

# Social Responsibility Report 2024

*Customer First, Service Foremost*

## Foreword by Athena Xian Managing Director



“At China Telecom (Europe), we believe that doing business responsibly is not just a commitment — it is at the very heart of who we are. In 2024, this belief came to life through concrete action. From reducing our environmental impact and improving energy efficiency, to championing diversity and wellbeing across our teams, we have continued to place people and planet at the centre of our strategy.

We are especially proud of the role we play in bridging cultures. As a Chinese-rooted company operating across Europe, we see it as our duty and privilege to promote mutual understanding — celebrating Chinese culture while embracing the diversity and richness of our local environments.

Looking ahead, our ambition is clear: to be a responsible, forward-looking digital enabler that helps build a more sustainable, more connected, and more compassionate future. We know the challenges are many, but we face them with optimism and resolve. Because at China Telecom (Europe), we don't just believe in better — we work for it, every single day.”

A handwritten signature in black ink, appearing to be 'Xian' followed by a stylized flourish.

Athena Xian (冼峻)  
Managing Director of China Telecom (Europe) Ltd.



## Meet the Rest of the Management Team

### Charlie Cao

Charlie Cao (曹力) is the Director of China Telecom (Europe) Ltd. (CTE). He served as the Managing Director of CTE from 2013 to 2024.

Charlie Cao has over 30 years of industry experience, with 15 years of deep involvement in the European market. He has extensive knowledge and practical expertise in both fixed and mobile markets. With rich experience in marketing, sales, product development, operations, maintenance, and service management, he has played a key role in driving CTE's sustained growth and innovation.



### Yuan Yu

Yuan Yu (于媛), Deputy Managing Director of China Telecom (Europe) Ltd., is responsible for the company's network planning, construction, mobile business development, and overall business operations support. She leads CTE's ongoing network expansion and continuous performance optimisation, aiming to provide customers with competitive products and industry-leading solutions, and to deliver an excellent customer experience – including timely response, rapid delivery, and consistent, stable service. Yu has more than 25 years of experience in the communications industry. Her expertise covers the operation and maintenance of various networks, including transmission, IP, and wireless, as well as 4G/5G. She is skilled in telecommunications product development, specialising in business process design, and also has extensive customer service experience.



### Dongmei Zhang

Dongmei Zhang (张冬梅), Deputy Managing Director of China Telecom (Europe) Ltd., is responsible for leading Enterprise Sales across Europe and providing comprehensive solutions to all channels. Zhang has been working in the telecommunications industry since 1994, focusing on the European market for over a decade. She has abundant experience in go to market strategy, business development, product development, project management and risk management. Her expertise and customer centric approach have enabled CTE to achieve continuous market success.



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# Caring for Our Environment

# 01





## Caring for Our Environment



### Earth Day “Pre-Loved Item Swap” Event

On April 22, in celebration of Earth Day, China Telecom Europe (CTE) hosted its second “Pre-Loved Item Swap” event at its London office. The initiative was designed to promote sustainable living and low-carbon practices through tangible employee actions, while also enhancing workplace connection and community spirit.

In light of rising living costs across Europe, the event embodied CTE’s commitment to green sharing and corporate social responsibility. One month prior to the event, the Administration Department issued an open call encouraging employees to donate unused household items. The response was enthusiastic, resulting in the collection of 452 items in total.

During the swap event, the office was transformed into a vibrant flea market with lively stalls and creative “shop owners” engaging fellow colleagues. A total of 317 items were successfully



exchanged, and nearly 100 employees took part in the initiative.

To further extend the impact, CTE partnered with the British Heart Foundation for the donation of unswapped items. With the owners' consent, these items were delivered to charity retail shops, where proceeds from their sale will directly support the Foundation's work in preventing, diagnosing, and treating heart and circulatory diseases.



Following the event, employees from the ICT department expressed that the initiative was both meaningful and impactful. Not only did it give unused items a second life, but it also fostered communication and collaboration among colleagues. More importantly, it allowed everyone to contribute—individually and collectively—to the cause of environmental protection.

For many years, China Telecom Europe has upheld green values and remained committed to promoting sustainable development. Looking ahead, the company will continue to actively organize and participate in various social responsibility initiatives. Through the bond of environmental and charitable activities,

sustainability will be further integrated into the company's long-term CSR strategy. Every employee is encouraged to become an active participant in environmental protection, working together to create a positive impact for both the community and the planet.

