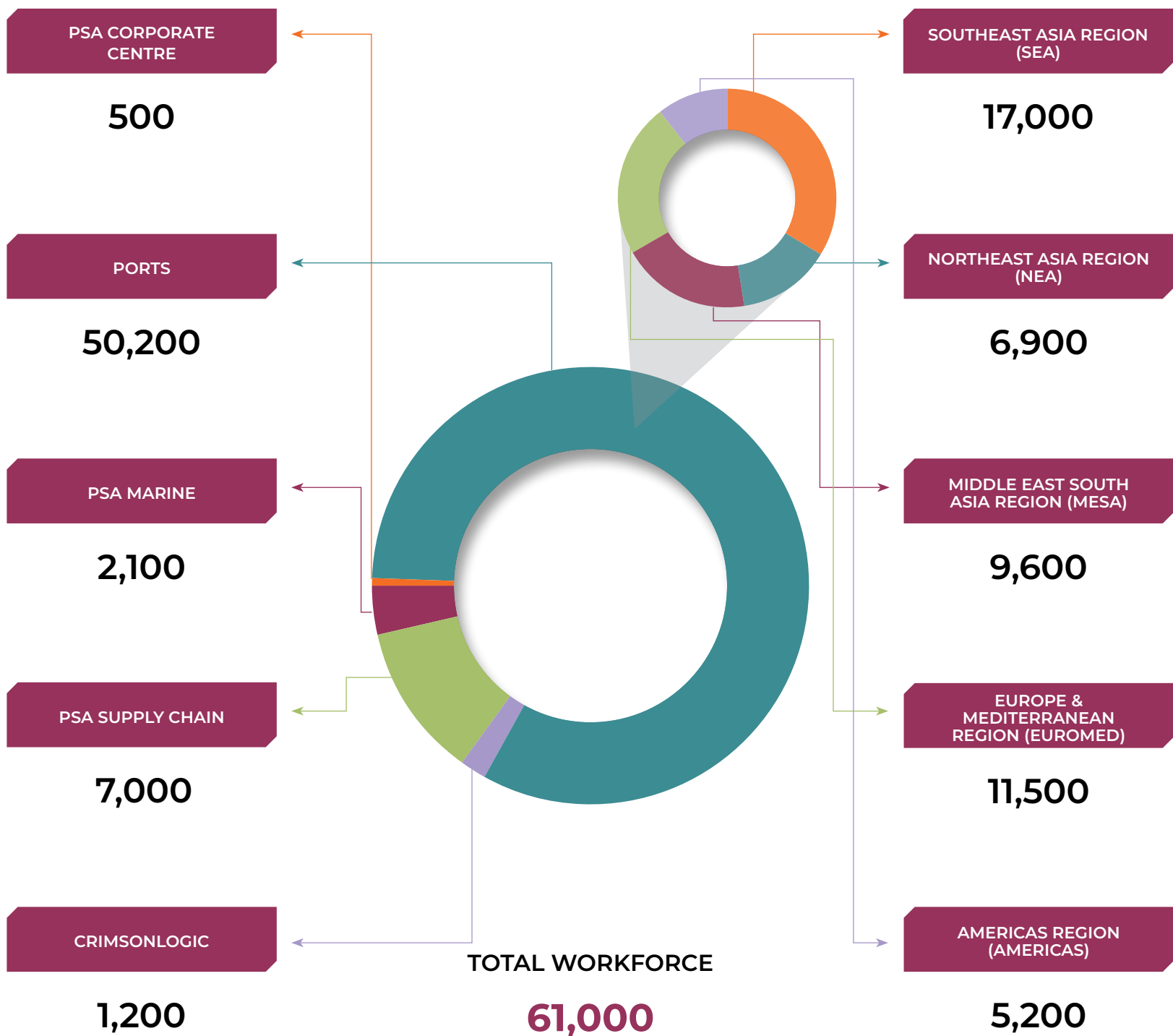
\* FISH! is a trademark or service mark of ChartHouse Learning.



## OUR WORKFORCE PROFILE

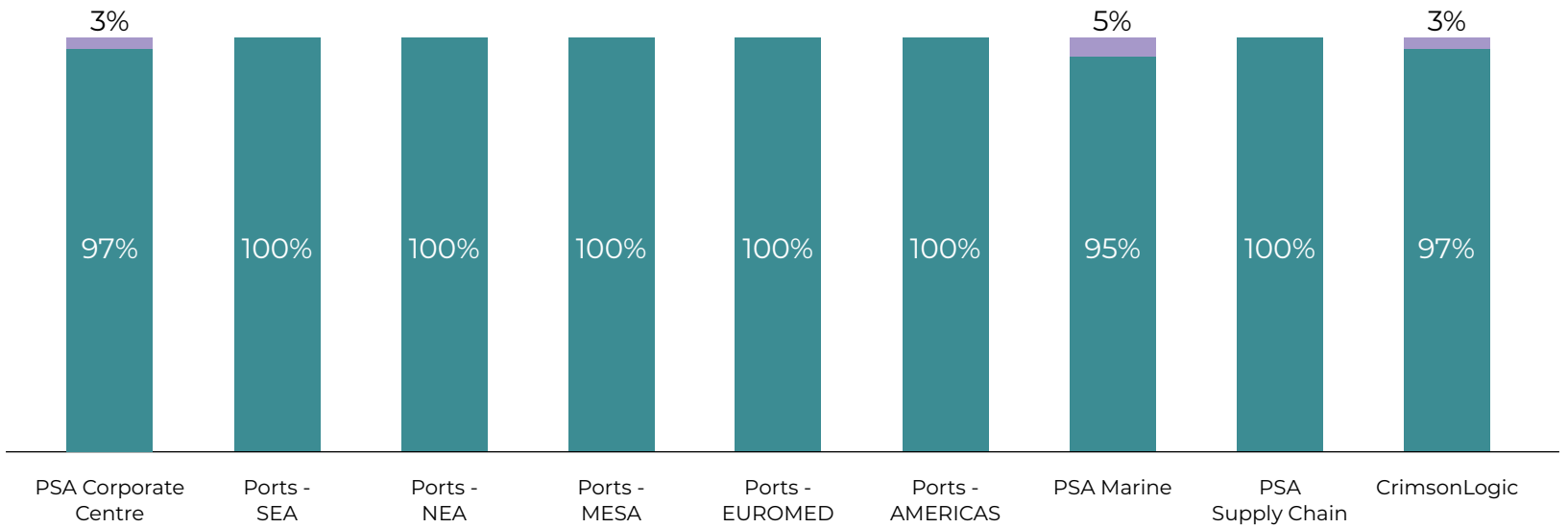
In 2025, PSA's global workforce stands at 61,000, including 15,300 indirect hires. Most of our workforce are directly employed by PSA, serving in frontline or permanent office roles. Our indirect hires primarily support critical port operations, such as prime mover driving, lashing and managing wharf activities during peak periods.

Breakdown of Workforce by Regions / Business Units



Note: The figures in the chart represent headcount at the end of the reporting period, 31 December 2025 for direct hires; whilst indirect hires are generally represented by Full-Time Equivalents (FTEs). There have been no significant fluctuations in the total workforce number between our last reporting period and this reporting period.

