

INVESTING IN A SUSTAINABLE FUTURE

Sustainability
Report 2024

Ittihad International
Investment LLC

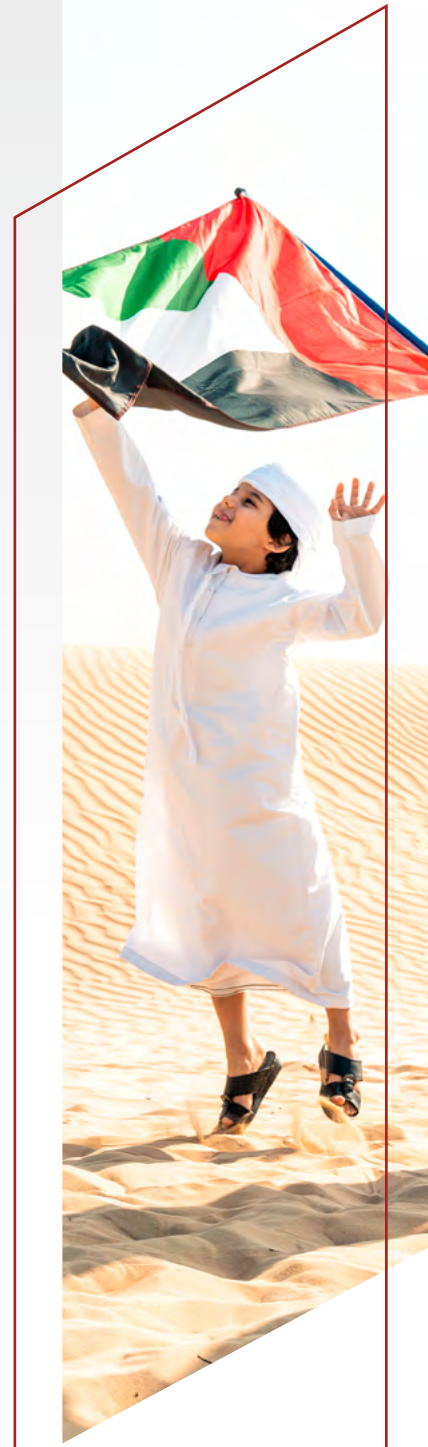
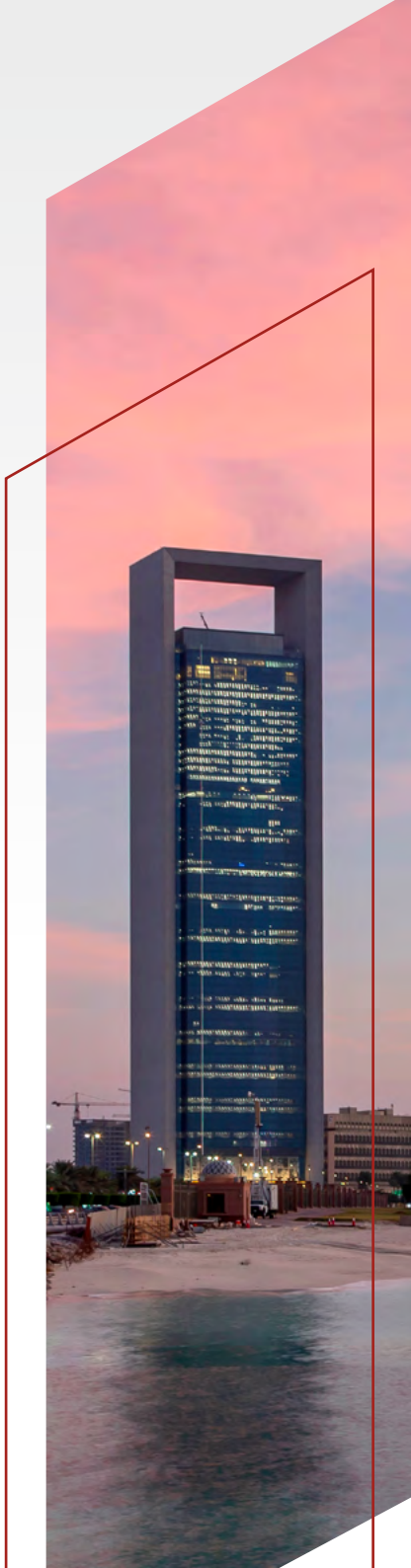




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ABOUT THIS REPORT

This Sustainability Report presents Ittihad International Investment LLC (hereafter referred to as Ittihad)'s Environmental, Social, and Governance (ESG) strategy, progress, and performance for the reporting year 2024.

The report covers the 12-month period from 1 January to 31 December 2024, unless otherwise stated. As of the end of this reporting period, Ittihad's portfolio comprised 21 subsidiaries across four verticals. This report focuses primarily on the Group's two largest verticals, which together represent more than 90% of annual revenues, providing an in-depth overview of Ittihad's approach to managing its most material ESG risks and opportunities, alongside performance metrics on key sustainability initiatives.

REPORTING BOUNDARY

CONSUMER GOODS MANUFACTURING

The following verticals and entities fall within the reporting boundary:



Ittihad Paper Mill (IPM)

IPM is the first printing and writing paper mill in the GCC and the largest in the MENA region, covering both regional and international demand by supplying products to over 50 countries. IPM sells its paper as reels, folio sheets, and cut size generic copy paper products; some of which are under the Omnia and Maram brand names.



Union Chemicals Factory (UCF)

Established in 2009, UCF is the Middle East's largest producer (by volume) of LABSA and SLES, the key ingredients used in producing several industrial and consumer detergents and personal care products.



Crown Paper Mill (CPM)

CPM produces world-class jumbo tissue paper rolls from the highest-grade virgin pulp and aims to become the largest tissue manufacturer in the GCC. The facility has an annual production capacity of 100,000 metric tons with 66% global exports and 33% local market share. CPM launched operations in 1996 and was acquired by Ittihad in 2015.



Metropolic Paper Industries (MPI)*

MPI is a leading tissue converting factory in the United Arab Emirates, established in 1995 and headquartered in Dubai. The company manufactures a wide range of paper products, including private-label options, using 100% virgin pulp and modern technology to serve diverse sectors like hospitality, healthcare, and retail.

**MPI is currently represented through quantitative disclosures only. As the Group continues to advance its sustainability management and reporting practices, subsequent reports will seek to provide broader qualitative disclosure of MPI's initiatives and contributions to Ittihad's overall sustainability performance.*



INFRASTRUCTURE AND BUILDING MATERIALS MANUFACTURING



National Cement Factory (NCF)

NCF started operations in 2008 and is the leading cement manufacturer in the UAE, with the largest market. NCF runs state-of-the-art grinding station with an annual grinding capacity of 2.2 million metric tons and was the first company to introduce "Green Cement" to the UAE market.



Union Copper Rod (UCR)

UCR was commissioned in 2008 and has the largest rod production line of its kind in the Middle East, with production capacity exceeding 220,000 metric tons per year. Strategically located in the Industrial City in Abu Dhabi and spanning 35,000 sqm in a centralized facility, UCR primarily produces 8-millimeter and 12.5-millimeter copper rods.



Union Rebar Factory (URF)

Established in 2005, URF provides comprehensive reinforced steel solutions and specializes in mechanical coupling systems & solutions, epoxy coating and other engineering services. URF houses modern machinery with a total capacity of 300,000 metric tons of steel bar per year.





To provide a more holistic picture of Group-wide progress, this report also features case studies and highlights from selected subsidiaries across the remaining two verticals, *Business Services* and *Healthcare & Other*, showcasing key sustainability practices and performance.

Subsidiaries featured for their relevant highlights include:



Emirates Link Nitco (ELNITCO)

Covering Advanced Pipeline Services (APS), Malegori Landscape, Elite Intelligence Solutions, and Emirates Link Technology LLC. ELNITCO was the first internationally reputed, locally based company selected and contracted by Abu Dhabi Municipality in 2002, to execute a five-year Operation & Maintenance (O&M) contract for their Sewage Treatment Plants (STPs), Pumping Stations, and Sewers Network in the eastern region.