Through this initiative, China Telecom Europe reinforced its dedication to environmental sustainability, employee wellbeing, and meaningful contributions to the local community.



## Collaborative Eco-themed Journal Project

As the world embraced Earth Day celebrations, China Telecom Deutschland (hereinafter referred to as “the Germany Office”) launched a unique and meaningful initiative — a collaborative eco-themed journal project. The activity aimed to encourage employees to repurpose everyday discarded materials to create personalized, artistic journal pages. Through this hands-on experience, the company sought to raise environmental awareness and promote a sustainable lifestyle in a creative and engaging way.

Running over two weeks, the initiative received enthusiastic participation from staff across departments. Thirteen imaginative and thought-provoking journal entries were produced, each reflecting a deep personal understanding of sustainability. The themes included “Eliminating Waste” and “Protecting the Earth,” as well as personal reflections on lifestyle choices.

One entry used visual art to express the traditional virtue of “honoring thrift and shaming waste.”



Another creatively illustrated the value of our planet's natural resources through vibrant imagery. Some pages highlighted moments of everyday mindfulness, such as enjoying a coffee break, while others presented travel-themed collages — showcasing cultural appreciation and respect through the footprints of a global journey.

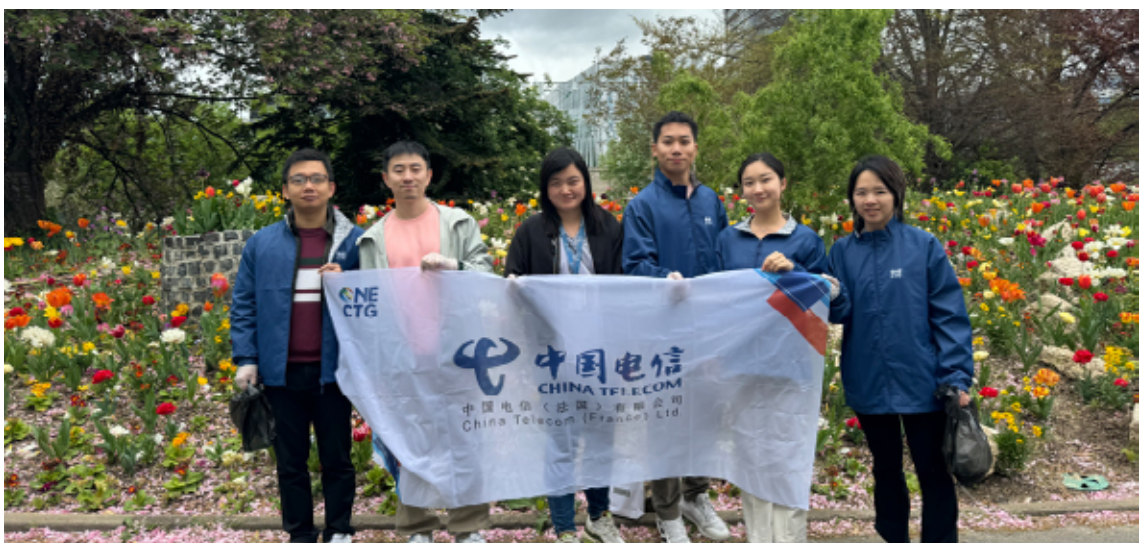
Throughout the project, employees demonstrated not only their artistic talents and creative thinking, but also a deepened understanding of environmental responsibility. Participants shared that the initiative not only strengthened their awareness of sustainable practices, but also fostered team bonding and communication. Completing a shared journal together brought a strong sense of collective achievement and aligned closely with the values of “ONE CTG.”

Looking ahead, China Telecom Deutschland remains committed to the green development values upheld by China Telecom Europe. The company will continue to organize diverse, sustainability-themed activities that inspire collaboration, enhance workplace culture, and contribute meaningfully to the broader goal of sustainable development.



## 4th Annual Community Clean-Up initiative

In celebration of Earth Day and in response to the global call for environmental protection, China Telecom France, the Netherlands Representative Office, and the Luxembourg Branch jointly organized the 4th Annual Community Clean-Up initiative. This event reflects the overseas social responsibility and environmental commitment of a central state-owned enterprise.