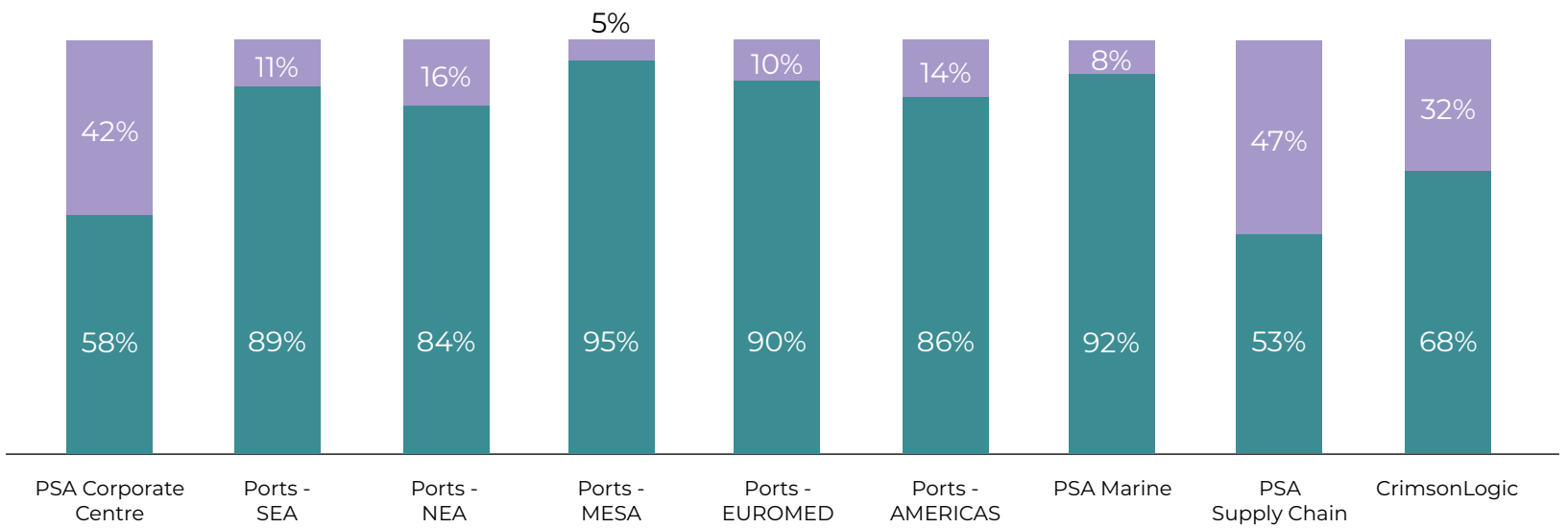
### Employment Type Breakdown within each Region / Business unit



Note: The figures in the chart only include direct hires. Figures shown have been rounded; a small proportion of temporary workers may be present in some regions.



### Gender Breakdown within each Region / Business unit



Note: The figures in the chart only include direct hires.



## ATTRACTING AND NURTURING TALENT

PSA is committed to attracting talent from a wide range of backgrounds through inclusive and equitable hiring practices. To support this, we offer global training programmes that equip business units with recruitment best practices. We also ensure that hiring practices align with local cultures and regulatory requirements, explore collaborations with universities, participate in career fairs, as well as provide scholarships and targeted talent development programmes.

New Hires In 2025	AGE GROUP						GENDER			
	Under 30 years old		30-50 years old		Over 50 years old		Male		Female	
	Number	Hiring Rate	Number	Hiring Rate	Number	Hiring Rate	Number	Hiring Rate	Number	Hiring Rate
PSA Corporate Centre	10	2%	25	5%	4	1%	23	5%	16	3%
Ports – SEA	911	7%	538	4%	33	0%	1,261	10%	221	2%
Ports – NEA	79	2%	57	2%	19	1%	115	3%	40	1%
Ports – MESA	621	12%	478	10%	18	0%	1,054	21%	63	1%
Ports – EUROMED	353	4%	328	3%	51	1%	601	6%	131	1%
Ports – AMERICAS	274	7%	249	7%	40	1%	429	11%	134	4%
PSA Marine	141	7%	254	12%	75	4%	419	20%	51	2%
PSA Supply Chain	962	14%	794	11%	97	1%	1,150	17%	703	10%
CrimsonLogic	68	6%	58	5%	1	0%	84	8%	43	4%

Turnover In 2025	AGE GROUP						GENDER			
	Under 30 years old		30-50 years old		Over 50 years old		Male		Female	
	Number	Turnover Rate	Number	Turnover Rate	Number	Turnover Rate	Number	Turnover Rate	Number	Turnover Rate
PSA Corporate Centre	6	1%	34	7%	18	4%	33	6%	25	5%
Ports – SEA	461	4%	669	5%	144	1%	1,137	9%	137	1%
Ports – NEA	31	1%	47	1%	58	2%	103	3%	33	1%
Ports – MESA	302	6%	311	6%	33	1%	601	12%	45	1%
Ports – EUROMED	150	1%	296	3%	180	2%	520	5%	106	1%
Ports – AMERICAS	164	4%	265	7%	67	2%	390	10%	106	3%
PSA Marine	85	4%	214	10%	107	5%	371	18%	35	2%
PSA Supply Chain	707	10%	825	12%	181	3%	1,067	15%	646	9%
CrimsonLogic	47	4%	74	7%	18	2%	95	9%	44	4%

Note: The figures in the charts only include direct hires.

## UPLIFTING GLOBAL CAPABILITIES

PSA University (PSAU), our dedicated learning arm, supports employee growth through a wide range of learning programmes. These efforts are crucial in strengthening our workforce capability, agility and resilience. Programmes include classroom sessions, self-directed courses, mentoring and cross-functional assignments tailored to diverse developmental needs.

PSAU collaborates with internal and external stakeholders, including Senior Management Council, business leaders and HR teams, to align training with business needs and operational goals while delivering an impactful learning experience. Guided by the Group HR (GHR) / PSAU Learning Governance Policy, all course materials are regularly reviewed for relevance and quality, with feedback gathered through post-training evaluations to drive continuous improvement.

In 2025, PSAU continued to champion the development of a future-ready workforce through a series of learning initiatives. One notable initiative is the Citizen Developer Initiative (CDI), jointly led by GHR, PSAU and Group IT. CDI empowers staff to build custom digital solutions using no-code and low-code tools, enabling teams from various non-tech functions to reimagine workflows and solve real business challenges through expert-led, hands-on learning. Graduates of the programme champion digital transformation and mentor future citizen developers, fostering a culture of agility, innovation and continuous improvement across PSA.

To drive technology and AI adoption, PSAU partnered with Group IT to launch the Microsoft 365 Copilot e-learning programme, helping staff integrate Generative AI into everyday work, using tools such as Word, Excel and Outlook. The programme comprises bite-sized modules covering key Copilot features, equipping employees with practical skills to boost their productivity and creativity. Complementing the self-paced learning, a series of enablement webinars provides live demonstrations and deeper insights, reinforcing PSA’s commitment to upskilling and driving digital transformation.