Unison Capital Investment (UCI)

Covering Abu Dhabi International Medical Services (ADI) and FourMed Medical Supplies. UCI is the UAE's largest diagnostic imaging service provider, focused on end-to-end solutions in healthcare. A pioneering Public-Private Partnership with the UAE's Emirates Health Services (EHS), Unison manages a network of 16 hospitals, 7 centres of excellence, 47 primary health centres, 9 screening mammography centres, 3 ultrasound OB/GYN sites, 3 ultrasound echocardiogram sites, and 34 visa Screening centres across the UAE.



SOLV Facilities Management

Covering West Coast Sub-merchant Environmental Services. SOLV is a leading service provider in Waste Management, Facility Management, and Manpower Solutions SOLV has developed business strategies which cover a comprehensive range of services that provide innovative solutions, including Recycling, Cleaning, Collecting and Disposal of solid and liquid waste, and processing and neutralising hazardous and non-hazardous waste.



Office Inspirations

Office Inspirations works with multinational companies, government, private organizations and SME's to provide a variety of highly ergonomic and innovative solutions to enhance their environments.



Ittihad aims to expand future reporting boundaries to encompass all subsidiaries as they progress along their sustainability journey.



REPORTING FRAMEWORKS

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021 Update, which has been effective for reports published since 1 January 2023.

This year also marks the first time Ittihad aligns its Sustainability Report with the International Financial Reporting Standards (IFRS) S1 – General Requirements for Disclosure of Sustainability-related Financial Information, issued by the International Sustainability Standards Board (ISSB). This step supports the integration of sustainability considerations within its financial and risk-related reporting. In the years ahead, Ittihad will continue to strengthen this alignment as part of its broader commitment to advancing disclosure practices in line with evolving global standards.

The report is further aligned with the Abu Dhabi Economic Vision 2030, which outlines the emirate’s long-term social, economic, and environmental priorities, and with the United Nations Sustainable Development Goals (SDGs) that are most material to Ittihad’s business and value chain.

Alignment with these frameworks and standards is referenced throughout the report, with a comprehensive disclosure index provided in the Appendix.

ASSURANCE

All data and information presented in this report have been reviewed for accuracy and completeness by relevant internal stakeholders and a reputable third-party consulting firm.

The Board of Directors acknowledges its responsibility for ensuring the integrity of this report and confirms that the information herein accurately reflects Ittihad’s performance and the reporting standards applied.

FORWARD-LOOKING STATEMENTS

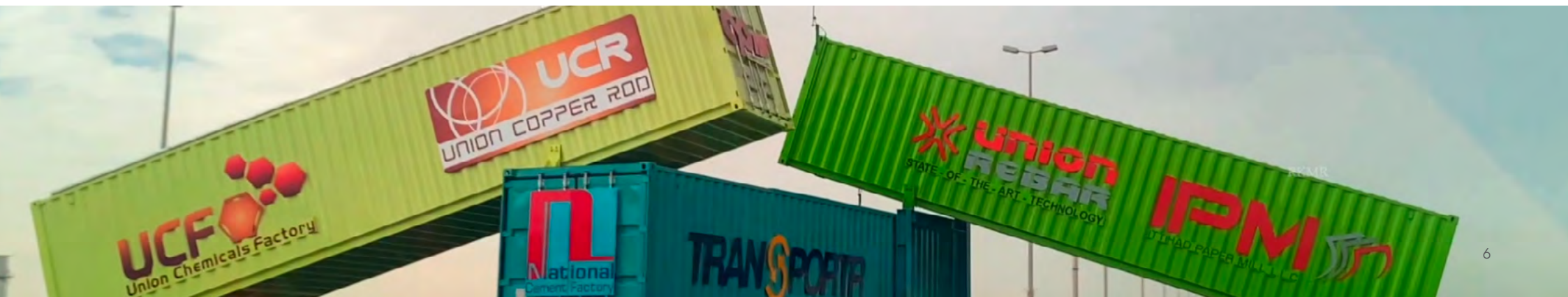
While every effort has been made to ensure the accuracy of information at the time of publication, this report includes forward-looking statements that may be subject to change due to external factors beyond Ittihad’s control.

The Group bears no obligation to publicly update or revise any forward-looking statements included in this report unless required to do so by applicable laws and regulations.

Feedback

Ittihad welcomes any feedback that may enhance future sustainability reports. For any queries or feedback about the content of this report, please contact: investor.relations@ittihadinvestment.ae.

For any inquiries related to this report or Ittihad’s ongoing sustainability journey, please contact Qais Saif, Group Sustainability & ESG Director: q.saif@ittihadinvestment.ae.





MESSAGE FROM THE CEO

In 2024, we continued to strengthen our role as a catalyst for sustainable industrial transformation in the UAE. Guided by the nation's Net Zero 2050 vision, we deepened the integration of ESG principles into every aspect of our business, supported by efforts such as the establishment of our Sustainability Committee and the development of the Group-wide Sustainability Engagement Plan.

Through the Group-wide engagement plan, we have taken a structured approach to embedding sustainability across all subsidiaries. It provides a clear roadmap for integrating ESG principles into daily operations, building awareness, and advancing data-driven reporting. Complemented by the Ittihad Sustainability Reporting Manual and targeted training programs, this initiative is designed to make sure that every subsidiary can move forward with a mutual understanding of our sustainability priorities and performance standards.

In recognition of our progress, we were pleased to receive an MSCI ESG Rating of AAA in 2024, the highest possible rating. This reflects our strong governance, transparency, and leadership in managing ESG risks and opportunities across our diverse portfolio. This milestone underscores our commitment to aligning global best practices with local ambition.

In line with this commitment, we took a major step forward by securing a USD 450 million Sustainability-Linked Facility, directly connecting our financing to measurable progress on key Sustainability Performance Targets (SPTs). In 2024, Ittihad made significant progress across the four KPIs and comfortably achieved the SPTs. Thanks to the effective implementation of targeted initiatives, the Group increased its health and safety training hours per employee, improved its use of renewable electricity, made notable reductions in water consumption, and successfully developed its GHG inventory

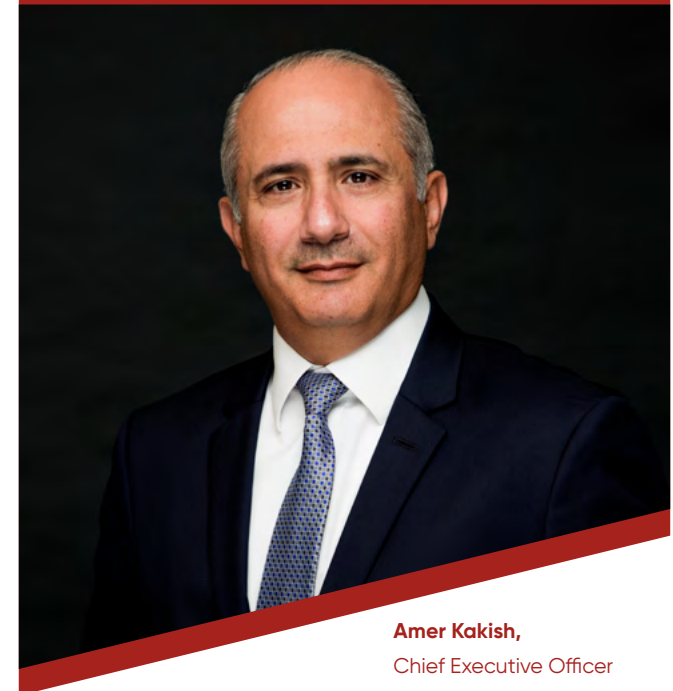
In 2024, we notably conducted over 14,600 hours of health and safety training, equating to 12.24 hours per employee, representing a 10% increase from 2023, supporting our efforts to nurture a safe and empowered workforce. We were also proud to be certified as a Great Place to Work®, a recognition that celebrates our ongoing efforts to cultivate a culture where every individual is valued and supported to reach their full potential. We continued to strengthen our decarbonization pathway and resource efficiency efforts. In 2024, Ittihad procured and retired International Renewable Energy Certificates covering 14,288,000 kWh of electricity, fulfilling our annual 5% renewable energy target. We also reduced total water consumption by 12%, lowering overall use to 2,016,205 cubic meters, and completed a Group-wide greenhouse gas inventory covering Scope 1, 2 and 3 emissions for our major industrial subsidiaries. These efforts lay the groundwork for meaningful climate action and transparent emissions reporting in the years ahead.

