ESG REPORT

2025

TABLE OF CONTENTS

1. ABOUT THIS REPORT 3

2. ESG AT A GLANCE 4

3. OUR LEADERSHIP 8

4. HOW TRANSGUARD APPROACHES ESG 10

5. ENVIRONMENT 11

5.1 ENVIRONMENTAL STRATEGY AND TARGETS 12

5.2 CLIMATE, ENERGY AND CARBON PERFORMANCE 13

5.3 WATER STEWARDSHIP AND RESOURCE EFFICIENCY 14

5.4 ENVIRONMENTAL DELIVERY IN ACTION 15

6. SOCIAL 16

6.1 OUR PEOPLE 17

6.2 LEARNING, CAPABILITY AND PERFORMANCE 18

6.3 HEALTH, SAFETY AND RESILIENCE 19

6.4 WELLBEING AND SUPPORT 20

6.5 COMMUNITY AND SOCIAL IMPACT 21

7. GOVERNANCE 22

7.1 GOVERNANCE AND ETHICS 23

7.2 DATA, ASSURANCE AND TRANSPARENCY 25

7.3 RESPONSIBLE SUPPLY CHAIN 26

8. LOOKING AHEAD 27

9. GRI INDEX 28

ABOUT THIS REPORT

The 2025 ESG Report outlines Transguard Group's environmental, social and governance performance for April 2025 to March 2026. It reflects how sustainability is embedded across our strategy, operations and culture and how our commitments translate into measurable outcomes for our people, our clients and the communities in which we operate.

The report covers Transguard Group's activities across the UAE, with particular emphasis on areas where our operational footprint, scale and expertise have the greatest impact.

Our approach to ESG reporting continues to evolve. Since our 2024 ESG Report, we have strengthened data quality, expanded performance tracking and placed greater emphasis on outcomes rather than activity. Our 2025 ESG Report reflects that maturity, focusing on year on year progress, long term trends and externally validated performance.

The information included in this report has been compiled using internal systems, operational data and management reporting processes, supported where relevant by third party assurance, certifications and recognised ESG assessments. Financial information is aligned with our Annual Report, while non financial data reflects the reporting period unless otherwise stated.

This report is intended to provide transparency and clarity for a wide range of stakeholders, including clients, employees, regulators, partners and the wider community. It should be read alongside our Annual Report for a complete view of Transguard's performance, priorities and long term direction.

As sustainability expectations continue to rise, we remain committed to improving how we measure, manage and report our impact, and to communicating our progress in a clear, honest and consistent way.

ESG AT A GLANCE

Transguard's ESG performance is grounded in operational delivery, measurable outcomes and disciplined governance. Our scale, diversity and technical capability allow us to create impact where it matters most, across the built environment, our workforce and the communities we serve.

Our Footprint

Operations across the UAE supporting commercial, residential, infrastructure, aviation and mixed use environments

78,898
Employees

115
Nationalities

Facilities Management portfolio covering more than **300 contracts**

Daily cleaning footprint exceeding **50 million square feet**

During our 2025 Carnival held at Al Forsan Park in Expo City Dubai, more than 4,000 Transguard employees enjoyed multicultural performances, games, food and an exciting raffle draw.

ESG AT A GLANCE

Environmental Performance

3.95% reduction in energy consumption year on year, equivalent to **1,684 MWh saved**

41% reduction in electricity intensity per capita since 2018

15% increase in renewable energy use, with **1,937 MWh of clean energy generated** through onsite solar

46% reduction in water intensity per capita since 2018

3.68% reduction in water consumption, saving approximately **8.2 million imperial gallons**

26.8 million imperial gallons of greywater produced, supporting reuse across accommodation facilities

Net zero commitment by 2050, supported by long term efficiency, retrofit and renewable programmes

In addition to a quiz testing our employees' knowledge of energy usage, on World Energy Day 2025, our CSR team held a tie-dye event in our accommodations.

ESG AT A GLANCE

Social Impact

27,998 employees trained through **1,888 safety training sessions**

70% year on year increase in training reach

6,446 new joiners inducted through structured safety programmes

400 million man hours without a Lost Time Injury achieved at a client site

Our Health & Safety team on-site during World Health & Safety Day 2025.

ESG AT A GLANCE

Governance and Assurance

ESG Label awarded for the second consecutive year

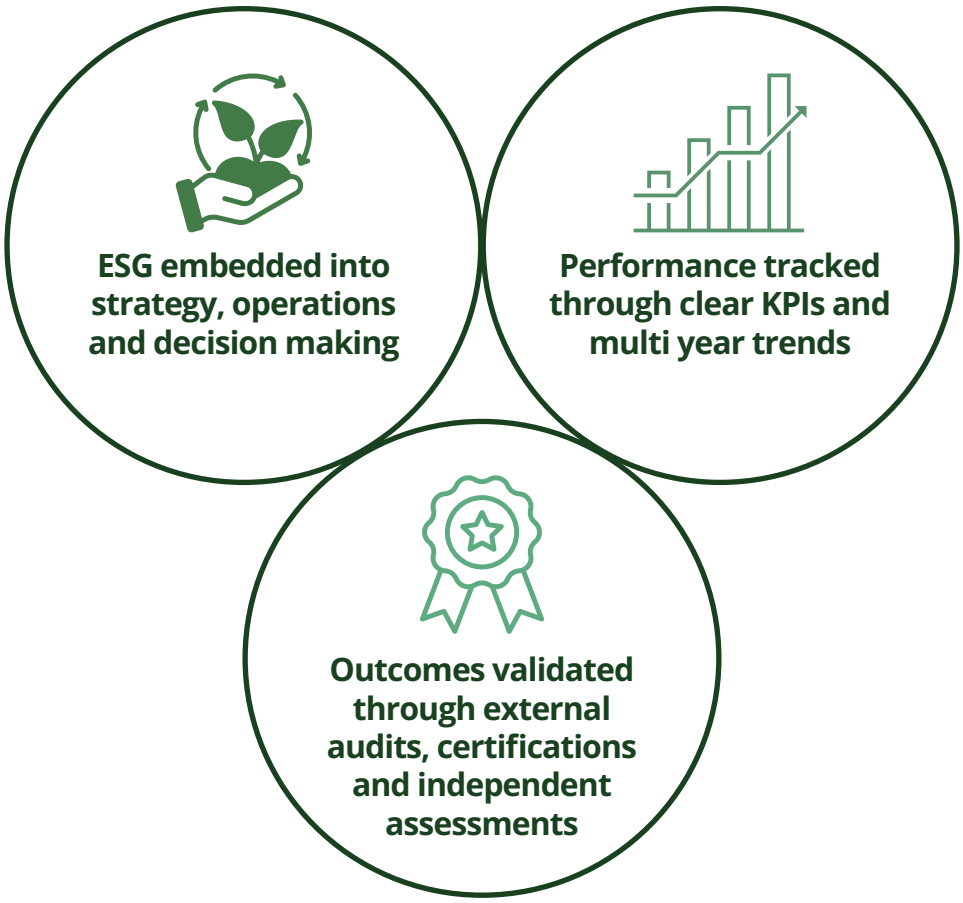
EcoVadis Gold rating, with an overall score of **79 out of 100**, placing Transguard among leading global performers

Certified to **ISO 41001, ISO 14001, ISO 45001, ISO 9001, ISO 39001 and ISO 27001**

Environmental score of **86 out of 100**, reflecting strong performance in energy, emissions and resource management

Digitally enabled governance through CAFM, IoT monitoring and data led performance tracking

Our Approach



OUR LEADERSHIP

Message from

Rabie Atieh

Chief Executive Officer

Environmental, social and governance performance is fundamental to how Transguard operates and how we create long term value. ESG is embedded into our strategy and governance, guiding how decisions are made and how accountability is upheld across the Group.