Together, these initiatives underscore PSAU’s commitment to learning and development to ensure PSA’s global workforce is equipped to thrive in a rapidly evolving landscape.

## STRENGTHENING AUTOMATION CAPABILITIES ACROSS OUR TERMINALS

Automation enables PSA to manage port operations with greater efficiency and consistency. To strengthen automation transformation and facilitate adoption of scalable automation frameworks, Group Equipment Engineering and Ports Technology launched the Automation Technology Adoption Programme (ATAP) in February 2025, combining e-learning, in-person sessions and on-the-job training to equip business units with the capabilities to plan, implement and sustain automation deployments across terminals.

ATAP’s impact to build local automation capabilities is reinforced through targeted engagement. For example, business units may undergo structured on-the-job training and attachment at PSA’s Singapore headquarters to build hands-on competencies in the commissioning and maintenance of automated cranes. This immersive approach strengthens practical readiness and deepens operational understanding, enabling business units to build the in-house expertise required to support reliable automation performance.

Complementing our broader learning and development efforts, we have also implemented targeted modules to reinforce essential knowledge and ethical standards across the organisation. One such e-learning programme, the “Code Refresher”, was first launched in 2020 and updated in 2023 and 2025 to reinforce PSA’s ethical conduct policies and keep employees up-to-date with enhancements to The Code. In 2025, 94% of enrolled employees have completed the programme, exceeding our target of 80%.

PSA also aims to achieve an average of 16 training hours per employee each year\*. In 2025, we achieved an average of 35 training hours per employee through our wide-ranging learning and development programmes.

\* This target covers employees in PSA and our subsidiaries.

### Average Number of Training Hours for PSA Employees in 2025

APPOINTMENT TYPE		GENDER	
EXECUTIVE	NON-EXECUTIVE	FEMALE	MALE
32	32	33	32

Note: The figures in the chart include direct hires in all of PSA’s entities.

## **CULTIVATING THE NEXT GENERATION OF GLOBAL LEADERS**

At PSA, we continually refine our career development process and programmes to support the aspirations of our employees and meet the needs of the business. Our initiatives are designed to align talent with PSA's strategic goals and offer exposure to cross-functional and international work environments to gain diverse skills and experiences. For example, PSA has implemented Talent-Tech 4.0, a digital platform that uses AI and machine learning to provide automated course recommendations, collaboration and mentorship opportunities. The platform also provides access to courses from the UdeMy Business library.

Other Group-wide initiatives include:

### **Short-Term International Development Experience (STRIDE) Programme**

The STRIDE Programme provides participants with international exposure and structured assignments across multiple geographies, functions and cultural contexts. Assignments are delivered in physical and hybrid formats. Since 2014, the programme has included over 100 participants and supported their readiness for expanded roles within PSA.

### **PSA Horizons Development (PHD) Programme**

Jointly developed by Group Human Resource and PSA University, the PHD Programme is our key leadership development initiative. The programme lays the foundation for executive training through enhancing participants' business acumen across functions and regions. It blends a hybrid, self-directed learning phase with an in-person session at PSA's Singapore headquarters. During the programme, participants are given the opportunity to engage with senior leaders, subject matter experts and peers to share knowledge and broaden perspectives.

### **Global Management Associate Programme (GMAP)**

Nurturing the next generation of global leaders is a key focus at PSA. The GMAP attracts and develops high-potential individuals from diverse backgrounds and nationalities, providing a two-year structured journey of international exposure, cross-functional rotations and mentorship. This programme seeks to build a strong pipeline of young talent and prepare them to become future leaders ready to contribute to PSA's growth, innovation, and long-term transformation.

## **EMPOWERING EMPLOYEE VOICES**

PSA conducts a global Employee Opinion Poll (EOP), complemented by BU-led dipstick polls to gather employee feedback and identify areas for improvement. Together, these channels provide management with a strong pulse on the ground, enabling PSA to sustain employee satisfaction, foster effective leadership, reinforce a shared commitment to excellence and nurture a vibrant culture of innovation.

The Global Organisational Development (OD) Movement is PSA's strategy for shaping a consistent and progressive employee experience across our global network. Led and chaired by the Group Head of HR and comprising global HR & OD professionals across PSA, the OD Movement works to design, refine and scale organisational development initiatives worldwide. In 2025, informed by EOP feedback and stakeholder consultations, it launched four new workstreams aimed at improving the work environment and supporting the wellbeing of PSA employees globally.

## **DRIVING GROWTH THROUGH REGULAR FEEDBACK**

Meaningful recognition of employee contribution works in tandem with structured career development support. At PSA, we conduct regular performance reviews, cultivating a culture of accountability and excellence while encouraging employees to take ownership of their professional and personal growth.

At PSA, office-based employees are required to participate in regular performance reviews to evaluate their achievements, promotion potential, salary and development needs. Using the RED360 feedback tool, managers and employees engage in open conversations about job satisfaction and career aspirations. All other workers, such as those working on the frontline, engage in ongoing check-ins and reviews to discuss performance and career development issues.

Sustainability is woven into the performance feedback process, as we link individual performance to the organisation's sustainability objectives. During annual performance management cycle, employees reflect on their contributions, set goals for the year ahead and are empowered to integrate sustainable practices into their daily work. At the corporate level, key sustainability performance indicators are monitored and incorporated into the annual performance-related compensation framework.

# OCCUPATIONAL HEALTH AND SAFETY

Keeping our people safe and supported is a responsibility PSA takes seriously. Our employees carry out complex operations day-to-day across our global sites. We are committed to providing the guidance, training and environment that enable them to perform their duties with confidence and security.

## WHY IT IS IMPORTANT

At PSA, providing a safe and healthy workplace is fundamental to our day-to-day operations. Effective management of occupational health and safety prevents accidents, safeguards our employees and contractors and supports responsible operations that benefit our people, the business and the wider community. By prioritising both physical and mental wellbeing of our employees, we enhance morale and performance, which in turn improves productivity and reduces operational disruptions. Our expectations for robust safety practices extend to our contractors and business partners.

## OUR APPROACH

Our operational activities involve handling heavy machinery and cargo, which can pose risks to workers' health and safety.

PSA mitigates these through a robust Health, Safety and Security framework. This includes monitoring and managing workplace hazards, facilitating incident reporting, collecting employee feedback and delivering role-specific safety training. For more insights into how we support worker health beyond maintaining a safe workplace, please refer to the section on [Labour Relations and Worker Wellbeing](#).



### PSA GROUP HEALTH, SAFETY, SECURITY AND SUSTAINABILITY (HSSS) POLICY

At the heart of PSA lies a strong, unwavering commitment to provide our people with a safe, secure and healthy workplace, and to promote sustainable development in the communities we operate in. As an industry leader, we will continually upgrade our HSSS practices and performance to be an exemplary corporate partner on HSSS matters.

## HEALTH, SAFETY, SECURITY AND SUSTAINABILITY POLICY

PSA is committed to providing a safe, secure and healthy workplace while promoting sustainable development in the communities where we operate. This commitment is embodied in the Group's Health, Safety, Security, and Sustainability (HSSS) Policy, which applies to all employees and contractors, and is communicated to everyone on-site, including visitors.