Additionally, we joined the UAE Alliance for Climate Action (UACA), an initiative led by Emirates Nature–WWF to foster collaboration and accelerate progress toward the Paris Agreement targets. As one of Emirates Nature–WWF's exceptional partners, we have sponsored four environmental conservation initiatives under their flagship program "Leaders of Change." This alliance forms part of our ongoing commitment to contributing to the UAE's leadership in regional and global climate action.

Our subsidiaries also continued to pioneer sustainable innovation across multiple industries. NCF became the UAE's largest importer of slag, processing around 700,000 tons annually to produce green cement with a significantly lower carbon footprint. Union Copper Rod (UCR) advanced responsible sourcing by pursuing Copper Mark certification and enhancing circularity through secondary copper production, a process that uses 85% less energy and generates 71% fewer CO₂ emissions than traditional methods. At IPM, our CO₂ capture and Precipitated Calcium Carbonate (PCC) production initiative now captures approximately 44,000 tons of CO₂ per year, while a new polishing plant enables the recovery of 5,000–7,000 cubic meters of treated water daily, further reducing freshwater use.

Meanwhile, ELNITCO continued to strengthen the UAE's sustainable infrastructure, reducing 40,000 tons of CO₂ annually through water reuse and diverting 20,000 tons of biosolids from landfill. Our healthcare subsidiary, UNISON, received the Future Fit Seal for its pioneering AI-based Precision Diagnostic Imaging project – an innovation that enhances early disease detection and advances the UAE's healthcare readiness for the future. In parallel, SOLV reinforced its leadership in environmental services, managing 300,000 to 500,000 tons of waste each year and diverting up to 50% from landfill, equivalent to 20,000 to 40,000 tons of CO₂e avoided annually.

Our journey is one of continuous evolution. Driven by innovation, guided by integrity, and anchored in our belief that business can and must be a force for good. Together, we are building an industrial ecosystem that delivers economic value, uplifts people, protects our planet, and shapes a sustainable future for generations to come.



Amer Kakish,
Chief Executive Officer



COMPANY OVERVIEW

INTRODUCING ITTIHAD INTERNATIONAL INVESTMENT

ABOUT

Ittihad is a privately owned business founded in 2008 and headquartered in Abu Dhabi, with investments in the UAE, Saudi Arabia, and Egypt.

The Company exports products and services to over 50 countries worldwide, with revenues of USD 3.3 billion in 2024. It has a talented team of more than 8,000 employees from over 57 nationalities with sector wide expertise and a commitment to operational excellence.

Since 2015, Ittihad has pursued a strategy of investing in businesses with leading domestic positions in the UAE and the Gulf Cooperation Council (GCC), as well as strong international export potential.

Ittihad in Numbers 2024

20+
SUBSIDIARIES

≈ 8,000
EMPLOYEES

\$1.5BN
IN INVESTED ASSETS

\$2BN
EXPORTS TO 50+ COUNTRIES

\$202.6M
GROSS PROFIT



STRATEGIC OUTLOOK

Ittihad's strategic outlook is built around resilient, diversified, and export-oriented growth.

Key growth priorities:

1. Consumer Goods:

Transitioning from a B2B focus to a B2C model in tissue and personal care products, building brand equity, and targeting higher-margin markets.

2. Infrastructure & Materials:

Expanding copper exports, leveraging CEPA agreements (e.g., UAE-India), and capturing demand from energy transition, EVs, and data centers.

3. Business Services:

Scaling sewerage rehabilitation, potable water management, and long-term O&M contracts for municipal and utility services.

4. Healthcare & Other:

Selective rationalization, focusing on higher value services while scaling back lower-margin distributorships.

Diversification remains a core principle; both geographic (MENA, India, Africa, Asia, Europe) and sectoral (industrial, infrastructure, healthcare, consumer essentials). This reduces reliance on single markets and strengthens resilience.

OUR CORPORATE PRINCIPLES

VISION



Our aspiration is to be the foremost investment holding company in the Middle East and North Africa (MENA) region, setting the benchmark for excellence and becoming the preferred partner for domestic and international stakeholders. We are dedicated to upholding the highest standards of professionalism, expertise, and corporate governance in all aspects of our operations.

MISSION



We aim to provide sustainable, recurring income and generate long-term value for our shareholders. We achieve this by prioritizing transparency, accountability, and diligence at every stage of the investment process.

CORE VALUES

Our Customer is the Reason for our Existence

Success is measured through long-term customer satisfaction and retention. Our approach is focused on innovation and quality to deliver tailored solutions to our clients.

Our People Make a Difference

We equip our businesses with a competitive advantage to be among the elite companies in attracting and retaining talent.

Our Differentiation Creates Value

As the business landscape is constantly evolving, we thrive to become a world class solution provider and maintain our edge through service and product differentiation.

Our Diversity is our Strength

We strongly rely on a multicultural workforce to adapt to the diverse stakeholders and global client base that we serve.

We are Responsible Investors

We show respect to our business partners and peers and communicate transparently and directly to all stakeholders while adhering in delivering excellence with integrity to our community and environment.



PORTFOLIO AT A GLANCE

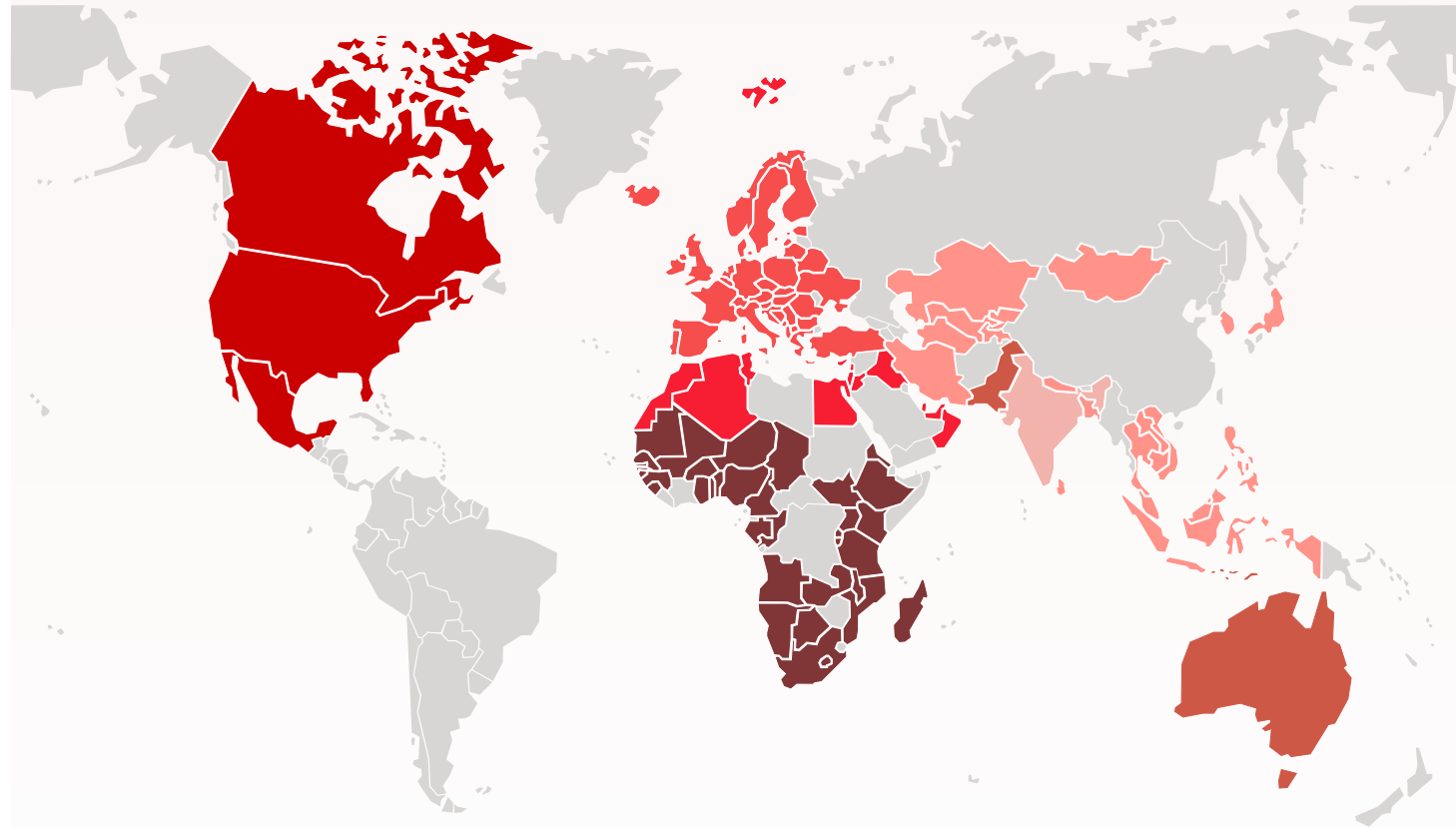
Ittihad's portfolio comprises four divisions: Consumer Goods Manufacturing, Infrastructure and Building Materials Manufacturing, Business Services, and Healthcare and Other.