Operating at scale across complex and critical environments carries a clear responsibility. Our clients, partners and employees expect high standards of transparency, integrity and performance. ESG provides the framework through which we manage risk, strengthen resilience and ensure the business is well positioned for the future.

As expectations continue to evolve, from regulators raising standards to clients seeking credible partners and employees expecting safe, fair and supportive workplaces, our focus remains on leadership and oversight. This means setting clear direction, strengthening governance and ensuring that sustainability, safety and ethical conduct are consistently applied across the organisation.

This report reflects how ESG is governed at Transguard and how it supports long term resilience. It reinforces our belief that sustainable success is built on strong governance, empowered people and responsible operations.

OUR LEADERSHIP

Message from

Lena ter Laare

Director – Marketing and Corporate Social Responsibility

Every part of Transguard's business has an impact, on the environments we manage, the people who work with us and the communities we serve. ESG is how we take responsibility for that impact and ensure it is managed thoughtfully, consistently and at scale.

Since our 2024 ESG Report, we have focused on strengthening how we measure, connect and communicate our ESG performance. This has meant improving data quality, clarifying accountability and placing greater emphasis on outcomes rather than narrative, supported by evidence and external validation.

ESG delivery does not sit with one team or function. It is driven through close collaboration across the Group, bringing together operations, CSR and HR to ensure that sustainability, staff welfare and community involvement are embedded into how we operate. My role is to connect these efforts and ensure they are communicated clearly and transparently so their impact is understood and credible.

This report brings those strands together. It presents our environmental performance, our approach to workforce wellbeing and our governance framework in a way that is grounded in delivery and honest about where we continue to improve. By sharing our progress openly, we aim to build trust, support informed decision making and reinforce our commitment to responsible, sustainable growth.

HOW TRANSGUARD APPROACHES ESG

Transguard's ESG approach is built around the practical realities of our business. Our operations are people intensive, asset heavy and delivered across diverse environments. This means environmental, social and governance considerations must be applied consistently, at scale and with a clear line of accountability.

Rather than treating ESG as a separate discipline, we integrate it into existing business processes. Environmental performance, workforce wellbeing and governance controls are considered as part of planning, mobilisation and ongoing service delivery. This ensures ESG considerations inform decisions as they are made, not retrospectively.

Our focus is on clarity and application. We prioritise areas where our activities have the greatest impact and where disciplined execution can deliver meaningful, measurable outcomes for our people, our clients and the communities we serve.

Stakeholders and Priority Topics

The way we apply ESG is shaped by the stakeholders we engage with and the nature of our operations. Our workforce, clients, suppliers, shareholders, regulators and local communities all influence where attention and investment are required.

We engage with stakeholders through established channels, including workforce engagement mechanisms, client reviews, operational audits, supplier assessments and regulatory interactions. These inputs help us identify priority topics and ensure our ESG focus remains relevant and proportionate.

As a result, our current priorities centre on environmental efficiency, health and safety, workforce welfare, ethical conduct, data integrity and responsible procurement. These themes guide how we allocate resources, set performance measures and assess progress.

Governance and Delivery Model

Responsibility for ESG is distributed across the business, supported by clear oversight and defined roles. Governance structures ensure that ESG considerations are reflected in leadership discussions, operational reviews and performance management. Facilities Management plays a key role in applying ESG requirements on the ground, particularly in areas such as energy and water management, safety, asset performance and climate resilience. CSR and HR functions focus on staff welfare, engagement, inclusion and community involvement, ensuring social considerations are addressed alongside operational priorities.

> *Environmental, social and governance considerations are applied as decisions are made, not retrospectively.*

Performance is monitored through agreed KPIs and supported by digital systems and management reporting. Independent audits, certifications and external assessments provide additional assurance and help benchmark progress.

This shared model ensures ESG is not reliant on a single team. It is embedded into how the business operates and reviewed through existing governance mechanisms.

Evolving our Approach

We recognise that ESG expectations, standards and data requirements continue to develop. Our focus remains on strengthening capability, improving consistency and refining how impact is measured and communicated.

This report reflects our current position and the progress made to date. It also highlights areas where further development is underway. By taking a measured and transparent approach, we aim to maintain trust, support informed engagement and ensure ESG remains a practical driver of sustainable performance.

ENVIRONMENT

ENVIRONMENTAL STRATEGY AND TARGETS

Our Environmental Focus

Transguard's environmental strategy reflects the scale and complexity of the environments in which we operate. Managing asset intensive portfolios, accommodation facilities and high occupancy sites brings a responsibility to use energy and water efficiently, reduce emissions and minimise environmental impact while maintaining safety, reliability and service quality.

Our approach is grounded in practical improvement. Environmental considerations are embedded into how facilities are operated and maintained, with priority given to areas where disciplined management, technology and data can deliver sustained results. Energy, water and emissions are treated as core operational performance indicators, supported by governance, monitoring and continuous optimisation rather than one off initiatives.

This approach enables us to improve environmental performance while strengthening operational resilience, managing cost and supporting compliance across the portfolio.

Strategic Priorities

Our environmental strategy is shaped around three interconnected priorities that guide planning, investment and delivery across our Facilities Management operations.

Improving efficiency: Reducing energy and water consumption through retrofit programmes, asset optimisation and improved operational controls.

Lowering emissions: Reducing Scope 1 and Scope 2 emissions through efficiency measures, cleaner technologies and increased use of renewable energy.

Building long term resilience: Strengthening systems, infrastructure and governance to support climate resilience, operational continuity and evolving regulatory requirements.
Together, these priorities ensure that environmental performance is addressed consistently across sites and embedded into day to day decision making.

Targets and Commitments

To support long term progress, Transguard has established clear environmental targets aligned with national sustainability ambitions and international best practice. Our key commitments include:

- A 30% reduction in energy consumption across facilities by 2030, compared to a 2018 baseline
- A 30% reduction in Scope 2 emissions by 2030, compared to a 2018 baseline
- A 5% reduction in Scope 1 emissions by 2030
- A net zero emissions commitment by 2050
- Continued expansion of onsite solar generation and renewable energy sourcing
- Ongoing reduction in water consumption, supported by efficiency measures and greywater reuse

Progress against these targets is tracked through defined KPIs and reviewed regularly through established governance processes.