To reinforce and underscore the importance of the HSSS Policy, all business units prominently display it within their premises. As an industry leader, PSA continually enhances our HSSS practices to maintain high standards, with the commitment to serve as an exemplary corporate partner in health, safety, security and sustainability.

## HEALTH, SAFETY AND SECURITY MANAGEMENT SYSTEM AND AUDITS

The PSA Group Health, Safety and Security Management System (HSS MS) establishes occupational health and safety standards in line with the PSA Group HSSS Policy and the internationally recognised standard ISO 45001:2018. The system has been implemented and is enforced across our global operations, with particular emphasis on business units engaged in hazardous or high-risk activities.

Each business unit maintains a dedicated governance structure to oversee implementation, supported by working groups that monitor performance and drive continual improvement. All employees and contractors who perform work at sites which are within PSA's operational control are covered by an HSS MS that is aligned with either the PSA Group HSS MS, the ISO 45001:2018 standard or applicable local regulatory standards.

PSA has commissioned independent third-party audits to evaluate the relevance and effectiveness of the Group-wide HSS MS and its rollout. These audits confirmed that the HSS MS is fit for purpose and well aligned with international standards, including ISO 45001:2018. The rollout processes to business units were also found to be robust, with recommendations for continual improvement presented to the PSAI Board for further guidance.

The Group Health, Safety and Security (GHSS) department conducts regular audits on business units to ensure compliance with HSS MS requirements. Business units receive audit reports and are given six months to address identified gaps.

The Group audit programme is regularly reviewed and was recently enhanced to introduce a more systematic and risk-based approach to prioritising terminals based on their safety risk profiles, facilitating timely resolution of critical safety non-conformance and concerning safety trends.

The Audit, Risk & Finance Committee reviews and approves the audit programme and is updated of audit findings and progress. Key safety performance data is reported monthly to the Group CEO, who also personally reviews all significant incidents, defined as those resulting in fatalities or permanent disabilities. A Group HSS Council, chaired by the Group Head of Operations, Technology and Sustainability and comprising regional HSS representatives, convenes regularly with the aim of strengthening Group-wide safety governance and performance. The council reviews and endorses enhanced safety standards, formulates immediate and long-term action plans and drives the use of safety data analytics to enable proactive risk management.

### **STRENGTHENING SAFETY STANDARDS ACROSS OUR SUPPLY CHAIN**

Ensuring the health and safety of all personnel on PSA's premises, including employees, suppliers and contractors, continues to be our priority. Contractors are required to undergo rigorous evaluation of their safety performance and risk management capabilities during the bidding process. Once a contract is awarded, they are required to identify and mitigate health, safety and security risks, provide relevant training to their employees, as well as complete PSA's comprehensive health and safety induction programmes before starting work. To uphold high safety standards, PSA continuously monitors and assesses contractors' HSS performance.



### **HAZARD IDENTIFICATION AND RISK ASSESSMENT**

PSA applies the precautionary principle as a cornerstone of our health and safety management, ensuring rigorous risk assessments and strict compliance with established safety standards. Recognising that hazard identification and risk assessment are critical to effective workplace risk management, all business units are required to assess location-specific hazards and operational risks in alignment with the HSS MS. Some examples of top work-related hazards identified include working at heights and physical hazards such as moving vehicles and equipment, all of which carry a risk of high-consequence injury. These hazards have been determined through a combination of proactive risk assessments, safety audits and incident investigations.

To systematically mitigate these risks, PSA implements the Hazards & Effects Management Process (HEMP). This process is applied not only in routine risk management but also in response to safety incidents, regulatory changes or significant operational adjustments. Through HEMP, hazards are addressed proactively using the hierarchy of controls, strengthening safeguards for employee safety and wellbeing.

Regular inspections and reviews of work practices are carried out across business units to ensure continued compliance with health and safety protocols. Instances of non-compliance are swiftly rectified through preventive and corrective measures, with accountability maintained by designated personnel.

## INCIDENT REPORTING AND INVESTIGATION

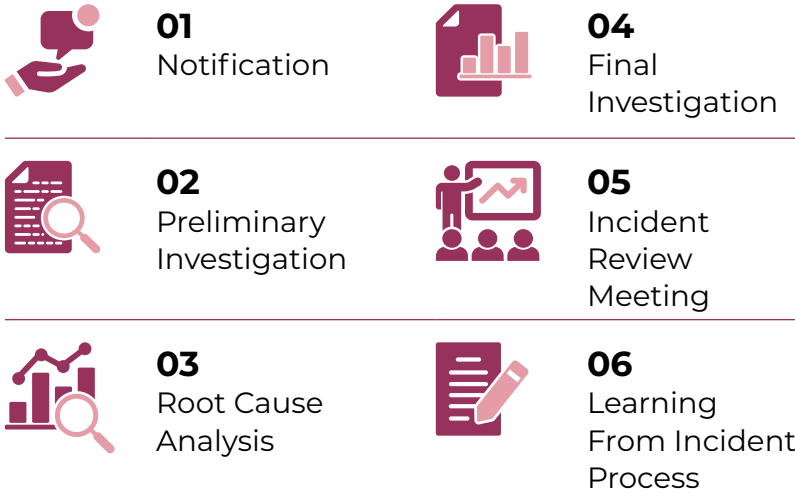
PSA continues to strengthen incident reporting practices, setting a strong foundation for workplace safety. All personnel, including contractors, are encouraged to report incidents, unsafe behaviours and hazardous situations through various established channels, which include direct reports to managers, safety leaders or online platforms. In line with the Group-wide HSS MS, business units must establish systems that allow workers to raise concerns without fear of dismissal, disciplinary action or reprisals. This fosters a culture where employees feel empowered to stop work and remove themselves from unsafe situations.

All reported incidents are logged on an online platform, where data tools are used to monitor and analyse safety statistics, including monthly employee and contractor exposure hours. To further assess safety performance, PSA has implemented a suite of leading and process indicators. Business units are required to report these indicators monthly, enabling timely interventions. The GHSS department uses a global safety risk map to benchmark business unit performance. By evaluating exposure to acute and systemic risks, including the frequency of significant incidents, the map allows the GHSS department to prioritise and tailor intervention measures in collaboration with the business units.

In the event of a significant incident, PSA will conduct a comprehensive investigation process that involves relevant safety personnel and a preliminary investigation, root cause analysis and a final review chaired by the Group CEO. Feedback from employees and contractors are also critical in refining measures and preventing future incidents. This process ensures accountability and generates actionable learning points to enhance workplace safety.

A review of the significant incidents in 2025 identified gaps in the management of third-party workers, which had contributed to lapses in the implementation of critical processes and breaches in safety compliance. In response, PSA introduced a set of Group-wide Third-Party Safety Management Guidelines to strengthen the implementation of consistent safety standards across all our business units and management of third-party workers operating within PSA's premises. The guidelines provide clear direction on key areas such as safety competencies and communication, robust risk assessments and safe work procedures, as well as consequence management practices.