Across all divisions and portfolio companies, Ittihad is focused on:

- **Establishing and operating economically diversified businesses independently or with leading global partners**
- **Investing across various growth sectors in the MENA region and other emerging markets**
- **Generating sustainable, resilient growth**

Ittihad owns 100% of its subsidiaries, while the subsidiaries have no ownership stake in the parent company.

OUR AREAS OF OPERATION



- | MENA
- | Oceania
- | North America
- | Asia
- | Europe
- | Africa
- | India Subcontinent

**Consumer Goods Manufacturing**

Entities within this vertical produce printing and writing paper, tissue paper, and chemicals used in detergents and personal care products.

40%* of adj. EBITDA
490.5m Revenue (USD)

Key markets: Middle East, Africa, North America, Europe, and Asia

- Ittihad Paper Mill (IPM)
- Crown Paper Mill (CPM)
- Metropolic Paper Industries (MPI)
- Union Chemicals Factory (UCF)
- Ittihad International Chemicals Trading (IICT)

Infrastructure and Building Materials

Manufacturing Entities within this vertical manufacture premium refined copper rods, straight steel bars, cut and bend steel, and high-quality cement.

33%* of adj. EBITDA
2,548m Revenue (USD)

Key markets: Middle East, North Africa, Europe, Asia, Indian Subcontinent and Australia

- National Cement Factory (NCF)
- Union Rebar Factory (URF)
- Union Copper Rod (UCR)

Business Services

Entities within this vertical provide long-term procurement, operation, and maintenance solutions for healthcare providers and operation and maintenance services for infrastructure networks, wastewater treatment plants, sewage network and treatment plants, and city cleaning and municipal waste collection.

33%* of adj. EBITDA
205.0m Revenue (USD)

Key markets: Middle East

- Unison Capital Investment (UCI)
- Advanced Pipeline Services (APS)
- Emirates Link Nitco (ELNITCO)
- Malegori Landscape
- SOLV Facilities Management
- West Coast Saubermacher Environmental Services (WCS)
- Elite Intelligent Solutions
- Emirates Link Technology LLC

Healthcare and Other

Entities within this vertical provide turnkey healthcare solutions for clinics and hospitals, surgical and emergency room equipment, life care science products, and laboratory equipment and consumables. Other services include fund management, logistics and transportation, and interior design.

1%* of adj. EBITDA
93.1m Revenue (USD)

Key markets: Middle East and North Africa

- Abu Dhabi International Medical Services (ADI)
- FourMed Medical Supplies
- Peak Capital Management
- Transportr
- Office Inspirations

CREDIT & ESG RATINGS

- **MSCI ESG Rating AAA¹**
- **S&P Global Ratings B+ (stable)**
- **Fitch Ratings B+ (stable)**

¹ IMPORTANT NOTICE AND DISCLAIMER: The MSCI Provisional ESG Rating and related research (1) were prepared by MSCI ESG Research for compensation; (2) are not a credit rating or equity research report; (3) are made available for informational purposes without any warranty or guaranty of accuracy, quality, completeness or usefulness; (4) are current only as of the date first issued and are subject to modification and withdrawal; (5) do not, and are not intended to, constitute investment promotion, or an offer or recommendation to purchase or sell any securities; (6) are based in whole or in part on information provided to MSCI ESG Research by or on behalf of the rated company (which MSCI does not validate for reliability, truthfulness, accuracy, completeness or otherwise and some of which may be non-public); and (7) may not be copied or redistributed without the express written permission of MSCI ESG Research. MSCI ESG Research shall have no liability with respect to the rating and related research or any use thereof, which are subject to each of the additional provisions of the disclaimer located at: [msci.com/legal/provisional-rating](https://www.msci.com/legal/provisional-rating).



SUSTAINABILITY COMMITMENT AND IFRS ALIGNMENT



Ittihad adopts a responsible and forward-looking business model that balances economic performance with social and environmental responsibility, generating shared value for its stakeholders, people, and the planet. Sustainability is treated as an integral part of corporate culture, embedded into decision-making, operations, and day-to-day practices across all subsidiaries. As a UAE-based organization, Ittihad aligns its sustainability approach with both national and global priorities, supporting the UAE's vision for sustainable development while contributing to international frameworks such as the UN 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals (SDGs). This alignment ensures that Ittihad's growth contributes meaningfully to broader social, environmental, and economic progress.

This section outlines Ittihad's overarching sustainability commitment, structured in alignment with the IFRS S1 core components: *Governance, Strategy, Risks and Opportunities and Metrics and Targets*. These elements are managed holistically across all material topics. Where relevant, additional information specific to individual ESG topics is presented separately within their respective sections.

SUSTAINABILITY GOVERNANCE

Ittihad operates under a three-tier governance system to ensure effective oversight, accountability, and integration of sustainability at every level of the organization.

The Group ensures that the Board of Directors, its Committees, and Executive Management possess, or actively develop, the expertise required to oversee material risks and opportunities, including those related to sustainability. These expectations are formalized within the Committee Charters and the Corporate Governance Manual, which outline specific qualifications and experience requirements in areas such as risk management, audit, finance, and governance.

Sustainability oversight is structured as follows:

1. Board of Directors

The Board of Directors provides strategic direction and ultimate oversight of the Group's governance, sustainability, and risk management frameworks. The Board ensures that long-term strategy aligns with responsible business practices and national sustainability priorities.

2. Board Committees

Three specialized committees of the Board provide targeted oversight and review across key governance domains:

➤ **Audit, Risk, and Compliance Committee:** Meets quarterly to oversee financial reporting integrity, internal controls, compliance, and enterprise risk management, including ESG-related risks and opportunities. Reports are provided by the Head of Risk, Head of Internal Audit, Executive Management, and External Auditor. Urgent risks are escalated immediately to the Board Chairman.

➤ **Nomination, Remuneration, and Governance Committee:** Meets at least annually to oversee governance practices, Board nominations, and executive remuneration, ensuring alignment with ESG values and long-term performance.

➤ **Investment Committee:** Oversees due diligence, structuring, and negotiations related to acquisitions and expansion.

These committees maintain structured oversight, meeting at defined intervals to ensure continuous review of key matters, preparing formal minutes, resolutions and reports that are presented to the Board, escalating any material risks or incidents through formal reporting channels. This structured process enables transparent communication, timely escalation, and continuous monitoring of sustainability-related risks and opportunities.

3. Executive Management and Oversight Committees

Led by the CEO, the Executive Management Team is responsible for implementing the Group's sustainability strategy and ensuring operational alignment across all subsidiaries. The Executive Management team includes the Head of Risk, Head of Internal Audit, Group Sustainability & ESG Director, and relevant business heads. These executives are responsible for identifying, monitoring, and managing risks and opportunities within their areas, including those related to sustainability and the effective implementation of the sustainability strategy.