Governance and Oversight

Environmental performance is managed through a structured governance framework that supports consistent delivery across operations. Facilities Management teams play a central role in implementation, supported by digital monitoring systems, asset-level data and performance dashboards that enable visibility and accountability at site and portfolio level.

Initiatives are prioritised based on impact, feasibility and return on investment, ensuring environmental improvement is delivered in a disciplined and cost-effective way. External certifications, audits and independent assessments provide additional assurance and benchmarking, reinforcing the credibility of our approach.

CLIMATE, ENERGY AND CARBON PERFORMANCE

Transguard's approach to climate and energy management is rooted in disciplined operational control, long term efficiency programmes and the consistent use of data across Facilities Management and accommodation operations. Our focus is on reducing absolute consumption while continuing to improve efficiency at an intensity level, ensuring progress is sustained as the business grows.

Energy Performance

Energy efficiency remains the primary driver of emissions reduction across our operations. During the reporting period, Transguard achieved a 3.95% reduction in overall energy consumption, equivalent to 1,684 MWh saved across the portfolio. This performance reflects the cumulative impact of retrofit programmes, asset optimisation and enhanced operational controls.

Long term performance trends show sustained improvement. Since the 2018 baseline, per capita electricity intensity has reduced by more than 40%, demonstrating structural efficiency gains rather than short term or activity based reductions. These improvements have been delivered through targeted upgrades to lighting, HVAC systems and controls, supported by strengthened governance and monitoring.

Energy performance is tracked through digital systems that provide visibility at asset and site level. CAFM platforms, smart metering and IoT enabled monitoring support proactive intervention, optimisation and ongoing performance management across the portfolio.

Renewable Energy

Renewable energy continues to play an increasing role in Transguard's energy mix. During the reporting period, reliance on renewable energy increased by 15%, supported by 1,937 MWh of clean energy generated through onsite solar installations across accommodation facilities.

The commissioning of additional solar plants has expanded installed capacity and reduced reliance on grid electricity. These projects deliver environmental benefits alongside long term cost efficiencies, reinforcing the business case for continued investment. Expanding renewable energy generation remains a core component of Transguard's pathway towards net zero.

Carbon Emissions

Transguard takes a structured approach to carbon management, with a focus on Scope 1 and Scope 2 emissions where we have direct operational control. For the reporting period:

- Scope 1 emissions, primarily from refrigerants and vehicle fleets, totalled 60,977.64 tCO_2e
- Scope 2 emissions, from purchased electricity, totalled 15,657.06 tCO_2e

Reductions in energy consumption, increased renewable energy use and improved asset efficiency all contribute directly to lowering emissions. Progress against emissions reduction targets is monitored through defined KPIs and reviewed through regular operational and governance processes.

Alongside this, work continues to strengthen data quality and coverage, particularly as we refine our approach to Scope 3 emissions and value chain impacts.

Managing Performance at Scale

Climate and energy performance is managed through a combination of technology, governance and operational discipline. Initiatives are prioritised based on impact, feasibility and return on investment, ensuring resources are directed to areas where they deliver the greatest benefit. This approach enables Transguard to deliver measurable reductions while maintaining service quality, safety and operational resilience.

Key drivers of performance include:

- Retrofit and upgrade programmes targeting high consumption assets
- Asset level monitoring and optimisation
- Data led energy audits and conservation measures
- Training and awareness to support consistent operational behaviour

WATER STEWARDSHIP & RESOURCE EFFICIENCY

Transguard's approach to water stewardship centres on efficiency, reuse and consistent performance management. Water is treated as a critical operational resource, particularly within accommodation facilities, reflecting both environmental responsibility and the realities of operating in a water stressed region.

Water Performance

During the reporting period, Transguard achieved a 3.68% reduction in water consumption, equivalent to savings of approximately 8.2 million imperial gallons across the portfolio. This reduction reflects the combined impact of infrastructure upgrades, improved monitoring and embedded operational controls.

Multi year performance shows sustained improvement. Since the 2018 baseline, water intensity per capita has reduced by approximately 46%, indicating structural efficiency gains delivered over time rather than short term reductions. These improvements have been achieved through targeted interventions, supported by consistent governance and performance tracking.

Water consumption is monitored through digital systems and site level reporting, enabling timely identification of anomalies, optimisation opportunities and continuous improvement.

Greywater Reuse and Circular Water Management

Greywater reuse plays an increasingly important role in reducing reliance on potable water. During the reporting period, Transguard produced approximately 26.8 million imperial gallons of greywater, supporting reuse across accommodation facilities for non potable applications.

Year on year increases in greywater production deliver both environmental and financial benefits, reducing overall water demand and enhancing operational resilience. Investment in infrastructure and optimisation of treatment systems remains a core component of Transguard's long term water strategy.

Driving Efficiency Through Infrastructure and Controls

Improvements in water performance are delivered through a combination of infrastructure upgrades, operational controls and data led monitoring.

Key drivers include:

- Installation of water saving fixtures and flow control devices
- Optimisation of plumbing systems and pressure management
- Monitoring and control through digital platforms and CAFM systems
- Preventive maintenance and rapid response to leaks and inefficiencies

These measures ensure water efficiency is embedded into asset management and daily operations rather than managed through isolated initiatives.

Managing Resources Responsibly

Resource efficiency extends beyond water consumption alone. Transguard continues to strengthen its approach to responsible resource use through improved waste management, recycling practices and operational discipline across managed environments.

Waste segregation and recycling are monitored at site level, with performance reviewed regularly to support compliance and continuous improvement.

> *Resource efficiency extends beyond water consumption alone*

ENVIRONMENTAL DELIVERY IN ACTION

Across Transguard's operations, environmental outcomes are delivered through practical intervention and disciplined execution. The examples below illustrate how environmental priorities are applied on the ground across accommodation facilities and client environments.

Optimising Accommodation Facilities

Accommodation facilities represent a significant area of environmental impact. Targeted retrofit programmes and operational controls are deployed to improve efficiency while maintaining comfort, safety and reliability.

Key drivers include:

- Replacement of conventional lighting with energy efficient LED systems
- HVAC upgrades and control optimisation
- Installation of water saving fixtures and flow control devices
- Site level monitoring to identify optimisation opportunities

Expanding Renewable Energy Generation

Onsite solar generation continues to expand across accommodation facilities, reducing reliance on grid electricity and supporting emissions reduction. Solar installations are delivered in phases to maintain operational continuity, with each project assessed for feasibility, impact and return on investment.

Embedding Greywater Reuse

Greywater reuse systems are integrated into accommodation operations to reduce potable water demand and enhance resilience.

Delivering Value for Clients

Environmental delivery extends beyond Transguard's own operations. Facilities Management teams work closely with clients to support efficiency improvements, certification outcomes and operational optimisation.