## PROCESS UNDERTAKEN FOR INVESTIGATING INCIDENTS



## EMBEDDING SAFETY INTO PSA'S WORKPLACE CULTURE

Open, two-way communication is central to building a safe and secure workplace at PSA. Information on workplace hazards and safety protocols is regularly shared with employees through daily toolbox briefings, notices, email reminders, safety review meetings and training sessions.

As primary stakeholders with direct operational experience, employees and contractors play an important role in shaping safety outcomes at PSA. We encourage employees and contractors to provide feedback and report incidents through multiple channels. Their input informs role assignments, training requirements and comprehensive workplace risk assessments, ensuring that safety measures remain practical, effective and responsive.

PSA also strengthens engagement through formal safety committees that include representatives from management, employees and labour unions. These committees provide a platform for diverse perspectives to address safety concerns collaboratively. Each committee is led by the business unit head or designated HSS leader, who holds ultimate accountability for decisions affecting HSS management and performance. Through monthly meetings, committee members review incidents, verify compliance with local regulations and act swiftly on findings from reports and inspections.

PSA's annual Safety Week serves as a key platform for health and safety communication and engagement. Held from 15 to 21 January 2025, the event featured messages from the Group CEO and leadership, under the theme of "Valuing Lives". Members of the Senior Management Council reinforced the tone from the top, visiting PSA University's Integrated Training Centre to observe practical safety training sessions for critical operations, including lashing and the handling of jammed twist locks. Business units organised a range of activities, including fire drills, safety workshops and site inspections, to further reinforce awareness of safety practices.




Beyond this annual event, PSA maintains communication and engagement with employees on safety throughout the year. Global initiatives such as Understanding Your Culture, Starfish workplace safety workshops and the Take 5 self-awareness programme ensure ongoing reinforcement of safety topics. Business units also tailor campaigns and messages to their local contexts to maximise impact. For instance, PSA Antwerp, MSC PSA European Terminal (MPET), and Antwerp Terminal Services (ATS) run the "Tim Tegoei" or "Do It Right" campaign, promoting safety culture through management briefings, driver coaching, and other targeted initiatives.

PSA provides comprehensive training programmes to ensure employees are equipped with the knowledge and skills to apply safe work practices. These include technical training in areas such as port driving and the handling of dangerous cargo, alongside essential courses in first aid and emergency response. Through PSA BDP University, a specialised curriculum has also been introduced to strengthen competencies in the safe handling of goods, with particular emphasis on chemicals and compliance protocols.

### SUPPORTING EMPLOYEE WELLBEING AT THE WORKPLACE

PSA places employee wellbeing at the heart of our safety culture, recognising that a resilient workforce depends not only on physical safety but also on strong mental and emotional health. A Group-wide Mental Health Framework establishes requirements for our business units to adhere to. This includes conducting risk assessments on psycho-social risk factors in the workplace, educating managers to identify signs of mental health concerns among their workers, and implementing measures to protect employees from discrimination when they seek help with mental health.

## PSA GROUP MENTAL WELLNESS PROGRAMME

 <p><b>CULTURE</b></p> <p>Creating a work environment where leaders actively promote mental health and wellbeing and where employees feel safe to seek help for their mental health conditions.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• FISH! and FISH+ initiatives</li> <li>• Webinars on mental wellness</li> </ul>	 <p><b>CORPORATE INITIATIVES</b></p> <p>Providing avenues for employees to maintain their mental health.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• Facilities such as gyms and wellness classes</li> <li>• In-house confidant programmes</li> </ul>	 <p><b>KNOWLEDGE ENHANCEMENT</b></p> <p>Equipping staff with knowledge and skills to identify and escalate cases of employees who may have mental health conditions.</p> <p>Initiatives:</p> <ul style="list-style-type: none"> <li>• PSAU mental wellness courses</li> <li>• Frontliners Mental Wellness Training Package</li> </ul>
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Across our business units, we foster supportive workplaces by providing educational resources, encouraging open dialogue and ensuring access to occupational health services. Feedback is continuously gathered through PSA's health and safety channels to guide enhancements.

At PSA Singapore, we conduct physical and mental health talks, fitness sessions, mental wellness workshops, customised health screening and coaching programmes for employees. Furthermore, other initiatives such as a para-counselling helpline, the appointment of peer support leaders and availability of professional referrals through the Employee Assistance Programme (EAP) have been established to care for workers' wellbeing and encourage them to support one another.

## SAFETY PERFORMANCE AND PROGRESS

PSA recorded a total of 147.5 million work hours in 2025, comprising 73.5 million hours by PSA employees and 74 million hours by contractors. During the year, seven significant incidents were reported, six involving contractors and third-party workers and one involving an employee. These included fatalities resulting from vehicle collisions, falls from height, as well as accidents during cargo handling, maintenance and mooring operations. Each incident was thoroughly investigated to identify systemic gaps and strengthen preventive measures. Findings from these reviews revealed gaps in third-party worker management, which contributed to lapses in process implementation and safety compliance. These learnings directly informed the development of the new Third-Party Safety Management Guidelines, aimed at strengthening the management of third-party workers across PSA's operations.

The Group's Lost-Time Injury Frequency Rate (LTIFR)\* for 2025 stood at 2.47, compared with 3.20 in 2024, reflecting a decrease in reported lost-time injuries.

\* LTIFR is calculated based on the number of fatalities and lost workday case per million hours worked by employees and contractors. The LTIFR and work hours include Ports and PSA Marine.

	FATALITIES		SAFETY INCIDENTS RESULTING IN PERMANENT DISABILITY		RECORDABLE WORK-RELATED INJURIES	
	NUMBER	RATE	NUMBER	RATE	NUMBER	RATE
<b>EMPLOYEES</b>	1	0.01	0	0	101	1.37
<b>CONTRACTORS</b>	3	0.04	0	0	264	3.57
<b>THIRD-PARTY WORKERS</b>	3	N.A.	0	N.A.	N.A.	N.A.

### Notes:

- Significant incidents refer to incidents resulting in fatalities or permanent disabilities.
- Rate is calculated by No. of incidents/No. of hours worked x [1,000,000]. The definitions of safety incidents and methods of safety data reporting and compilation are based on industry standards and best practices.
- Third parties are defined as other organisations, such as independent hauliers, that enter PSA's premises but are not engaged by PSA.
- The figures in the chart include Ports and PSA Marine.

Every loss of life or serious injury is deeply unacceptable and affects the entire PSA community. We are committed to supporting affected families with care and compassion during such difficult times. To prevent recurrence, we rigorously analyse the root causes of each incident and implement targeted measures to eliminate risks. PSA remains steadfast in our continuous efforts to strengthen workplace safety, with the goal of achieving zero significant incidents.

# EMPLOYEE DIVERSITY AND INCLUSION

PSA's success is built on recognising and harnessing the unique talents and contributions of every employee. By embracing diverse perspectives, we cultivate creativity and excellence across our operations. This ensures our workforce remains engaged, motivated and equipped to tackle the challenges of tomorrow.

## WHY IT IS IMPORTANT

As a global port operator, PSA is committed to fostering an inclusive environment for our employees Group-wide. Embracing diversity empowers us to unlock the full potential of our workforce, fuelling ongoing collaboration, innovation and service excellence.