Executive Sustainability Committee

Ittihad's Executive Sustainability Committee (ESC) serves as the central body overseeing the implementation of the Group's sustainability strategy and performance. Chaired by Qais Saif (Group Sustainability & ESG Director), the ESC reports directly to the CEO, who ensures alignment with business priorities and integration of sustainability across all subsidiaries.



Qais Saif,
Group Sustainability & ESG
Director

To ensure accountability at the highest level, ESG risks and opportunities reviewed by the ESC are escalated to the Audit, Risk, and Compliance Committee, which in turn reports to the Board of Directors. This structure embeds ESG oversight into Ittihad's broader governance and enterprise risk management frameworks.

In 2024, Ittihad strengthened its governance system through:

- The establishment of a Group-wide Sustainability Committee;
- The development of the Sustainability Engagement Plan, standardizing ESG performance across subsidiaries; and
- The publication of the 2023 Sustainability Report, enhancing transparency and alignment with global reporting standards.

Further details on the structure, roles, and responsibilities of governance bodies are available in the 'Corporate Governance' section under the 'Responsible Business Practices' chapter in this report.

POLICIES AND GOVERNANCE FRAMEWORK

Ittihad's governance system is supported by a suite of Group-wide policies and codes that guide ethical and responsible conduct across all operations.

Key policies include:

- **Anti-bribery and Anti-corruption Policy Statement**
- **Anti-Money Laundering Policy Statement**
- **Diversity, Equity, and Inclusion Policy Statement**
- **Executive Remuneration Policy Statement**
- **Human Rights Policy Statement**
- **Supplier Code of Conduct Policy Statement**
- **Sustainability Policy Statement**
- **Whistleblower Policy Statement**

All policies are publicly accessible via the [Investor Relations Portal](#).

THE SUSTAINABILITY POLICY

The Sustainability Policy serves as the foundation of Ittihad's ESG governance framework. It formalizes the Group's commitment to integrating sustainability into decision-making, risk management, and daily operations, setting forth the following core commitments:

- **Create sustainable value for stakeholders;**
- **Identify and manage material ESG risks and opportunities;**
- **Generate positive environmental and social impact across the value chain;**

EXTERNAL ENGAGEMENT AND INDUSTRY PARTICIPATION

In 2024, Ittihad began to strengthen its external engagement through planned memberships in key sustainability initiatives. Recognizing the value of collaboration in driving sustainable progress, the Group prioritized active participation in both global and national platforms as part of its ESG Roadmap.

Planned engagements include:

- **United Nations Global Compact (UNGC):** Commitment to align operations and strategies with globally accepted principles on human rights, labor, environment, and anti-corruption.
- **UAE Climate-Responsible Companies Pledge:** Supporting the UAE's national climate agenda through alignment with net-zero and climate-responsible practices.
- **Industry Forums and Stakeholder Collaborations:** Strengthening engagement with the Industrial Development Bureau (IDB), Abu Dhabi Department of Economic Development, and the Abu Dhabi Chamber of Commerce and Industry.
- **International Sustainability Networks:** Exploring memberships in established ESG, supply-chain, and sustainable investment partnerships to enhance collaboration and knowledge exchange.



SUSTAINABILITY STRATEGY

Ittihad's sustainability strategy is built on a clear vision: to create long-term value through responsible growth, operational resilience and positive impact.

Built around four interconnected pillars, Ittihad's Sustainability Framework provides the foundation for the integration of ESG principles across all aspects of its operations and investment activities.

Strategic Sustainability Framework ESG Pillars & Objectives



Strategic Sustainability Framework ESG Pillars & Objectives

Pillar One	Pillar Two	Pillar Three
<p>Responsible Corporate Citizen</p> <p><i>Embedding ESG considerations into daily operations</i></p>	<p>Responsible Asset Owner</p> <p><i>Cascading commitments through its verticals and all subsidiaries</i></p>	<p>Responsible Investor</p> <p><i>Ensuring ESG factors are considered in all investment decisions</i></p>
<ul style="list-style-type: none"> • Improve environmental performance by reducing greenhouse gas emissions, waste generation, water consumption, and championing sustainable product development • Promote employee well-being and prioritize diversity, equity and inclusion by implementing effective safety measures, promoting local talent (Emiratization), and investing in people • Foster strong community relations through philanthropy, and local engagement 	<ul style="list-style-type: none"> • Integrate ESG material topic objectives and KPIs into existing subsidiaries' business activities and operational management • Ensure ongoing ESG performance monitoring of existing subsidiaries • Ensure subsidiaries adopt and implement sustainable practices that align with the conglomerate's ESG objectives 	<ul style="list-style-type: none"> • Incorporate ESG considerations into investment analysis & decision-making processes, including evaluating the ESG performance of potential investees • Engage with investee companies, monitor and report the ESG performance of the investee companies to stakeholders, demonstrating the conglomerate's commitment to responsible investing



Pillar Four

Continuous Innovation

Through four key topics, Ittihad is driving the development of new solutions and practices to strengthen sustainability performance and resilience across the group.

Digitalization | Clean technology | Green building | Health

Materiality Management

- Emissions and Energy
- Water and Wastewater Management
- Waste and Hazardous Materials Management
- Environmentally Sustainable Product
- Ecological Impacts

EMPLOYEES

- Occupational Health, Safety and Well-being
- Diversity, Equity and Inclusion
- Governance and Ethics

CUSTOMERS

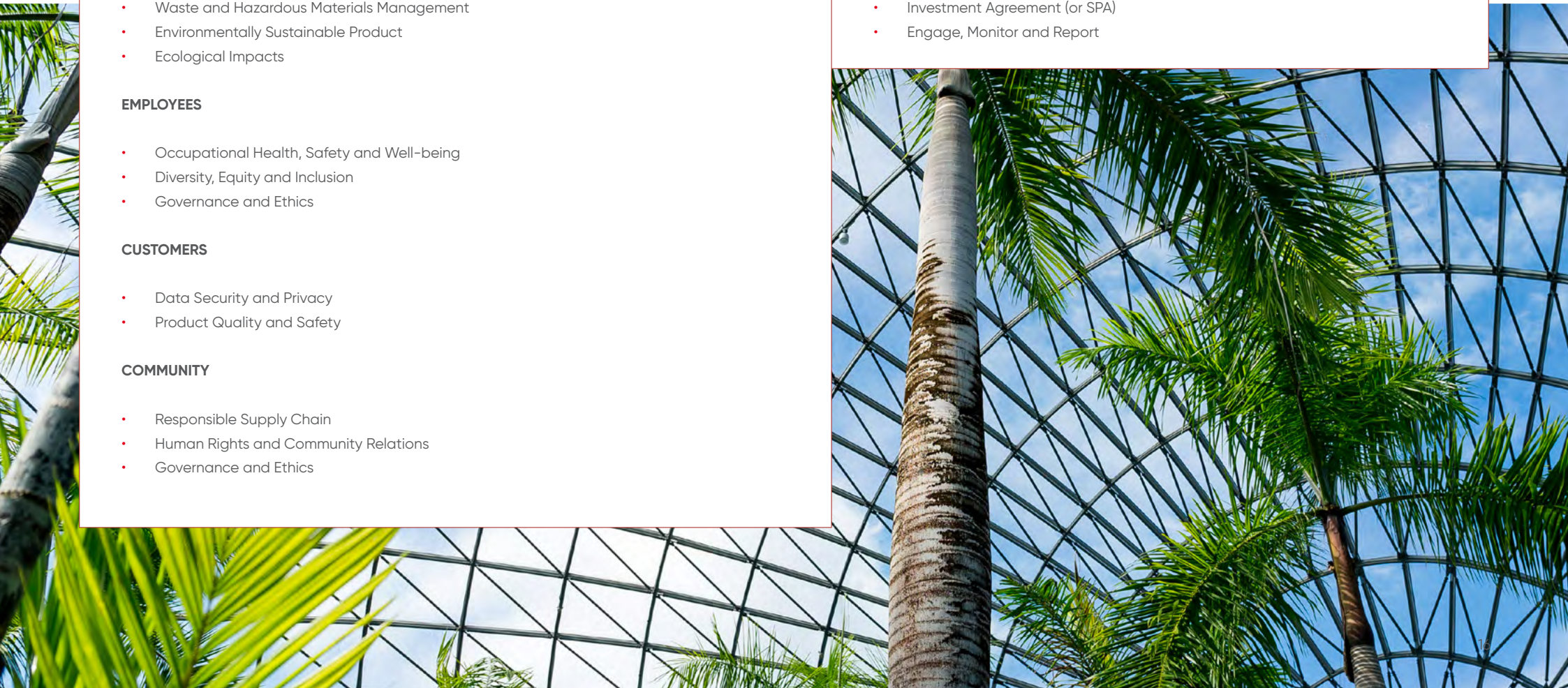
- Data Security and Privacy
- Product Quality and Safety