This includes support for LEED Operations and Maintenance certification, most notably:
First Abu Dhabi Bank, achieving LEED O+M Platinum and One Central at Dubai World Trade Centre, achieving LEED O+M Gold.

Transguard also supports environmental optimisation in technically complex environments, including Emirates Bustanica, the world's largest vertical farm, where Facilities Management expertise supports energy intensive operations through asset performance optimisation.

Solar panels at the top of one of our accommodations in Jebel Ali.

SOCIAL

OUR PEOPLE

Transguard's success is built on its people. Across diverse roles, environments and nationalities, our workforce delivers essential services that support clients, communities and the wider economy. Creating safe, fair and supportive workplaces is fundamental to how we operate and how we sustain performance at scale.

With a workforce of more than 78,898 employees representing 115 nationalities, Transguard is one of the most diverse employers in the region. This diversity brings strength, perspective and resilience, and it requires a deliberate approach to engagement, communication and care that works across cultures, languages and operating environments.

Workforce Profile

Transguard's workforce spans corporate, site based and Workforce Solutions roles, reflecting the breadth of services delivered across the Group. Our people operate across a wide range of operational contexts, from high footfall public environments to accommodation facilities and specialist service roles.

At a high level, Transguard's workforce diversity is characterised by a broad mix of nationalities, with the three largest national groups accounting for approximately 70% of the total workforce. This diversity reinforces the importance of inclusive policies, clear communication and consistent standards across all roles and locations.

Workforce Stability, Engagement and Welfare

People considerations are embedded into how we manage our operations. From workforce planning and accommodation standards to safety, training and wellbeing, social performance is addressed through structured processes and clear accountability, ensuring consistent standards across site based and office based roles.

During the reporting period, Transguard maintained a 98% employee retention rate, reflecting workforce stability within a large, people intensive operating environment. Employee engagement remains a priority, with a 73% participation rate recorded in the most recent engagement survey. Insights from engagement feedback are used to inform continuous improvement across people practices.

Participants warm up for our Olympics event in September 2025

Ethical Employment and Grievance Mechanisms

Transguard prioritises ethical recruitment, clear employment practices and accessible communication. Formal grievance mechanisms are available to all employees across both site based and headquarters roles, supported by multiple reporting channels.

These include:

- The Ethicontrol (SpeakUp) platform
- HR hubs
- The Employee Service Portal (ESP) platform

Awareness of these mechanisms is reinforced through induction, regular communication and targeted training. All grievances are managed in line with defined internal policies and procedures, aligned with UAE Labour Law and applicable regulatory standards. Clear service level agreements govern case acknowledgement, investigation, escalation and resolution, ensuring matters are handled promptly, fairly and confidentially.

Integrated Approach to People Management

Delivering for our people is not the responsibility of a single team. Facilities Management, HR and CSR work closely together to address workforce welfare, engagement and inclusion, ensuring that social considerations are integrated into daily operations rather than treated as standalone initiatives.

Accommodation standards, wellbeing programmes and community engagement form an important part of this approach, supporting dignity, stability and trust across the workforce.

LEARNING, CAPABILITY AND PERFORMANCE

Building capability across a large and diverse workforce is central to Transguard's ability to deliver consistent, high quality services. Our approach focuses on practical, role relevant learning delivered at scale. Training programmes are designed to support employees in their day to day roles while building the skills and behaviours required to operate safely, efficiently and in line with client and regulatory expectations. Learning is delivered through a combination of classroom based training, digital platforms and on the job development, ensuring accessibility across both site based and office based roles.

Centre of Excellence

Transguard's Centre of Excellence (COE) serves as a central hub for learning, capability building and professional development. It supports structured training pathways across operational, technical and leadership roles, aligned with business needs and service delivery requirements.

Programmes delivered through the COE focus on role specific technical competence, health and safety and compliance, leadership and supervisory capability and continuous improvement and service quality. The COE plays a key role in embedding learning into operational routines rather than delivering one off interventions.

During FY25/26:

- 11,500 training sessions were delivered
- 540,000 training hours were completed
- 64% of the workforce received role specific training

These figures reflect the scale and reach of Transguard's learning activity across diverse operational environments.

Leadership and Capability Development

Developing capable leaders and supervisors is essential in a people intensive operating environment. Transguard invests in leadership development to ensure managers have the skills required to lead teams effectively, manage risk and support performance on the ground.

Leadership training focuses on practical application, with emphasis on safety leadership, decision making, communication and accountability. Internationally recognised qualifications and accreditation are used where appropriate to benchmark capability and reinforce professional standards.

Performance and Progression

Learning and development are closely linked to performance management and progression. Training programmes are designed to support competence, reduce operational risk and enable employees to build skills over time.

Where possible, internal progression and development pathways are encouraged, supporting workforce stability and engagement.

Over the reporting period:

- 65% of vacancies were filled internally, reflecting opportunities for progression
- 41% internal promotion rate was recorded across the business

Continuous Improvement

Learning at Transguard is not static. Training content and delivery methods are reviewed regularly to reflect changes in operational requirements, client expectations and regulatory standards.

Feedback from employees, supervisors and audits informs ongoing improvement, ensuring learning remains relevant and effective. This continuous improvement approach strengthens capability across the workforce and supports long term performance.

> *Learning is embedded into operational routines, not delivered as one-off interventions.*

HEALTH, SAFETY AND RESILIENCE

Protecting the health and safety of our people is fundamental to how Transguard operates. Across diverse, high activity and safety critical environments, safety is treated as a core operational requirement and a shared responsibility, embedded into daily routines, leadership behaviours and decision making.

Our approach focuses on prevention, preparedness and continuous improvement. Structured systems, clear accountability and active engagement at all levels ensure risks are identified early, controls are applied consistently and learning is shared across the business.

Safety Culture and Leadership

A strong safety culture is built through visible leadership and consistent behaviour. Managers and supervisors play a critical role in setting expectations, reinforcing standards and creating environments where employees feel confident to raise concerns and report hazards.

Safety leadership is supported through structured training and ongoing engagement, ensuring those responsible for teams and sites have the capability to manage risk effectively in complex operating environments.

Operational Safety Performance

Safety performance is monitored using a combination of leading and lagging indicators, enabling proactive risk management. Near miss reporting, inspections and audits are used to strengthen controls and prevent incidents before they occur.

This approach has delivered strong outcomes across client environments. For example, Transguard achieved 400 million man hours without a Lost Time Injury at Nomac and has maintained Zero LTI performance across several high profile and safety critical sites.

External recognition reinforces this performance, including the Safety Star Award from Emirates Flight Catering and the Safe Worker Award from Dubai Airports, reflecting sustained excellence in frontline workforce protection.

Climate and Operational Resilience

Operating in a region exposed to extreme heat and weather conditions requires a strong focus on resilience. Climate related risks are integrated into operational planning to protect employees and ensure continuity of service. Seasonal safety campaigns, emergency preparedness and site specific controls are used to mitigate risk during challenging conditions.