## OUR APPROACH

### FOSTERING AN INCLUSIVE WORK CULTURE

PSA's commitment to cultivating a safe and conducive work environment is defined by [The Code](#), which outlines policies and principles that all employees must adhere to. This entails zero-tolerance towards all forms of discrimination or harassment regardless of race, gender, religion, age, disability, family status, sexual orientation, pregnancy, or other attributes.

PSA's Group Human Resource department spearheads efforts to promote diversity and inclusion, while relevant functions support by contributing insights and driving on-the-ground implementation. To reinforce our commitment, various mechanisms have been established to foster a fair workplace and positive working environment. For instance, PSA's internal whistleblowing hotline and mailbox empower employees to report potential incidents of intimidation, discrimination or harassment in good faith, without fear of reprisal or victimisation. All reported cases are promptly investigated by PSA's Whistle Blowing Unit and issues are escalated as needed. For more information, please refer to the section on [Ethical Business Conduct](#).

### CELEBRATING DIVERSITY, DRIVING EXCELLENCE

PSA's continued success relies on attracting and retaining talented and capable individuals. Our merit-based talent practices, spanning recruitment to career progression, ensure all employees have fair and transparent access to opportunities. We continue to leverage automation, digitalisation and flexible work arrangements to reduce potential structural barriers and encourage workforce participation.

### CELEBRATING DIVERSITY, RESPECT, EQUITY, AUTHENTICITY AND MERIT (DREAM) AT PSA BDP

DREAM, PSA BDP's global inclusion initiative, aims to embed empathy, diversity, and inclusion across the ecosystem. Anchored by a Global DREAM Steering Committee and supported by DREAM Councils across PSA BDP's operating regions, DREAM focuses on providing equal opportunities, building strategic partnerships and strengthening organisational awareness.

Key initiatives in 2025 include the full implementation of global diversity mapping via Diversity Atlas and 60% completion of DREAM-focused onboarding and manager training to strengthen leadership accountability in diversity and inclusion. In addition, half of PSA BDP's vendors and suppliers have completed the inclusion questionnaire during the selection or renewal process. DREAM also drives social impact beyond PSA BDP. In partnership with the [Amahoro Coalition](#) in Africa, PSA BDP supports small and medium enterprises (SMEs) and Forcibly Displaced Persons (FDPs) by expanding access to education, livelihood opportunities and sustainable growth.

## DIVERSITY PROFILE OF OUR WORKFORCE

The PSAI Board consists of 40% female and 60% male as at end 2025, with all members being over 50 years of age.

### Employees by Gender in 2025 (%)

CATEGORY	Male	Female
EXECUTIVE	63	37
NON-EXECUTIVE	92	8

### Employees by Age Group in 2025 (%)

CATEGORY	<30 years old	30-50 years old	>50 years old
EXECUTIVE	20	63	17
NON-EXECUTIVE	22	60	18

Note: The figures in the charts only include direct hires.

# LABOUR RELATIONS AND WORKER WELLBEING

At PSA, we value our global workforce and acknowledge that safeguarding employees' wellbeing is integral to our business operations and success. This extends beyond protecting workers' physical and mental health, it also means respecting labour rights and safeguarding their interests.

## WHY IT IS IMPORTANT

Given the labour-intensive nature of our ports and supply chain business, nurturing strong labour relations and safeguarding worker wellbeing are essential for maintaining seamless global operations. As a responsible employer, we strive to provide our people with a conducive working environment, proactively addressing challenges that they may face.

## OUR APPROACH

### COLLABORATIONS WITH LABOUR UNIONS

PSA is committed to upholding labour rights and safeguarding workers' interests, as outlined in [The Code](#).

We recognise that strong partnerships with labour unions are vital for fostering open communication, trust and mutual respect across our workforce. To support this, we engage in ongoing dialogue with labour unions to gather feedback on various topics, including staff benefits, training, health and safety, job role restructuring and operational changes. On a global scale, PSA collaborates with the International Transport Workers' Federation (ITF) to enhance our employees' current wellbeing as well as prospects.

Across our global business units, we continue to partner with the respective unions in each country to ensure continuous workforce alignment and sustained support for employees' wellbeing.

In Singapore, PSA regularly engages the Singapore Port Workers Union (SPWU) and the Port Officers' Union (POU) to implement targeted initiatives that support career development and build a future-ready workforce. Regular meetings with PSA senior management keep union leaders informed about business prospects and upcoming developments, while strengthening the relationship between unions and management.

Our business units (BU) across the Americas and Europe & Mediterranean regions continued to strengthen proactive social dialogue with their union partners and implement cross-BU capability building in 2025. Guided by the PSA Global Industrial Relations Framework, we engage in transparent negotiations, establish clear mandates and maintain aligned escalation processes. These practices reinforce trust and support constructive outcomes with social partners.

PSA values constructive feedback and actively collaborates with relevant parties to address any key concerns. Where major operational changes are proposed, local Human Resources teams will promptly engage with employees and unions to provide as much notice as possible. Furthermore, we adhere to minimum notice periods stipulated in local labour agreements and legislations for any changes that may significantly affect employees.

### EMPOWERING EMPLOYEES' HOLISTIC WELLBEING

PSA offers attractive compensation packages that include competitive salaries and benefits aligned with local laws and practices. Most of our employees are covered by country-specific company health insurance plans, with certain business units also offering additional subsidies for medical consultations at designated clinics and health centres.

Full time employees at our Singapore-based terminals are eligible for benefits such as healthcare (dental, outpatient medical, subsidised health screening), stipulated leaves and insurance coverage (Group Term Life, Group Business Travel Insurance). Where operationally feasible, employees can benefit from flexible work arrangements, including the options to work from different locations, staggered reporting times and adjusted workloads with corresponding pay.

PSA also proactively promotes employee wellbeing through a range of initiatives. These encompass programmes to reduce occupational health risks, raise healthcare awareness, support nutrition consultations and provide access to gym facilities. Recognising that wellbeing extends beyond physical health, we also organise regular training sessions and workshops to support our employees' mental and emotional wellbeing. This ensures a holistic approach that empowers our workforce to thrive in both their personal and professional lives. More information can be found in [Occupational Health and Safety](#).

### COLLECTIVE BARGAINING AGREEMENTS

PSA continues to uphold our employees' right to freedom of association and collective bargaining. In 2025, 53% of our employees are protected by collective bargaining agreements that adhere to local regulations and reflect best practices. For employees not covered by these agreements, PSA ensures that their working conditions meet prevailing market standards and align with those established for the majority of our workforce.

# COMMUNITY RELATIONS

Our business relationships with our partners are built on trust and cooperation. Through collaborative efforts, we also aim to improve livelihoods, enrich lives and help build a more resilient future for the local communities where PSA has a presence.

## WHY IT IS IMPORTANT

Communities are crucial stakeholders when it comes to securing PSA's long-term business success. By engaging with local partners to address community-defined needs and develop purposeful initiatives, PSA continues to build strong and mutually beneficial relationships, upholding our social license to operate.