COMMUNITY

- Responsible Supply Chain
- Human Rights and Community Relations
- Governance and Ethics

ESG in Investment Due Diligence:

- Screening and Deep Dive
- Investment Decision
- Investment Agreement (or SPA)
- Engage, Monitor and Report





ESG ROADMAP

Ittihad has developed an ESG Roadmap to enable the organizations in its portfolio to further enhance their ESG performance, accelerate the sustainability journey and align with global standards and frameworks.

The Roadmap is divided into five stages, as follows:

Strengthening ESG Governance

- The Group Sustainability Committee was established in 2024.
- MSCI AAA ESG rating achieved in 2024.
- Secured a USD 450 million senior unsecured sustainability-linked revolving credit facility.

Developing a High-Level Net-Zero Plan

- Procured and retired International Renewable Energy Certificates covering 14,288,000 kWh of electricity, fulfilling our annual 5% renewable energy target.
- Reduced total water consumption by 12%, lowering overall use to 2,016,205 cubic meters.
- Ittihad has transitioned its company-owned fleet to include 125 electric vehicles.

Investing in Building ESG Skills and Awareness

- Certified as a Great Place to Work®; recognizing efforts to foster a social workplace where innovation and employee well-being thrive.
- Conducted a total of 14,601.75 health and safety training hours, equating to 12.24 hours per employee.
- Conducted a cybersecurity training and awareness program, reaching more than 1,000 participants across eight sessions during 2024.

Joining Strategic Narratives

- A Sustainability Engagement Plan was developed to standardize and enhance sustainability performance across the Group.
- This plan is supported by the publication of the Ittihad Sustainability Reporting Manual.
- Joined UAE Alliance for Climate Action, an initiative led by Emirates Nature-WWF which was launched at COP27.
- Selected as one of the exceptional partners of Emirates Nature WWF, sponsoring four of their environmental conservation activities.

Embedding an ESG Due Dilligence Framework

- Ittihad's Responsible Investment Framework embeds ESG factors into the investment decision-making process alongside traditional financial metrics. All potential investments undergo due diligence to assess environmental performance, labor practices, governance integrity, and alignment with sustainability goals.



SUSTAINABILITY ENGAGEMENT PLAN

In 2024, Ittihad developed a Sustainability Engagement Plan to standardize and enhance sustainability performance across all subsidiaries. The plan is designed around four key objectives, focusing on integration, implementation, monitoring, awareness, and reporting to ensure a unified Group-wide approach.

➤ **Sustainability Integration**

(Applicable to Prioritized Subsidiaries)

Under this priority, selected subsidiaries are supported in embedding sustainability within their business strategies and operations. This involves the implementation of targeted initiatives and the continuous monitoring of performance through standardized KPIs, reporting cycles, and management reviews.

➤ **Performance Monitoring**

Establish continuous engagement protocol to measure performance and progress of subsidiaries based on selected targets.

➤ **Capacity Building & Awareness**

(Applicable to All Subsidiaries)

This priority focuses on strengthening sustainability literacy and transparency across the Group. It includes capacity-building sessions to raise awareness of sustainability principles and best practices.

➤ **Sustainability Reporting**

Establish yearly reporting protocols for all entities within Ittihad's reporting boundary for the Group's yearly Sustainability report. Integrate additional disclosures in formed protocols for entities who may be subject to other reporting requirements (i.e. Sustainability Linked Loan).





ITTIHAD SUSTAINABILITY REPORTING MANUAL

To support a harmonized and transparent approach to reporting, Ittihad developed a detailed Sustainability Reporting Manual that guides subsidiaries through the process of ESG data collection, management, and disclosure.

The manual includes:

- **Introduction and Objectives:** Outlines Ittihad's sustainability vision and the purpose of standardized ESG reporting.
- **Sustainability Reporting Framework:** Defines key indicators, methodologies, and reporting templates.
- **Alignment with the ESG Integration Framework:** Demonstrates how the manual complements Ittihad's Group-wide ESG approach, ensuring consistent practices and accountability.
- **Governance and Responsibilities:** Clarifies the roles of Group and subsidiary teams in ensuring timely, accurate, and verified ESG disclosures.



SPOTLIGHT: SUSTAINABILITY-LINKED FACILITY STRENGTHENS FINANCIAL RESILIENCE

In 2024, Ittihad successfully closed a USD 450 million senior unsecured sustainability-linked revolving credit facility (RCF), strengthening the Group's liquidity and demonstrating its commitment to integrating sustainability into its financial strategy.

Arranged by Emirates NBD, Commercial Bank of Dubai, and First Abu Dhabi Bank as Mandated Lead Arrangers and Sustainability Joint Coordinators, alongside other major UAE banks, the five-year facility reinforces Ittihad's capital base and optimizes its funding structure. The transaction enhances liquidity sources by USD 345 million, lowers financing costs, and embeds environmental and social performance targets into the company's financing framework.





RISK MANAGEMENT

Ittihad's approach to risk management is guided by its Corporate Governance Manual and Code of Ethics and Business Conduct, maintaining a consistent and transparent framework for identifying, assessing, and mitigating risks across the Group. Risk management is embedded within the Enterprise Risk Management (ERM) framework, which supports informed decision-making, capital allocation, and long-term value creation.

1. Identification of Risks and Opportunities

The approach to risk management is structured around three planning horizons that guide decision-making, capital allocation, and risk management;

- Short-term: Typically 1–2 years.
 - Covers quarterly and annual cycles for Audit and Risk Committees, financial results, compliance, H&S, and immediate operational priorities.
- Medium-term: Typically 3–5 years.
 - Reflected in strategic growth initiatives (B2C consumer goods, Saudi waste management, AI/data centers) and ESG targets embedded in the Sustainability-Linked Facility (SLF).
- Long-term (5–10+ years): 5–10+ years.
 - Aligned with UAE Vision 2031 and Operation 300bn. Covers industrial diversification, climate resilience, and net-zero positioning.

Across these horizons, Ittihad identifies and manages sustainability-related risks and opportunities such as regulatory compliance, climate transition impacts, resource efficiency, workforce capability development, and growth in emerging markets including waste management, healthcare, and AI-driven industries. These are systematically embedded within the ERM framework and reviewed regularly by the Risk Committee to ensure alignment across the Group.

The Audit, Risk and Compliance Committee (ARCC) advises and assists the Board in overseeing the ERM framework. Its mandate covers the full spectrum of potential and existing risks, including ESG risks.

2. Assessment of Business and Financial Impacts

Sustainability-related risks and opportunities are reshaping Ittihad's business model and value chain, driving a transition from a primarily B2B model to B2C markets, while advancing circular economy initiatives such as green cement, recycled copper, and sustainable packaging.

Key impacts include:

- **Operational:** exposure to high-emission processes, energy use, and raw material sourcing.
- **Human capital:** growing emphasis on workforce skills and leadership development.
- **Financial:** strengthened balance sheet and cost optimization through efficiency programs.

These factors influence financial performance through deleveraging (from 6.0x to 4.7x net leverage, with a < 2.5x target by 2025), stable EBITDA of USD 147 million (2024), and consistent cash inflows from long-term O&M contracts.

The USD 450 million Sustainability-Linked Facility (SLF) directly links key ESG metrics, including; health & safety, water, renewable energy, and GHG reduction - to financing costs, reinforcing the connection between sustainability outcomes and financial performance.