On April 15 and April 22, a total of 13 employees across the three locations actively participated in the initiative. Volunteers ventured into local parks and public streets, collecting and sorting nine full bags of litter, weighing approximately 7.6 kilograms in total. The waste was carefully categorized and processed, demonstrating a professional and conscientious approach to environmental stewardship.



Participants from China Telecom France shared that the experience reminded them that environmental protection goes far beyond surface-level cleaning — it's about incorporating eco-friendly practices into daily life, such as reducing single-use items and embracing green commuting. Many noted that the activity deepened their personal commitment to sustainability and was a truly meaningful experience.

In addition to the clean-up effort, China Telecom France also distributed customized corporate mugs to employees as part of its Earth Day campaign. These mugs not only reinforce the company's core cultural values but also encourage employees to reduce waste by replacing disposable cups with reusable ones — turning environmental responsibility into an everyday habit. The initiative reflects China Telecom Europe's longstanding dedication to green development and sustainable operations.

China Telecom France, the Netherlands Representative Office, and the Luxembourg Branch have consistently upheld a people-oriented corporate culture, placing strong emphasis on employee wellbeing and growth. This year's community clean-up was a grassroots initiative,

organized and driven by employees themselves. Their active engagement highlighted not only a shared concern for the environment but also a strong sense of social responsibility.

This enthusiasm for sustainability is a true embodiment of the company's values and a reflection of employees' firm belief in building a better, greener future. Looking ahead, the three offices will continue to encourage participation in environmental initiatives, working together to support the planet through concrete action and collective responsibility.



## Second Annual Sustainable Transport Week Across Europe

November 26, 2024, marked the United Nations' second official World Sustainable Transport Day, themed "Together for a Healthy Planet and a Better Future." In support of this global initiative, China Telecom Europe (CTE) successfully held its second Sustainable Transport Week from November 18 to 26, 2024.

Launched last year by the Benelux Representative Office, the initiative received positive feedback and strong employee participation. This year, for the first time, the campaign was expanded across all European branches, with the goal of encouraging employees to adopt low-carbon commuting habits. Employees were invited to replace private car usage with eco-friendly alternatives such as walking, cycling, and public transportation.

Since the campaign's launch, colleagues from offices across Europe actively joined in. Employees supported the company's green initiative by choosing sustainable modes of transport and sharing photos of their journeys. Throughout the week, CTE's collective effort led

to a reduction of over 1.45 tonnes of CO<sub>2</sub> equivalent (CO<sub>2</sub>e) emissions.

To recognize participation, the company evaluated both travel distance and number of days participated. Out of 75 participants, 10 employees were awarded “Sustainable Transport Champions” for their outstanding commitment to green commuting.

This campaign reflects China Telecom Europe’s ongoing dedication to environmental sustainability and low-carbon initiatives. As part of its wider CSR strategy, CTE remains committed to promoting green practices in the workplace and beyond. Looking ahead, the company will continue to launch more environmentally friendly initiatives, encouraging all employees to contribute to building a cleaner, healthier planet — together.





# Nurturing Our People



# 02





## Nurturing Our People



### Spring Festival Celebration

As the Year of the Dragon (Jiachen Year) approached, China Telecom Europe (CTE), together with its offices in Germany, France, and the Netherlands, responded to group-level guidance to strengthen employee care during major traditional festivals. In alignment with the international company's directive, festive gift packages were thoughtfully distributed to employees, accompanied by vibrant Chinese New Year decorations and interactive LEGO wall displays in the offices — bringing a joyful and culturally rich atmosphere to the workplace.



The Europe Headquarters in London hosted a themed event titled “Much Joy, Long Peace”, featuring interactive activities such as red envelope lucky draws, writing spring blessings, and welcoming the Fortune character (福). These activities brought laughter and festive cheer to the team, while fostering deeper cultural appreciation.



Meanwhile, the France and Germany offices organized their own celebratory gatherings, including New Year tea parties, board game sessions, and informal cultural exchanges, allowing employees to relax, connect, and enjoy the festive spirit together. In France, the General Affairs and HR Department hosted a cheerful New Year Tea Gathering, where General Manager Mr. Li Shaozhan joined virtually to deliver heartfelt greetings and best wishes for the year ahead.