PSA's Group-level policies guide our community engagement approach through three key pillars: Community Development, Arts, Education, Sports & Culture, and Industry Outreach & Development. Taking direction from these pillars, PSA's individual business units have developed community engagement approaches and corporate social responsibility (CSR) initiatives to meet the specific needs of local stakeholders. As a people-driven business, we also encourage employee-led efforts, empowering our people to actively volunteer and contribute to causes they are passionate about.

## OUR APPROACH



### COMMUNITY DEVELOPMENT

We help to address community needs by partnering and / or supporting non-profit organisations and charitable social causes.



### ARTS, EDUCATION, SPORTS AND CULTURE

We promote the arts, education, sports and culture in the community through financial and in-kind sponsorship.



### INDUSTRY OUTREACH AND DEVELOPMENT

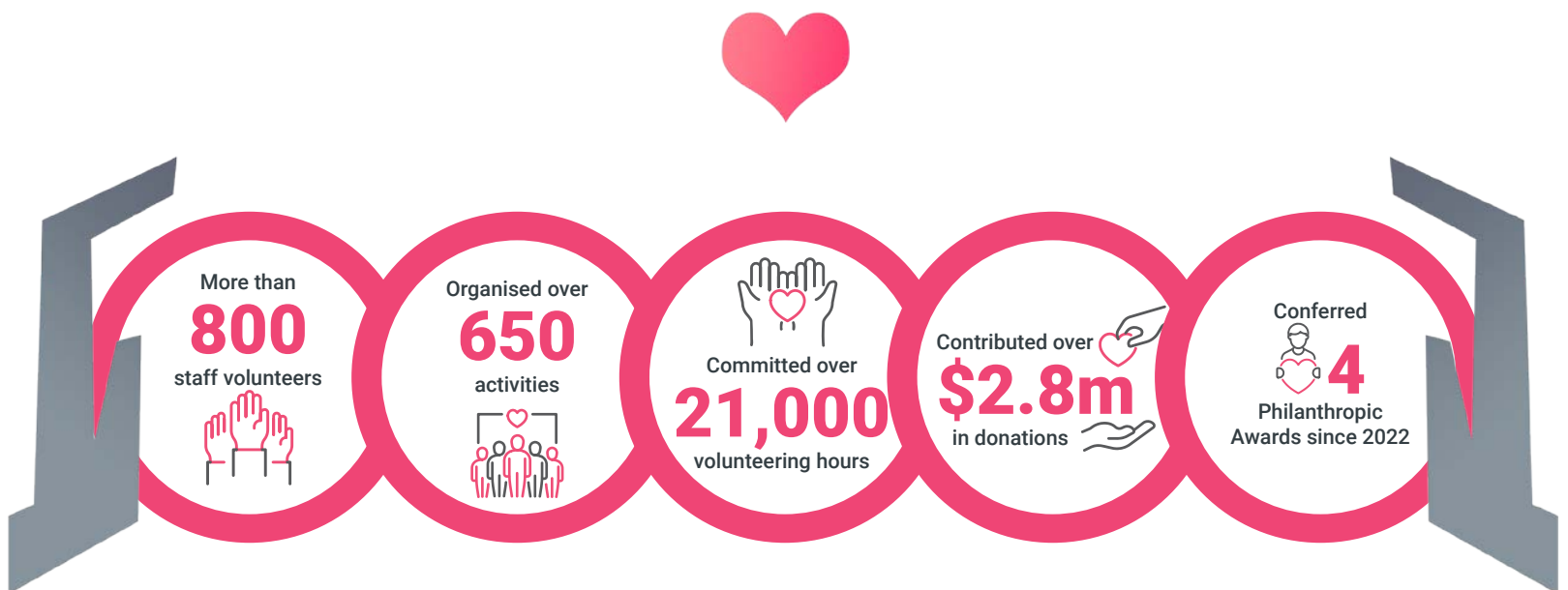
We engage local communities to raise public awareness and the positive image of the ports and logistics industry.

COMMUNITY DEVELOPMENT

CELEBRATING 10 YEARS OF PSA HEALTH@HOME

In 2025, PSA Singapore celebrated the 10th anniversary of PSA Health@Home (H@H). One of PSA's cornerstone CSR initiatives, H@H is designed to support ageing in place and home-based healthcare. Through this staff volunteerism programme, PSA Singapore aims to build a more compassionate, inclusive and sustainable community.

Since the programme's inception, PSA Singapore has partnered with valued stakeholders, including Lions Befrienders, Gracehaven, HCA Hospice, St Luke's ElderCare and Stroke Support Station, to deliver positive social impact through a variety of initiatives. These range from engaging with seniors, supporting stroke survivors and disadvantaged youth, to monetary donations and promoting sustainable living.



In 2025, PSA Singapore collaborated with shipping partners Ocean Network Express, Pacific International Lines, Regional Container Lines, Samudera and X-Press Feeders to organise an outing for 70 seniors from St Luke's ElderCare to the Singapore Oceanarium.

Joined by around 70 volunteers from PSA and shipping partners, the event celebrated community spirit and PSA's shared history. This legacy was meaningfully reflected in the participation of an 88-year-old former quay crane operator who was present at the official opening of PSA's first container terminal in 1972.



## ADVANCING COMMUNITY WELLBEING

Across our operations, PSA seeks to support the wellbeing of local communities through targeted assistance programmes.

In Korea, Incheon Container Terminal (ICT) and Pusan Newport International Terminal (PNIT) donated KRW 13.5 million (SGD 11,740) in 2025 to Childhood Cancer Korea (CCK). Since 2017, cumulative contributions have reached KRW 123 million (SGD 107,000), benefiting 22 children and families.

In Argentina, International Trade Logistics (ITL) supplies 14 community canteens monthly with 9,600 cleaning products and 3,500 kg of food, improving food security and hygiene for hundreds of local residents. Similarly, MSC PSA European Terminal (MPET) contributed donations to support the provision of free meals and medical care for the homeless, while also supporting cancer patients through research funding and related services.

Saudi Global Ports Group (SGP) expanded its collaboration with the Efaa Association – which provides care for people with disabilities – through a donation of SAR 180,000 (SGD 61,800). SGP also collaborated with the association and its beneficiaries to produce custom-made corporate gifts for SGP, while colleagues across Riyadh and Dammam continued to volunteer with the Saudi Food Bank.

In Thailand and the United States respectively, LCB Container Terminal 1 (LCB1) and Penn Terminals (Penn) organised blood donation drives. In Thailand, these efforts were further strengthened through the donation of vital medical devices to the Pattaya Patmanukul Hospital.

## PROVIDING HUMANITARIAN RELIEF

In 2025, PSA business units have supported emergency relief efforts to aid communities impacted by natural crises.

South Logistics Joint Stock Company (SOTRANS) in Vietnam mobilised resources and organised donation drives to support mountainous tribal communities severely impacted by typhoons.

In China, Sino-Singapore Chongqing Connectivity Solutions (SSCCS) and Sino-Singapore Chongqing Connectivity and Distribution Centre (SSCDC) led a regional humanitarian relief drive in response to the earthquake in Myanmar in March 2025. The teams rallied Singapore-based enterprises in Chongqing to contribute essential aid and resources.