3. Integration into Strategy and Decision-Making








Risk management is fully integrated into Ittihad's strategic planning process through the ERM framework, Board oversight, and Capital Allocation Framework. Identified risks and opportunities inform strategic actions such as portfolio diversification, deleveraging, and investment in clean technologies.

Stakeholder engagement is an integral component of Ittihad's governance system, with feedback systematically incorporated to refine strategy and maintain alignment with investor and market expectations. Feedback is obtained from sources including employee engagement surveys, lender reviews and others.

Oversight of stakeholder relations is managed through the Executive Sustainability Committee, which coordinates engagement activities across all subsidiaries.



The table below highlights Ittihad's key stakeholder groups, the methods used to engage with them, and the topics that matter the most:

Stakeholder	What Matters to Them	Engagement Methods
 Suppliers & Main Customers	<ul style="list-style-type: none"> Market leading products and services Innovation and sustainability Value for money Efficient and proactive customer channels Friendly and responsive customer service 	<ul style="list-style-type: none"> Face to face meetings Supplier Code of Conduct
 Employees (Holding and Subsidiaries)	<ul style="list-style-type: none"> Career progression and growth Training & development opportunities A safe and secure work environment Fair compensation 	<ul style="list-style-type: none"> Fair compensation Internal communications Internal communications Social gatherings Social gatherings
 Shareholders	<ul style="list-style-type: none"> Strong balance sheet and continuous cash flows Ambitious expansion vision Robust governance and risk management Transparency and disclosure Strong market position 	<ul style="list-style-type: none"> Annual General Meetings (AGM) Investor relations Reporting (Annual, Corporate Governance, ESG) Board of Director meetings
 Communities	<ul style="list-style-type: none"> Support underprivileged members of society Promoting health, education, security, sports and culture Environmental initiatives 	<ul style="list-style-type: none"> Sponsorship of events that promote social wellbeing Partnerships with other organisations Participation campaigns and initiatives to protect the environment Donations to charitable causes Social welfare campaigns
 Government & Regulators	<ul style="list-style-type: none"> Compliance with all applicable laws and regulations Alignment with federal and local government strategies Protecting the interests of investors and shareholders Consumer protection Environmental protection 	<ul style="list-style-type: none"> Regulatory disclosures Annual reports Public-private business forums and conferences Direct relationships Legal and Compliance Department
 Partners	<ul style="list-style-type: none"> New business opportunities Timely payments Transparent bidding and tendering processes 	<ul style="list-style-type: none"> Procurement department Supplier feedback surveys
 Portfolio Companies	<ul style="list-style-type: none"> Access to growth capital Strategic direction Access to a wider network Governance support 	<ul style="list-style-type: none"> Regular meetings Review meetings Interim and full year financial statements



4. Resilience and Strategic Trade-Offs

Ittihad regularly conducts scenario analyses and quarterly committee reviews to test the resilience of its business strategy against market, environmental, and regulatory changes.

The Group actively manages trade-offs including:

- Deleveraging and growth, ensuring financial stability while funding strategic expansion into new markets with social and climate impacts.
- Decisions such as copper and cement expansion, the KSA waste management entry, and B2C growth were evaluated not only for economic returns but also for environmental and social consequences.
- Emiratization and leadership development versus short-term training costs, prioritizing long-term human capital development.
- Diversified funding mechanisms including the Sustainability-Linked Facility and the planned Sustainability-Linked Sukuk, strengthen Ittihad's long-term resilience and capacity for sustainable growth.

Climate-Related Risks

Recognizing climate change as a key enterprise risk, Ittihad is committed to assessing and managing its potential impacts across all operations. The ARCC oversees climate-related risks at the Board level, while the Executive Sustainability Committee monitors and integrates these risks into business planning and operational processes at the management level.

As part of the Group's ESG Framework, Ittihad has mapped material ESG risks and opportunities across all subsidiaries and supports each entity in developing tailored strategies and mitigation measures. This includes analyzing the main sources of greenhouse gas (GHG) emissions, both direct and within the supply chain, alongside other environmental factors influencing the Group's overall emissions footprint.





SUSTAINABILITY METRICS AND TARGETS

The Group tracks a comprehensive set of metrics and targets to evaluate ESG performance ensuring that sustainability considerations remain embedded in operational and financial decision-making.

This section presents Group-wide metrics and targets that reflect Ittihad's performance across its most material ESG areas and demonstrate how sustainability progress contributes to the Group's broader financial outcomes and long-term value creation. Performance is monitored through the ESG Framework, reviewed regularly by the Executive Sustainability Committee, and reported to the Board of Directors through the relevant Committees.

In line with the IFRS Sustainability Disclosure Standards, these metrics serve as the foundation for measuring the effectiveness of Ittihad's strategy and risk management processes. More detailed or topic-specific indicators and KPIs; including those related to energy, water, waste, diversity, and governance – are presented in their respective sections throughout this report and in the appendices at the end of this report, providing a full and transparent view of performance across all material topics.

MATERIALITY ASSESSMENT

Ittihad conducted an assessment to identify and prioritize the most material ESG topics, which in turn inform metrics and targets set by the Group. A bottoms-up approach was employed to capture ESG risks across its four verticals. Each subsidiary was classified according to the SASB Sustainable Industry Classification System (SICS) and MSCI Global Industry Classification Standards (GICS) to ensure alignment with global frameworks commonly used by investors, rating agencies, and other stakeholders.

This initiative resulted in the identification of 13 material ESG topics. In the subsequent top-down phase, Ittihad identified the ESG themes most material to its role as a responsible asset owner and investor, highlighting Climate Risk Management, Opportunities in Clean Technology, and Responsible Investment as key priorities. Objectives have been defined for each material ESG topic, with initiatives developed to achieve those objectives and enable more effective management of these topics. In addition, Key Performance Indicators (KPIs) were defined to ensure progress and performance is monitored and measured. Across all material topics, Ittihad has defined a total of 72 initiatives and 115 KPIs which fall into one of the following two categories:

- Group-wide: Those that are governed at III and vertical level and applicable to all subsidiaries - 37 initiatives and 52 KPIs.
- Targeted: Those that are governed at III and vertical level and applicable to specific subsidiaries – 35 initiatives and 63 KPIs.





Material Topics	GRI Alignment	Applicability Across Verticals Within the Reporting Boundary	
		Vertical 1 - Consumer Goods	Vertical 2 - Infrastructure & Building Material
Environment	Emissions and Energy	✓	✓
	Water and Wastewater Management	✓	✓
	Ecological Impact	✓	✓
	Sustainable Product	✓	✓
	Climate Risk Management (addressed at Group Level)	-	-
	Opportunities in Clean Technologies (addressed at Group Level)	-	-
Social	Occupational Health Safety and Wellbeing	✓	✓
	Employee Engagement, Development, Diversity Inclusion	✓	✓
	Healthcare Advocacy (addressed at Group level)	-	-
	Data Security and Privacy (addressed at Group level)	GRI 418 - Customer Privacy	
	Product Quality and Safety	GRI 416 - Customer Health & Safety	✓
	Sustainable Supply Chain	GRI 204 - Procurement Practices GRI 308 - Supplier Environmental Assessment GRI 414 - Supplier Social Assessment	✓
	Human Rights and Community Relation (addressed at Group level)	GRI 408 - Child Labor GRI 409 - Forced Labor	✓
Governance	Governance & Ethics (addressed at Group level)	GRI 205 - Anti-Corruption	



SUSTAINABILITY PERFORMANCE TARGETS (SPTS)

Using 2023 as the baseline year, Ittihad set Sustainability Performance Targets (SPTs) for each year running from 2024 until 2028. Performance on each KPI is measured against their respective SPT and is subject to external and independent validation under the Sustainability-Linked Facility. In 2024, Ittihad made significant progress across the four KPIs and comfortably achieved the SPTs set.

Thanks to the effective implementation of targeted initiatives, the Group increased its health and safety training hours per employee, improved its use of renewable electricity, made notable reductions in water consumption, and successfully developed a GHG inventory covering Scope 1 and 2 emissions.