To help employees abroad feel the warmth of the season and share Chinese culture with non-Chinese colleagues, the German office was decorated with iconic Lunar New Year elements, and the administrative team hosted a unique Happy Hour with traditional snacks, classic board games, and festive music.



On February 8, at the invitation of the Belgium-China Economic and Commercial Commission, China Telecom's Netherlands Representative Office participated in the "Chinese New Year's Reception" held in Brussels, Belgium. The event was attended by prominent guests including H.E. Cao Zhongming, Chinese Ambassador to Belgium, and Cathy Berx, Governor of the Province of Antwerp. At the reception, the Netherlands team extended Lunar New Year greetings to local businesses, showcased China Telecom's corporate culture, and expressed a strong intention to deepen cooperation with local partners. The event was covered by CCTV News and featured in the Spring Festival Gala promotional video. The Netherlands office was also decorated with traditional Spring Festival ornaments, bringing a strong sense of celebration into the workplace.



Across all offices, these Lunar New Year celebrations reflected China Telecom Europe's commitment to nurturing its people — not only through tangible holiday care, but by creating meaningful cultural experiences that strengthen team bonds and reinforce employees' sense of belonging, especially for those working far from home. es, showcased China Telecom's corporate culture, and expressed a strong intention to deepen commercial cooperation with local partners. Notably, the event was



also covered by CCTV News, and a clip from the event was featured in the Spring Festival Gala promotional video.

To further spread festive cheer and enhance the New Year atmosphere, the Netherlands office was also decorated with traditional Spring Festival ornaments, bringing a strong sense of celebration into the workplace and allowing staff to experience the warmth of Chinese New Year even while abroad.



## Core Challenge Event

On June 10, 2024, in celebration of the upcoming Dragon Boat Festival, China Telecom Europe (CTE) hosted a “Core Strength Challenge” at its London office. Co-organized with Nuffield Health, the event built on the success of last year’s “Dumbbell Power Challenge” and aimed to promote physical fitness, enhance employee wellbeing, and strengthen team cohesion through a fun and engaging fitness competition.

The highlight of the event was a plank endurance challenge, which drew the enthusiastic participation



of more than 20 employees. The competition atmosphere was electric — contestants demonstrated grit and determination, embodying the spirit of “roll up your sleeves and get to work.” Cheers and applause from colleagues filled the room, energizing participants and boosting morale.

After a fierce contest, two outstanding female colleagues from the Cloud Business Development Center and Mobile Business Department claimed the top two positions, with winning times of 12 minutes 24 seconds and 10 minutes, respectively — showcasing the strength, endurance, and resilience of CTE’s female workforce.

Participants shared that the challenge pushed them beyond their limits, offering not only health benefits and a sense of personal achievement but also an opportunity to experience genuine team spirit. The event served as a dynamic platform for employees to challenge themselves, connect with colleagues from different departments, and foster a deeper sense of camaraderie and motivation across the team.

China Telecom Europe remains committed to its “people-first” values, continuously supporting employee physical and mental wellbeing. Through initiatives like this, the company aims to inspire a balanced, positive work culture and to build a stronger, more united, and resilient team.



## Mid-Autumn Festival

On September 17, 2024, in celebration of the traditional Chinese Mid-Autumn Festival, CTE hosted a series of warm and meaningful activities across regional offices. With the theme of cultural connection and employee wellbeing, the celebrations were designed to uplift spirits, foster cultural belonging, and strengthen camaraderie among staff working far from home.

At the London office, the “Guess the Lantern Riddles” event transformed the workplace into a festive space. Colorful lanterns and vibrant riddle cards decorated the ceilings and walls,





inviting employees to immerse themselves in the joy of tradition. Some pondered riddles in quiet reflection, while others exchanged ideas in lively discussion. Traditional games and shared laughter added a layer of togetherness that reinforced community spirit within the team.

In Germany, the local office took a hands-on approach to bonding under the theme “Only Those Who Dare, Win.” Employees joined forces to complete intricate cultural puzzles, including the renowned Along the River During the Qingming Festival, the twelve zodiac signs, and a magical suitcase challenge. In the process, teams not only explored the historical stories behind the puzzles but also built cross-functional collaboration through creative engagement.