Emergency readiness is reinforced through regular drills and live response capability, including successful emergency response and fire preparedness at Dubai World Trade Centre, delivered in close coordination with client teams and authorities.

Continuous Improvement and Assurance

Health and safety systems are reviewed regularly to ensure they remain effective, compliant and aligned with best practice. Feedback from employees, audits and incident reviews informs ongoing improvement and strengthens controls over time.

External audits, certifications and client recognition provide additional assurance, including client appreciation from Dubai Culture and Arts Authority for safety training delivery and Palm Holding for the safe completion of critical works.

400 million man-hours without a Lost Time Injury at our client, Nomac

WELLBEING AND SUPPORT

Supporting employee wellbeing is an integral part of Transguard's approach to workforce care. Alongside physical safety, we recognise the importance of psychological health, resilience and access to support, particularly within a large, diverse and operationally demanding business.

Our wellbeing approach is built around early intervention, accessibility and trust. Support services are designed to be confidential, culturally sensitive and available to employees across both site based and office based roles, ensuring support can be accessed when it is needed.

Promoting Resilience and Early Intervention

Wellbeing initiatives are designed to encourage early intervention rather than crisis response. Awareness sessions, communication campaigns and manager engagement help normalise conversations around mental health and wellbeing and support timely access to assistance.

Over the year, 15 wellbeing sessions held across the business contributed to sustained performance, reduced absence and a more resilient workforce.

Integration with Operations and Leadership

Wellbeing is reinforced through alignment with leadership behaviours, safety culture and people management practices. Managers are encouraged to recognise early signs of strain and support teams through appropriate channels, ensuring wellbeing considerations are embedded into day to day operations.

By integrating wellbeing into operational routines rather than treating it as a standalone initiative, Transguard ensures support remains practical, visible and relevant across different working environments.

As of 2025, Transguard has given away more than 800,000 sanitary napkins to our site-based female colleagues.

COMMUNITY AND SOCIAL IMPACT

Transguard's commitment to social responsibility extends beyond its workforce and operations. Through structured CSR programmes, employee led initiatives and community partnerships, the Group supports wellbeing, inclusion and positive social outcomes across the UAE.

Our CSR activities are designed to be practical, inclusive and closely connected to both employee engagement and community needs. By aligning social initiatives with the scale and diversity of our workforce, Transguard aims to create meaningful impact that is felt both internally and externally.

Employee-Centred Community Initiatives

Many of Transguard's social impact activities focus on engaging employees directly, recognising their role as active participants in community life. These initiatives are designed to promote connection, wellbeing and inclusion across site based and corporate environments.

During the reporting period, initiatives included:

- The biannual Transguard Olympics, promoting teamwork, inclusion and wellbeing among site based colleagues
- The annual Transguard Carnival, bringing together thousands of employees to celebrate culture, diversity and community
- The debut of the Transguard Icon pageant, recognising confidence, communication and self expression among our female site based colleagues
- More than 5,000 events held throughout the year, encouraging active lifestyles and participation

Wellbeing and Awareness Beyond the Workplace

CSR activity during the year placed a strong emphasis on wellbeing and awareness, extending support beyond the immediate workplace. Programmes were delivered across operational sites and accommodation facilities to ensure accessibility for site based employees. Initiatives included ice cream distribution during peak summer months, health awareness sessions (covering topics such as education about cervical, breast and testicular cancer) and financial wellbeing workshops delivered in partnership with external organisations.

Community Engagement and Partnerships

Transguard's CSR efforts extend into the wider UAE community through volunteering and partnerships with recognised organisations. These activities are designed to support inclusion, environmental stewardship and access to opportunity.

During the year:

- 100 HQ employees participated in the Clean UAE initiative, supporting environmental responsibility
- Transguard supported the Abu Dhabi Harlequins rugby team, reinforcing community sport and inclusion
- Transguard sponsored football coaching sessions for students at the Special Needs Future Development Centre, promoting access and participation
- HQ employees volunteered to help with games at the Dubai Center for Special Needs Winter Carnival

> *Our responsibility extends beyond the workplace into the communities we serve.*

GOVERNANCE

GOVERNANCE AND ETHICS

Strong governance and ethical conduct underpin how Transguard operates and how trust is maintained with clients, employees, partners and regulators. Governance is treated as a shared responsibility across the organisation, supported by clear standards, robust oversight and a culture that encourages accountability and transparency at every level.

Our governance framework is designed to support sustainable growth, manage risk and ensure compliance with applicable laws and regulations. It brings together policies, controls, training and assurance mechanisms that guide decision making and protect the integrity of the business.

Governance Framework and Oversight

Governance at Transguard is supported through defined leadership oversight and independent assurance. The Internal Audit function operates as an objective body reporting directly to the Board, providing assurance on the effectiveness of risk management, internal controls and governance processes across the Group.

Governance and enterprise risk management matters are reviewed biannually by the Board, supported by biannual internal audit reporting. During the reporting period, eight risk based internal audit engagements were completed, covering critical business areas including Cash Management, Facilities Management, Payroll, Supply Chain Management and site operations such as cash centres and staff accommodation. Continuous monitoring and follow up of audit actions support timely remediation and ongoing improvement.

Code of Conduct and Ethical Behaviour

Transguard is in the process of finalising an updated Code of Conduct, which will consolidate expectations around ethical behaviour, compliance and professional standards for employees and relevant third parties. The Code is designed to provide clear guidance on acting with integrity in day to day decision making, particularly in complex operational and commercial environments.

The Code and supporting policies address:

- Compliance with applicable UAE laws and regulations
- Prevention of bribery, corruption and fraudulent activity
- Fair competition and responsible market conduct
- Management of conflicts of interest
- Appropriate handling of gifts, hospitality and entertainment

Employees are expected to act with diligence and transparency, declare potential conflicts and seek guidance when faced with ethical dilemmas. These expectations also extend to suppliers and third parties working with or on behalf of Transguard. Training on the Code of Conduct and related policies is being rolled out across the organisation as part of the implementation programme.

Speaking up and Accountability

Transguard promotes a culture where employees feel confident to raise concerns without fear of retaliation. Confidential reporting channels are available to report suspected misconduct, non compliance or unethical behaviour, and reports are reviewed and investigated through established procedures.

Non retaliation is a core principle of Transguard's Whistleblowing Policy. Retaliation of any kind against individuals who report concerns or support a whistleblower is strictly prohibited and treated as misconduct, reinforcing accountability and protecting those who speak up.

GOVERNANCE AND ETHICS

Data Protection and Cybersecurity

Protecting information assets and personal data is a critical component of governance. Transguard maintains robust information security and cybersecurity controls aligned with recognised international standards, supported by regular testing, audits and employee awareness training.

As of May 2026, 97% of headquarters and site based employees had completed mandatory training covering information security, privacy and business continuity. Cyber resilience and data privacy are embedded into operational processes, ensuring confidentiality, integrity and availability of information even during disruption.