## EMPOWERMENT THROUGH EDUCATION AND TRAINING

Collaborating closely with the Women's Organisation for Socio-Cultural Awareness (WOSCA), PSA India launched the Jigyasa Max Science, Technology, Engineering and Mathematics (STEM) lab programme across government schools, benefitting over 340 students and training 15 teachers in experiential pedagogy and activity-based learning.

PSA India also worked with the Astha Social Foundation to deliver a Women Skilling programme, training more than 60 women in tailoring and general duty healthcare, with an additional 370 women enrolled in upcoming training batches.

## FOSTERING A CULTURE OF SHARING

Seeking to improve community ties and bring cheer during festive seasons, ITL distributed 3,645 baskets to neighbourhood families in December 2025; and approximately 6,500 toys to 14 non-profit organisations and community centres in conjunction with Epiphany Day, Children's Day and Christmas.

Guangzhou Container Terminal (GCT) continued their long-standing partnership with Qizhi School, the first public special needs school in Huangpu District. Since 2013, employees have regularly volunteered and contributed teaching materials, stationery and food during major occasions such as Chinese New Year, Children's Day and Sports Day.

## ENGAGING COMMUNITIES THROUGH HYDROPONIC FARMS

In 2025, PSA Marine Singapore engaged diverse community groups through visits to their Gerické rooftop hydroponic farm, reinforcing their commitment to sustainability and food education. The initiative hosted 17 students from Rainbow Centre Admiral Hill School, 38 students from ITE College West and more than 30 seniors from Xin Yuan Community Care. Supported by in-house volunteers, participants were introduced to soil-free farming and sustainable food systems.

Similarly, PSA Marine Peru operates the “FLORECE PSA” hydroponic initiative, through which 80% of harvested produce is distributed to local communities. To date, this initiative has benefitted over 300 people across Talara, Mollendo, and Lima, contributing to improved access to fresh food and community wellbeing.

## CAPS FOR CASH DONATIONS

PSA Marine Peru launched the “Grab Your Cap” campaign in 2025 to collect plastic caps for the Association for Aid to Burned Children (ANIQUEM), a non-profit organisation dedicated to providing free rehabilitation services to young burn survivors from low-income families. The initiative channels donated caps to recycling partners who, in return, provide financial contributions to cover treatment and rehabilitation costs. Beyond supporting medical care, the campaign promotes recycling and community care.

## ARTS, EDUCATION, SPORTS AND CULTURE

### ADVANCING EDUCATION, ENRICHING LEARNING

In Singapore, the Howe Yoon Chong PSA Scholarship was established to provide bond-free scholarships for students from low-income families who have overcome challenging circumstances and demonstrated active community involvement. In 2025, 38 students were awarded the scholarship. This brings the total number of beneficiaries to 459 across local Institutes of Technical Education, polytechnics and universities, since the scholarship's inception in 2008.

In 2025, in collaboration with six founding donors including PSA, the Fock Siew Wah SMU Grace Scholarship was launched by Singapore Management University (SMU). This scholarship honours the legacy of the late Mr Fock Siew Wah, a visionary leader who played a pivotal role in shaping Singapore's financial landscape and served as PSA's Group Chairman from 2005 to 2019. The scholarship will support up to 21 undergraduates from SMU's Lee Kong Chian School of Business each year.



Over in Türkiye, Mersin International Port (MIP) signed a cooperation protocol with the Mersin Provincial Directorate of National Education in February 2025 to construct two new schools in Mersin, Türkiye. Each school will have 24 classrooms, collectively serving 1,500 children annually.

In Poland, Baltic Hub Container Terminal supported four local schools through the FIRST LEGO League, by sponsoring educational kits and facilitating programme access for over 100 children. The initiative encouraged children to hone their creativity, teamwork and STEM skills through marine-themed robotics challenges.

## MOVING FOR CHARITY

2025 marked the fifth edition of the annual regional sports fundraiser Moving For Charity. Launched in 2020 across PSA Europe & Mediterranean and PSA Americas, the campaign expanded in 2025 with colleagues from PSA Middle East South Asia and PSA BDP participating in the initiative for the first time. Over two weeks, more than 1,000 participants from over 20 countries united under the theme “Make Every Move Count”, engaging in daily exercise in line with the World Health Organisation’s (WHO) recommendation of 30 minutes of moderate to vigorous activity.



Participants collectively logged 737,915 minutes of movement, almost doubling 2024’s record. With 1-for-1 matching donations from PSA companies across the regions, the event raised a total of nearly SGD 200,000 to support vulnerable communities in our operating regions.

Amongst key beneficiaries, Baltic Hub supported Hospice Pomerania for Children, providing care and comfort to young patients and their families. PSA BDP donated to Doctors Without Borders, while PSA Halifax supported Feed Nova Scotia in addressing regional food insecurity.

## SUPPORTING CHARITY GOLF EVENTS

PSA business units in Singapore contributed a total of SGD 233,500 to charity golf fundraisers in 2025. These included the Lee Hsien Loong Cup Charity Golf Tournament, the SID Annual Golf Tournament, the SHINE Charity Golf Tournament and the Keppel Club Charity Golf 2025, which supports social and health initiatives for vulnerable communities in Singapore. PSA International sponsored SGD 200,000 for the Keppel Club event, which raised a total of SGD 1.5 million for 17 beneficiaries.

## INCLUSIVE CULTURAL ENGAGEMENT AND SPORTS

PSA Antwerp, MPET and ATS maintained their annual EUR 15,000 (SGD 22,600) support to the youth football club Antwerp City Pirates, which organises sports programmes for 1,600 children and teens. Another joint donation of EUR 15,000 to Tutti Fratelli enabled inclusive theatre workshops and productions for over 50 socially vulnerable individuals, promoting cultural participation and social integration.

In Poland, Baltic Hub’s St(ogi)ART Project engaged 120 participants in art therapy, mural creation and art workshops. The initiative reached 30,000 residents across three districts, transforming the Stogi Library into a vibrant community hub.

### CULTIVATING THE NEXT GENERATION OF MARITIME PROFESSIONALS

Throughout 2025, PSA business units around the world continued industry outreach efforts, actively engaging diverse stakeholder groups and sharing insights on global industry trends. PSA's senior executives contributed thought leadership at key maritime conferences, while local terminal visits offered participants deeper insights into port operations and innovations, reinforcing PSA's role in fostering knowledge exchange and industry advancement.

In 2025, PSA China established a bond-free scholarship with Shanghai Maritime University (SMU), awarded annually to 20 undergraduate and postgraduate students for academic excellence and passion in the maritime and logistics sectors. This initiative builds on PSA China's longstanding partnership with SMU, which has advanced research in port automation and smart logistics, and produced 16 graduates through the Global Operations Executive Programme. In addition, PSA China continued its bond-free bursary award programme with Dalian Maritime University, providing financial assistance to students pursuing maritime and logistics studies.

In the USA, Penn contributed USD 3,000 (SGD 3,900) to the Ports of Philadelphia Maritime Society (POPMS) which supports high school graduates pursuing maritime studies.