These cultural initiatives reflect China Telecom Europe’s ongoing commitment to nurturing our people — not only by supporting professional development and wellbeing, but by creating space for emotional connection, cultural identity, and team solidarity. Especially for employees living and working abroad, such moments of celebration are essential in fostering a sense of home, unity, and pride.



## Reading Workshop

In early October 2024, CTE successfully hosted the second “China Bookshelf” Reading Club under the theme “Bonding Through Books, Connecting Through Stories” at its London office. Over 30 colleagues participated in this intellectually enriching and culturally meaningful event.

The session featured four speakers from different departments, each presenting a favorite book excerpt, accompanied by thoughtfully prepared slides. They provided insightful interpretations of key themes and shared personal reflections on how these books had inspired or resonated with them. Their vivid storytelling and deep analysis engaged the audience and sparked greater interest in the featured works.

To foster interaction and enjoyment, the event also included a fun book-themed quiz game, encouraging light-hearted engagement and discussion. Many attendees expressed that the event not only deepened their appreciation for literature and Chinese culture, but also helped them connect with like-minded colleagues and form new friendships through shared interests.





The “China Bookshelf” initiative reflects China Telecom Europe’s continued commitment to nurturing our people through cultural enrichment and intellectual exploration. By providing Chinese literature resources in the workplace and hosting themed cultural events, the company promotes a deeper understanding of Chinese stories, values, and perspectives.

Looking ahead, China Telecom Europe will continue to champion the “China Bookshelf” program as part of its broader cultural and engagement strategy. Aligned with the core values of “One CTG”, the company remains dedicated to fostering an inclusive, dynamic, and human-centered workplace — one where books serve as bridges for dialogue, learning, and personal growth.



## Taking Part in Our Local Communities

# 03





Taking part in

# Our Local Communities



## Spreading Warmth and Joy: Supporting Children in Need This Christmas

In the spirit of the 2024 Christmas season, China Telecom (France) launched a charitable donation campaign, encouraging all employees to actively participate in public welfare initiatives and extend warmth and care to those in need. The campaign received enthusiastic support from employees and culminated in a heartfelt letter of appreciation from Secours Populaire Français, a well-known French charity organization.

Under the theme of “Green Christmas,” the initiative focused on a children’s toy donation drive. This marked the second consecutive year of collaboration between China Telecom (France) and Secours Populaire Français, aiming to support the well-being of underprivileged children through tangible action. More than 100 toys were collected during the campaign and will be distributed to local children in need at year-end charity events, bringing them warmth and joy during the winter season.



Employees who took part expressed pride in contributing to a cause that spreads the festive spirit to children who might otherwise go without. Beyond providing holiday cheer, the donations conveyed a message of care and solidarity, reflecting the company’s “people-oriented” values and its commitment to fulfilling its social responsibilities as a corporate citizen.

Following the event, Secours Populaire Français sent a formal letter of thanks to acknowledge the company’s strong and consistent support for charitable causes and to express sincere appreciation for the generosity of our employees. Looking ahead, China Telecom (France) will continue to actively engage in diverse community initiatives, uphold its social commitments, and contribute to building a better society, while strengthening its reputation as a responsible and caring enterprise.



## Running for Team Spirit and Charity in Action

On June 5, 2024, China Telecom (Germany) organized a team of employees to participate in the Frankfurt leg of the J.P. Morgan Corporate Challenge, the world’s largest corporate charity running event. Five employees successfully registered and completed the full 5.6-kilometer course.



The run took place along the scenic River Main, where China Telecom's Frankfurt Data Center is also located. Upholding the event's spirit of "Staying healthy, friendly competition, and having fun," all registration fees were donated to nonprofit organizations across the 15 host cities worldwide.

On race day, the participants gathered at the Frankfurt office to collect their official T-shirts and bib numbers, then warmed up together before the start. Despite the overcast skies and light rain, their enthusiasm and determination never wavered. Running through the city's traditional German streets in the mist, they showcased the China Telecom spirit of meeting challenges head-on, shouldering responsibility, and striving forward. Supporting each other along the way, every team member crossed the finish line successfully.