Transguard maintains certification to:

- ISO/IEC 27001 – Information Security Management Systems
- ISO/IEC 27701 – Privacy Information Management Systems
- ISO/IEC 22301 – Business Continuity Management

These certifications provide independent assurance that governance and security controls are implemented and maintained in line with international best practice.

Continuous Improvement and Assurance

Governance systems and controls are reviewed regularly to ensure they remain effective, proportionate and aligned with evolving requirements. Findings from audits, risk assessments and incident reviews inform ongoing improvement and strengthen organisational maturity over time.

Through this approach, governance at Transguard supports ethical behaviour, regulatory compliance and long-term business resilience.

> *Transparency and data integrity are central to how we report performance and build trust.*

DATA, ASSURANCE AND TRANSPARENCY

Transparency and data integrity are central to how Transguard reports performance and builds trust with stakeholders. Our approach to ESG reporting is grounded in accurate data, consistent methodologies and independent assurance, ensuring that information disclosed is reliable, comparable and decision useful.

We are continually strengthening how data is collected, reviewed and validated across the business. This includes clearer ownership of metrics, improved internal review processes and closer alignment between operational reporting, financial disclosures and ESG performance.

Data Governance and Management

ESG data is collected across multiple business functions, including Facilities Management, HR, CSR, QHSE and Finance. Clear accountability ensures that data is owned, reviewed and approved at appropriate levels before being reported externally.

Data is consolidated on a quarterly basis, with internal reviews conducted every six months. In addition, ESG data is subject to annual external review as part of Transguard's EcoVadis assessment process.

At present, ESG data is collected through structured manual processes supported by internal controls and management oversight. While data collection systems continue to evolve, this approach ensures consistency, traceability and accountability across reporting cycles.

External Assurance and Validation

Independent assurance plays an important role in reinforcing confidence in Transguard's ESG performance. Financial information is subject to external audit, while selected non financial data and management systems are validated through certifications and independent assessments.
An external ESG assessment is carried out annually by EcoVadis, covering environmental performance, labour and human rights, ethics and sustainable procurement. In the most recent assessment, Transguard achieved an overall EcoVadis score of 79 out of 100, placing the organisation among leading global performers and reflecting a mature and embedded sustainability approach.

Transguard also maintains a range of internationally recognised certifications, including:

- ISO 41001:2018 – Facilities Management Systems
- ISO 14001:2025 – Environmental Management Systems
- ISO 9001:2015 – Quality Management Systems
- ISO 45001:2018 – Occupational Health and Safety Management Systems

These certifications provide independent assurance that governance frameworks and management systems are implemented and maintained in line with international best practice.

Reporting Frameworks and Consistency

Transguard's ESG reporting is designed to be consistent, comparable and aligned with recognised principles of responsible reporting. Metrics are tracked year on year, with clear alignment between Transguard's ESG Report and Annual Report.

The ESG Report is published annually and includes reporting on Scope 1 and Scope 2 carbon emissions. Where changes to methodology or scope occur, these are clearly explained to maintain transparency and support informed engagement with stakeholders.

Transguard's reporting approach is informed by recognised frameworks, including the Global Reporting Initiative (GRI), supporting alignment with international reporting expectations while maintaining a clear, accessible narrative.

Continuous Improvement in Reporting

ESG reporting at Transguard continues to evolve. Each reporting cycle is used as an opportunity to strengthen data quality, expand coverage and improve clarity.

Feedback from stakeholders, internal reviews and external assessments informs ongoing improvement, ensuring reporting remains relevant, credible and aligned with expectations. Through a disciplined and transparent approach to data and assurance, Transguard reinforces confidence in how performance is measured, managed and communicated.

RESPONSIBLE SUPPLY CHAIN

Transguard recognises that its responsibilities extend beyond its own operations and into its supply chain. The way suppliers, contractors and partners operate has a direct impact on service quality, ethical standards and social and environmental outcomes.

Our approach to responsible supply chain management is built on clear expectations, proportionate due diligence and ongoing engagement. By setting consistent standards and monitoring performance, Transguard aims to promote ethical conduct, compliance and accountability across the value chain.

Supplier standards and expectations

Suppliers working with Transguard are expected to operate in line with applicable laws, regulations and ethical standards. These expectations are embedded into supplier onboarding processes and contractual requirements, reinforcing responsible business practices from the outset.

Key areas of focus include ethical conduct and integrity, labour and employment standards, health and safety practices, environmental responsibility and data protection and information security where relevant. Suppliers are required to disclose potential risks, including conflicts of interest or compliance concerns, and to cooperate with Transguard's governance and assurance processes.

As of the reporting period, 87% of suppliers have formally signed and adopted Transguard's unified Code of Conduct. Following the migration to Oracle Fusion, 100% of newly onboarded suppliers are required to digitally acknowledge and accept the Code of Conduct and ethical requirements as a mandatory step in the onboarding process.

Due diligence and risk management

Supplier due diligence is applied proportionately, based on the nature of the service provided and associated risk. This includes checks during onboarding and periodic review to identify and mitigate potential legal, financial and reputational risks.

Risk based due diligence assessments are conducted on 100% of critical and high risk suppliers and on approximately 70–80% of the overall supplier base. Where issues are identified, Transguard engages with suppliers through formal corrective action plans, with defined timelines and follow up reviews to ensure closure. Recent improvement efforts have focused on documentation compliance, health and safety standards and contractual adherence.

This risk based approach supports resilience and helps ensure that supply chain partners align with Transguard's values and operational requirements.

Ethical sourcing and fair competition

Transguard is committed to fair competition and responsible sourcing. Procurement decisions are made based on transparent criteria, quality, value and compliance, without tolerance for bribery, corruption or unethical behaviour.

Suppliers and third parties are expected to adhere to Transguard's standards on gifts, hospitality and conflicts of interest. Any attempt to improperly influence procurement decisions is treated seriously and addressed through established governance channels, protecting the integrity of procurement processes and supporting a fair marketplace.

Ongoing monitoring and engagement

Responsible supply chain management is an ongoing process. Supplier performance is monitored through operational reviews, audits and engagement, particularly where services are critical or higher risk.

Key and high risk suppliers are subject to annual performance reviews, with more frequent monitoring applied to critical service providers. Each year, approximately 15 to 20 suppliers are actively engaged in structured improvement initiatives focused on compliance, service delivery and health and safety enhancements.

Collaboration and communication play an important role in strengthening standards over time. By working constructively with suppliers, Transguard aims to support continuous improvement rather than relying solely on enforcement.

LOOKING AHEAD

Transguard's ESG journey continues to evolve alongside the business, the expectations of our stakeholders and the environments in which we operate. The progress set out in this report reflects a growing focus on measurable outcomes, disciplined delivery and transparent reporting across environmental, social and governance priorities.

Looking ahead, our focus remains on strengthening performance where our impact is greatest. This includes continuing to reduce energy, water and emissions intensity, reinforcing workforce safety, wellbeing and capability, and embedding strong governance and ethical standards across the Group and our value chain.