Employees later reflected on the experience with pride: "Running alongside colleagues in a crowd full of laughter not only strengthened our bodies but also our willpower. We truly enjoyed the 5.6-kilometer journey and the joy of finishing, and we were proud to contribute to a good cause." Another participant, inspired by the team's energy, decided to join at the last minute, later noting, "Just like in our work, at critical moments we must rise to the challenge and fulfill our responsibilities. Even if the result is not as expected, we never give up."

China Telecom (Germany) remains committed to the well-being of its employees while actively fulfilling its social responsibilities. By organizing participation in this charity run, the company provided a platform for physical fitness, fostered stronger cross-departmental teamwork, and contributed to the local community—further enhancing China Telecom's positive brand image in overseas markets.



## Annual Thames River Clean-Up

On September 5, 2024, China Telecom Europe hosted a meaningful corporate social responsibility (CSR) initiative along the Thames River in London, under the theme of “Protecting the Environment, Serving the Community.” Jointly organized by the Administration & HR Department, Legal Department, IT & Procurement Center, and the Solutions Department, the event aimed to promote environmental values through concrete action. A total of 24 employees from CTE’s London office actively participated in the clean-up effort, working together to remove litter from the iconic Thames River.

Located near one of the Thames tributaries, the London office is closely connected to this historic waterway, which represents both the cultural and environmental identity of the city. However, due to increasing human activity, pollution in the river has become a growing concern. To help address this issue, China Telecom Europe has organized annual Thames River clean-up events for five consecutive years — a tradition that has now become an integral part of the company’s CSR culture. This year’s event saw record participation, with employees eager to make a difference.





# Sharing Our Traditions and Heritage

# 04





## Sharing Our Traditions and Heritage



### Mid-Autumn Festival Cultural Engagement at Canary Wharf

On September 17th, CTE hosted a Mid-Autumn Festival cultural event at the Harbour Exchange Building in London, as part of our ongoing efforts to promote cultural exchange and community engagement.

The reception area of the building was decorated with traditional Chinese lanterns, each bearing a riddle — a hallmark of the Mid-Autumn Festival tradition. The riddles were drawn from Western classics as well as created by members of our marketing team, encouraging both intellectual engagement and cultural appreciation among participants.

Colleagues and members of the local community were invited to take part in the riddle-solving activity, which generated lively interaction and a festive atmosphere. Participants who successfully solved the riddles received small cultural gifts as a token of appreciation.

The event drew positive responses from attendees, with many expressing particular interest in the traditional lanterns — a reflection of the growing resonance of Chinese cultural symbols in international settings.





## Celebrating the Lunar New Year Across Our European Offices

Each year, our offices across Europe come alive with the vibrant spirit of the Lunar New Year. Thanks to our admin teams, festive red lanterns, couplets, and seasonal decorations bring warmth and joy to every corner.

In London, colleagues enjoyed calligraphy sessions, writing the Chinese character with traditional brushes—many for the first time—alongside festive message tags to take home. In Frankfurt, a spring festival happy hour introduced international colleagues to Chinese board games and snacks. In Paris, a New Year tea gathering brought employees together, with our General Manager joining online to share greetings.



These celebrations give our international teams a chance to experience Chinese culture in a personal, joyful way. As a Chinese enterprise operating in Europe, we view it as part of our mission to share the richness of Chinese traditions and foster mutual understanding across cultures. Through such initiatives, we aim to contribute to a more inclusive and connected community.



## “That’s China” Reading Corner

Our “That’s China” Reading Corner in London continues to serve as a cultural hub for colleagues after work, offering a rich collection of Chinese and English classics on topics ranging from history to economic development. This year, it has become even more vibrant and inspiring.

In 2024, we expanded the collection with carefully curated titles handpicked by our dedicated admin team. From timeless literary works to thought-provoking explorations of modern society, each book was chosen to spark curiosity, broaden perspectives, and celebrate the richness of Chinese culture. Monthly new arrivals provide fresh opportunities for cultural recharge and meaningful exploration.



Employees regularly borrow books to enjoy during breaks or at home. The positive feedback and enthusiasm highlight how much this space has become a cherished part of our workplace culture, with our admin team ensuring a smooth and welcoming experience through the daily management of the booking system.