As ESG requirements and scrutiny continue to increase, we will continue to enhance how data is captured, reviewed and assured, ensuring our disclosures remain credible, consistent and decision useful. Ongoing investment in systems, people and governance will support this progression.

Equally important is maintaining a people centred approach. Supporting our workforce, engaging with communities and operating responsibly remain central to how we deliver services and build long term resilience. Collaboration across operations, HR, CSR and leadership will continue to underpin this approach.

We recognise that ESG is not a static destination. Each reporting cycle provides an opportunity to reflect, improve and respond to emerging priorities. By maintaining focus, accountability and transparency, Transguard remains committed to responsible growth and to creating lasting value for clients, employees and the communities we serve.

GRI INDEX

GRI Standard	Disclosure No.	Disclosure Title	Report Section	Page No.	Coverage Status	Notes / Evidence
GRI 2: General Disclosures 2021						
GRI 2	2-1	Organizational details	About This Report / ESG at a Glance	3, 4	Partial	Company name (Transguard Group) and UAE operations footprint stated; legal form/HQ address not shown in excerpt.
GRI 2	2-2	Entities included in the organization's sustainability reporting	About This Report	3	Full	Report covers Transguard Group's activities across the UAE.
GRI 2	2-3	Reporting period, frequency and contact point	About This Report	3	Full	Reporting period stated as April 2025 to March 2026; annual report.
GRI 2	2-6	Activities, value chain and other business relationships	ESG at a Glance - Our Footprint	4	Partial	Sectors served (commercial, residential, infrastructure, aviation, mixed use) and 300+ contracts noted; full value chain not detailed.
GRI 2	2-7	Employees	ESG at a Glance / Our People	4, 17	Full	78,898 employees, 115 nationalities; workforce profile described.
GRI 2	2-9	Governance structure and composition	Governance and Assurance	7	Partial	References governance framework and oversight; board composition not shown in excerpt.
GRI 2	2-12	Role of the highest governance body in overseeing the management of impacts	How Transguard Approaches ESG	10	Full	Governance and delivery model section describes oversight roles.
GRI 2	2-13	Delegation of responsibility for managing impacts	How Transguard Approaches ESG - Governance and Delivery Model	10	Full	Responsibility distributed across FM, CSR and HR functions described.
GRI 2	2-22	Statement on sustainable development strategy	Our Leadership (CEO & Director messages)	8, 9	Full	CEO Rabie Atieh and Director Lena ter Laare statements included.
GRI 2	2-23	Policy commitments	How Transguard Approaches ESG	10	Partial	References ethical conduct and governance controls; specific policy documents not cited.
GRI 2	2-24	Embedding policy commitments	How Transguard Approaches ESG	10	Partial	Describes ESG embedded into strategy, operations and decision making.
GRI 2	2-25	Processes to remediate negative impacts	Our People - Ethical Employment and Grievance Mechanisms	17	Full	Ethicontrol (SpeakUp), HR hubs, Employee Service Portal (ESP) grievance channels.
GRI 2	2-26	Mechanisms for seeking advice and raising concerns	Our People - Ethical Employment and Grievance Mechanisms	17	Full	Formal grievance mechanisms available to all employees, multiple reporting channels.
GRI 2	2-27	Compliance with laws and regulations	Our People - Ethical Employment	17	Partial	Grievances managed in line with UAE Labour Law and regulatory standards; no compliance incident data shown.
GRI 2	2-29	Approach to stakeholder engagement	How Transguard Approaches ESG - Stakeholders and Priority Topics	10	Full	Workforce, clients, suppliers, shareholders, regulators, communities engagement channels described.

GRI INDEX

GRI 3: Material Topics 2021						
GRI 3	3-1	Process to determine material topics	How Transguard Approaches ESG - Stakeholders and Priority Topics	10	Full	Priority topics shaped by stakeholder engagement channels (workforce, client reviews, audits, supplier assessments, regulators).
GRI 3	3-2	List of material topics	How Transguard Approaches ESG	10	Full	Priorities: environmental efficiency, health & safety, workforce welfare, ethical conduct, data integrity, responsible procurement.
GRI 3	3-3	Management of material topics	Environmental Strategy and Targets / Governance and Oversight	12	Full	Environmental focus, strategic priorities, targets, and governance/oversight described.
GRI 302: Energy 2016						
GRI 302	302-1	Energy consumption within the organization	Climate, Energy and Carbon Performance - Energy Performance	13	Full	3.95% YoY reduction in energy consumption, equivalent to 1,684 MWh saved.
GRI 302	302-3	Energy intensity	ESG at a Glance - Environmental Performance	5	Full	41% reduction in electricity intensity per capita since 2018.
GRI 302	302-4	Reduction of energy consumption	Climate, Energy and Carbon Performance - Energy Performance	13	Full	Reductions attributed to retrofit programmes, asset optimisation, enhanced operational controls.
GRI 302	302-5	Reductions in energy requirements of products and services	Environmental Delivery in Action - Optimising Accommodation Facilities	15	Partial	LED lighting and HVAC upgrades described qualitatively; no quantified figure per initiative.
GRI 303: Water and Effluents 2018						
GRI 303	303-1	Interactions with water as a shared resource	Water Stewardship & Resource Efficiency	14	Full	Water treated as critical operational resource in a water-stressed region.
GRI 303	303-3	Water withdrawal	ESG at a Glance / Water Stewardship	5, 14	Full	3.68% reduction in water consumption; ~8.2 million imperial gallons saved.
GRI 303	303-4	Water discharge	ESG at a Glance / Water Stewardship - Greywater Reuse	5, 14	Full	26.8 million imperial gallons of greywater produced, supporting reuse across accommodation facilities.
GRI 303	303-5	Water consumption	Water Stewardship & Resource Efficiency	14	Full	46% reduction in water intensity per capita since 2018.
GRI 305: Emissions 2016						
GRI 305	305-1	Direct (Scope 1) GHG emissions	Climate, Energy and Carbon Performance - Carbon Emissions	13	Full	Scope 1 emissions (refrigerants, vehicle fleets) totalled 60,977.64 tCO2e.
GRI 305	305-2	Energy indirect (Scope 2) GHG emissions	Climate, Energy and Carbon Performance - Carbon Emissions	13	Full	Scope 2 emissions (purchased electricity) totalled 15,657.06 tCO2e.
GRI 305	305-3	Other indirect (Scope 3) GHG emissions	Climate, Energy and Carbon Performance - Carbon Emissions	13	Gap	Report states work continues to refine Scope 3 approach; no figures disclosed yet.
GRI 305	305-5	Reduction of GHG emissions	Environmental Strategy and Targets - Targets and Commitments	12	Full	Targets: 30% Scope 2 reduction and 5% Scope 1 reduction by 2030 (2018 baseline); net zero by 2050.
GRI 306: Waste 2020						
GRI 306	306-2	Management of significant waste-related impacts	Water Stewardship & Resource Efficiency - Managing Resources Responsibly	14	Partial	Waste segregation and recycling monitored at site level; quantities not disclosed in excerpt.

GRI INDEX

GRI 401: Employment 2016						
GRI 401	401-1	New employee hires and employee turnover	Our People - Workforce Stability, Engagement and Welfare	17	Partial	98% employee retention rate cited; new hire numbers not broken down here (6,446 new joiners noted under Social Impact, p.6).
GRI 403: Occupational Health and Safety 2018						
GRI 403	403-1	Occupational health and safety management system	Health, Safety and Resilience	19	Full	Structured systems, accountability, and active engagement described as core to OHS approach.
GRI 403	403-2	Hazard identification, risk assessment, and incident investigation	Health, Safety and Resilience - Operational Safety Performance	19	Full	Near miss reporting, inspections and audits used to strengthen controls and prevent incidents.
GRI 403	403-5	Worker training on occupational health and safety	ESG at a Glance - Social Impact / Health, Safety and Resilience	6, 19	Full	27,998 employees trained through 1,888 safety training sessions; 6,446 new joiners inducted via structured safety programmes.
GRI 403	403-6	Promotion of worker health	Wellbeing and Support	20	Full	Wellbeing sessions, mental health resilience and early intervention support described (15 wellbeing sessions held).
GRI 403	403-9	Work-related injuries	ESG at a Glance / Health, Safety and Resilience	6, 19	Full	400 million man-hours without a Lost Time Injury achieved at client site (Nomac); Zero LTI at several critical sites.
GRI 404: Training and Education 2016						
GRI 404	404-1	Average hours of training per employee	Learning, Capability and Performance	18	Full	540,000 training hours completed via 11,500 training sessions during FY25/26.
GRI 404	404-2	Programs for upgrading employee skills and transition assistance programs	Learning, Capability and Performance - Centre of Excellence	18	Full	Centre of Excellence (COE) delivers technical, leadership and compliance training pathways.
GRI 404	404-3	Percentage of employees receiving regular performance reviews	Learning, Capability and Performance - Performance and Progression	18	Partial	41% internal promotion rate and 65% of vacancies filled internally cited; formal review coverage % not stated.
GRI 405: Diversity and Equal Opportunity 2016						
GRI 405	405-1	Diversity of governance bodies and employees	ESG at a Glance / Our People - Workforce Profile	4, 17	Partial	115 nationalities and workforce diversity described; gender/age breakdowns and governance body diversity not shown in excerpt.
GRI 413: Local Communities 2016						
GRI 413	413-1	Operations with local community engagement, impact assessments, and development programs	Community and Social Impact	21	Full	Clean UAE initiative, Abu Dhabi Harlequins sponsorship, Special Needs Future Development Centre coaching, Dubai Center for Special Needs Winter Carnival volunteering.

GRI INDEX

GRI 205: Anti-corruption 2016						
GRI 205	205-2	Communication and training about anti-corruption policies and procedures	Governance and Ethics - Code of Conduct and Ethical Behaviour	23	Full	Code of Conduct addresses bribery/corruption prevention; training on Code being rolled out across the organisation.
GRI 205	205-3	Confirmed incidents of corruption and actions taken	Governance and Ethics - Speaking Up and Accountability	23	Partial	Confidential reporting/whistleblowing channels and non-retaliation principle described; number of confirmed incidents not disclosed.
GRI 206: Anti-competitive Behavior 2016						
GRI 206	206-1	Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	Governance and Ethics - Code of Conduct	23	Partial	Fair competition and responsible market conduct referenced as a Code commitment; no legal action disclosures provided.
GRI 418: Customer Privacy 2016						
GRI 418	418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Governance and Ethics - Data Protection and Cybersecurity	24	Partial	ISO/IEC 27001 and 27701 certifications and 97% mandatory training completion (May 2026) cited; no breach/complaint figures disclosed.
Additional GRI 2 Disclosures (Governance detail)						
GRI 2	2-9 (expanded)	Governance structure and composition	Governance and Ethics - Governance Framework and Oversight	23	Full	Internal Audit function reports directly to the Board; governance/risk reviewed biannually by the Board.
GRI 2	2-15	Conflicts of interest	Governance and Ethics - Code of Conduct	23	Full	Employees expected to declare potential conflicts of interest and seek guidance on ethical dilemmas.
GRI 2	2-16	Communication of critical concerns	Governance and Ethics - Speaking Up and Accountability	23	Full	Confidential reporting channels for misconduct/non-compliance; reports reviewed and investigated via established procedures.
GRI 2	2-24 (expanded)	Embedding policy commitments	Governance and Ethics - Code of Conduct and Ethical Behaviour	23	Full	Updated Code of Conduct being finalised, consolidating ethics, compliance and professional standards expectations.
GRI 2	2-25 (expanded)	Processes to remediate negative impacts	Governance and Ethics - Governance Framework and Oversight	23	Full	8 risk-based internal audit engagements completed during the reporting period across Cash Management, FM, Payroll, Supply Chain, site operations.
GRI 2	2-26 (expanded)	Mechanisms for seeking advice and raising concerns	Governance and Ethics - Speaking Up and Accountability	23	Full	Non-retaliation is a core principle of the Whistleblowing Policy; retaliation treated as misconduct.
GRI 2	2-27 (expanded)	Compliance with laws and regulations	Governance and Ethics	23	Full	Code addresses compliance with applicable UAE laws and regulations, bribery/corruption prevention.

GRI INDEX

GRI 414: Supplier Social Assessment 2016						
GRI 414	414-1	New suppliers that were screened using social criteria	Responsible Supply Chain - Supplier Standards and Due Diligence	26	Full	100% of newly onboarded suppliers (post Oracle Fusion migration) required to digitally acknowledge Code of Conduct; 87% of suppliers overall have signed it.
GRI 414	414-2	Negative social impacts in the supply chain and actions taken	Responsible Supply Chain - Due Diligence and Risk Management / Ongoing Monitoring	26	Full	Risk-based due diligence on 100% of critical/high-risk suppliers and ~70-80% of overall base; corrective action plans with defined timelines where issues found.
GRI 308: Supplier Environmental Assessment 2016						
GRI 308	308-1	New suppliers that were screened using environmental criteria	Responsible Supply Chain - Supplier Standards and Expectations	26	Partial	Environmental responsibility listed as a supplier due-diligence focus area; no separate environmental-only screening rate disclosed.
Certifications & Assurance (non-GRI cross-reference)						
ISO	ISO 41001 / 14001 / 45001 / 9001 / 39001 / 27001	Certified management systems	ESG at a Glance - Governance and Assurance	7	Full	Certifications listed supporting GRI 2-23/3-3 management approach evidence.
EcoVadis	N/A	Sustainability rating	ESG at a Glance - Governance and Assurance	7	Full	EcoVadis Gold rating, overall score 79/100.

ESG REPORT

2025