## Chinese Zodiac Animals Social Media Campaign

As a continuation of the social media campaign launched in late 2023, we introduced a new series showcasing the Chinese zodiac to international audiences.

The twelve animals of the Chinese zodiac have long played a significant role in Chinese daily life and cultural identity. We believe that understanding this tradition offers valuable context for global business decision-makers working with China — providing cultural insight, helping to build trust with clients, and strengthening long-term relationships. The series also gives our international colleagues a deeper appreciation of Chinese culture, fostering mutual respect and cultural confidence within our teams.



This campaign also provides a unique opportunity to show how our products and services draw inspiration from elements of traditional Chinese culture. The posts have generated active and curious engagement online, with audiences asking questions about the meaning behind each zodiac sign and sharing their personal connections to these symbols.



# Planning for the Future

# 05





# Planning for the Future



## Empowering our Community with AI

We believe AI is not just technology — it's a shared future for all.

Our team has been preparing for this shift by engaging with industry experts and exploring AI's opportunities and challenges. We have a series of upcoming events designed to bring top-level insights on AI to enterprises in Europe, helping to build strong communities around AI adoption and encouraging responsible development. Planned activities include workshops, seminars, and collaborative sessions in the coming years.

At the same time, our in-house experts have been working diligently to introduce our latest AI products to the UK and EU markets, empowering more employees and supporting local businesses. We also continue to work closely with our teams in China to ensure that our innovations meet the needs of both regions.



## Sustainable, Future-Ready, and Business-Empowering

In 2024, our Frankfurt Internet Data Centre continued to empower businesses across Europe while maintaining sustainability as a key focus. With advanced cooling systems, high-efficiency power distribution, and renewable energy sourcing, the facility helps reduce carbon emissions and supports long-term growth. Its modular design enables flexible capacity scaling, while real-time monitoring contributes to strong Power Usage Effectiveness (PUE) performance.

Looking ahead, we plan to explore further environmental improvements in close coordination with Global Switch — the facility's operator. Potential areas include circular-economy initiatives such as extending the life cycle of IT equipment, improving hardware recycling practices, and

sourcing components from sustainable suppliers.

Our goal remains clear: to reduce environmental impact while continuing to deliver the performance, reliability, and security our customers expect.



## Celebrating Cultural Diversity for the Years to Come

We aim to position cultural exchange as a continuous and defining pillar of our event strategy, shaping how we design experiences and engage with audiences over time. By embedding it into the core of our activities, we seek to create opportunities for connection that go beyond business, fostering mutual respect, curiosity, and lasting relationships.

At client and partner events, seminars, and community gatherings, we will incorporate traditional Chinese elements — from handcrafted cultural gifts to seasonal celebrations and live performances. These initiatives will serve as both a warm gesture of hospitality and a bridge for cultural understanding, enabling participants from diverse backgrounds to experience the beauty and depth of Chinese culture.



## Empowering Our People for the Future

In the coming years, we will work with our Hong Kong headquarters to launch a series of targeted training sessions aimed at equipping our staff with emerging skills, such as AI and other transformative technologies. Learning outcomes and participation will be incorporated into KPI review criteria, ensuring that skill development is recognised and encouraged. These initiatives will prepare our people to adapt and thrive wherever future developments may lead.

Beyond technical skills, we recognise the importance of fostering curiosity, creativity, and diverse perspectives. We will host thought-provoking events, encourage cross-disciplinary dialogue, and share curated reading lists — spanning insightful business literature to inspiring works of culture and innovation. Through these efforts, we aim to cultivate a culture of continuous learning, where every employee feels empowered to grow both professionally and personally.

An aerial photograph of Europe, showing the continent's landmass and surrounding waters. Overlaid on the image are several white, curved lines that connect various points across the continent, suggesting a network or connectivity. These lines are thin and elegant, contrasting with the darker, textured background of the land and sea. The overall color palette is dominated by deep blues and greys, with some lighter areas where the land is more prominent.

**In the year ahead, we will continue to build on these commitments, guided by the belief that responsible business growth goes hand in hand with positive social impact. By working collaboratively with our employees, partners, and communities, we aim to create value that endures — strengthening trust, advancing shared goals, and contributing to a more sustainable and inclusive future.**



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