Sustainability Performance Targets (SPTs)				
KPI	KPI 1 – Percentage increase of Health and Safety Training hours per Employee	KPI 2 – Percentage of Electricity from Renewable Sources	KPI 3 – Percentage Reduction of Water Consumption	KPI 4 – Qualitative Governance KPI for GHG Emissions
2024 Target	7%	5%	5%	Develop GHG emissions inventory for Scope 1 and 2
Progress	10%	5%	12	Developed
Update	Ittihad conducted a total of 14,601.75 health and safety training hours, equating to 12.24 hours per employee. This was an increase of 10% compared to the 2023 baseline, surpassing the target of a 7% increase.	Electricity demand fell slightly to 281,472,894 kWh meaning the purchased I-RECs also constitute slightly more than 5% of 2024 power demand.	Ittihad exceeded the target, reducing total water consumption by 12% to 2,016,205.40 cubic meters (m ³) compared to 2,278,479.10 m ³ in 2023.	The first objective, for all four entities within the reporting boundary to develop an emissions inventory covering Scope 1 and 2 by the end of 2024, was achieved.
Status	Exceeded	Achieved	Exceeded	Achieved





Overview of Initiatives to Support Achievement of KPIs

KPI 1: Health & Safety

Initiatives introduced by subsidiaries to enhance health and safety training and increase the training hours per employee include:

- Introduced training calendars and systems to improve tracking
- Introduced health and safety training KPIs at departmental levels
- Increased use of external trainings
- Introduced multilingual training materials and sessions to overcome language gaps
- Introduced online and toolbox training formats to improve access and minimize work disruptions

KPI 2: Renewable Electricity

Energy efficiency initiatives undertaken include:

- Enhanced machine maintenance and operational scheduling to mitigate excessive usage
- Enhanced monitoring to identify high energy consumption operations
- Upgraded machinery and major components including refiners, compressors, motors, pumps, and AC units with more energy efficient models such as Variable Frequency Drives (VFD)
- Switched to energy efficient LED lighting and solar lighting
- Conducted employee awareness programs to promote energy saving practices

KPI 3 – Water Consumption

Other initiatives to improve water efficiency across subsidiaries included:

- Introduced process modifications and redesigns
- Optimized production scheduling
- Enhanced systems for inspections, leak detection, and repair
- Increased awareness among the workforce
- Monitored and controlled drain water and optimized the cycle of concentration for process water

KPI 4 – GHG Emissions

Initiatives introduced by subsidiaries to achieve the 2024 target included:

- Identified the sources of Scope 1 and 2 emissions
- Implemented procedures to gather and verify accurate data on energy consumption sources including vehicle fuel, natural gas, electricity, water, etc.



ALIGNMENT WITH UN SUSTAINABLE DEVELOPMENT GOALS (SDGs)

The United Nations Agenda for Sustainable Development provides a shared blueprint for peace, prosperity, and the protection of people and the planet.

The UAE has demonstrated strong national commitment to the SDGs by integrating them into its development strategies and initiatives, fostering innovation, and advancing capacity-building both locally and globally. The private sector also plays a pivotal role in achieving these goals by aligning business strategies with sustainability principles, driving innovation, fostering social progress, and promoting responsible economic growth.

In alignment with these efforts, Ittihad aims to support the realization of the SDGs. The table below illustrates how Ittihad's sustainability strategy aligns with the SDGs most relevant to its business.

Ittihad's Alignment with the SDGs		
Material Topics	GRI Alignment	Ittihad's Contribution
Environmental		
Energy & Emissions	   	<ul style="list-style-type: none"> Reduce greenhouse gas emissions associated with operations and supply chain Increase energy efficiency across operations Increase usage of clean technologies and renewable energy
Water & Wastewater Management		<ul style="list-style-type: none"> Promote water efficiency and conservation to reduce water consumption across operations Implement wastewater management practices that minimize environmental impacts
Waste & Hazardous Materials Management		<ul style="list-style-type: none"> Implement initiatives that prioritize waste reduction, reuse, and recycling Minimize the use of hazardous materials and ensure safe disposal of such materials
Sustainable Product		<ul style="list-style-type: none"> Reduce the environmental impact of products throughout their lifecycle Promote sustainable product design and development
Ecological Impact	  	<ul style="list-style-type: none"> Implement initiatives to protect and enhance biodiversity and ecosystems Promote land conservation, habitat restoration, and protect natural resources
Opportunities in Clean Technologies	   	<ul style="list-style-type: none"> Adopt cutting edge technologies for efficient and sustainable production Promote in-house Research & Development Strategically acquiring assets in the clean technology space
Climate Risk Management		<ul style="list-style-type: none"> Assess and manage all climate risks at the highest level of the Group Conduct comprehensive GHG inventory to understand the source of emissions Adopt climate risk mitigation measures throughout the Group



Ittihad's Alignment with the SDGs

Material Topics	GRI Alignment	Ittihad's Contribution
Social		
Diversity, Equity and Inclusion	  	<ul style="list-style-type: none"> Build a diverse and inclusive workforce Support female empowerment and gender equality Employ and upskill UAE nationals Support employee training and development
Occupational Health, Safety and Well-being	 	<ul style="list-style-type: none"> Create a safe and healthy working environment for all people Prevent and mitigate workplace hazards and risks Foster a culture of safety and continuous improvement
Product Quality & Safety	 	<ul style="list-style-type: none"> Develop quality products and services that are safe for people Promote responsible marketing and quality management practices
Sustainable Supply Chain		<ul style="list-style-type: none"> Source raw materials responsibly Engage with suppliers to promote sustainable practices
Human Rights and Community Relations	   	<ul style="list-style-type: none"> Fosters strong relationships with local communities Develop CSR programs to promote community investment Respect globally recognized human rights
Healthcare Advocacy	 	<ul style="list-style-type: none"> Promote accessibility of healthcare products and services Foster a culture of transparency in healthcare for all customers
Governance		
Governance and Ethics		<ul style="list-style-type: none"> Adopt robust corporate governance according to global best practices Foster transparency and accountability with all stakeholders Ensure compliance with all applicable laws Promote the highest standards of ethical business practices
Data Security & Privacy		<ul style="list-style-type: none"> Safeguard sensitive customer or user data Enhance IT infrastructure to protect customer privacy and security
Responsible Investment	  	<ul style="list-style-type: none"> Integrate sustainability into investment decision-making Engage with investee companies to promote sustainability across the Group Enhance transparency and communication with stakeholders



AWARDS AND RECOGNITIONS 2024

- MSCI ESG Rating – AAA
- Great Place to Work® Certification
- Emirates Nature–WWF Exceptional Partner Recognition



INTEGRATED MANAGEMENT SYSTEMS AND CERTIFICATIONS

The Group maintains certified management systems across its subsidiaries, reinforcing a culture of compliance and operational excellence. Ittihad's Integrated Management Systems are certified to the following ISO standards:

- **ISO 9001:2015** – Quality Management
- **ISO 14001:2015** – Environmental Management
- **ISO 45001:2018** – Occupational Health & Safety
- **ISO 50001:2018** – Energy Management

FUTURE TARGETS AND PLANNED INITIATIVES

Ittihad's sustainability strategy continues to evolve in step with emerging risks, opportunities, and national priorities. Building on the strong foundation established in 2024, the Group's upcoming targets and initiatives for 2025 and beyond are designed to strengthen climate resilience, deepen ESG integration, and support long-term value creation in alignment with UAE Vision 2031 and Operation 300bn.

Key 2025+ Targets

- **Expanded ESG KPI coverage** to include waste management, biodiversity conservation, and sustainable supply chain performance.
- **Development of a Climate Transition Roadmap (2026–2030)** outlining decarbonization pathways and science-aligned emission reduction targets.
- **Enhanced sustainability disclosure**, aligning with IFRS Sustainability Standards and planned UN Global Compact membership.

Planned Actions (2025 and Beyond)

- **Expand operations into Saudi Arabia's waste management sector**, supporting regional circular economy and resource recovery goals.
- **Enter the AI and data center infrastructure sector** to capture emerging opportunities in digital transformation and energy-efficient technologies.
- **Embed ESG KPIs across all subsidiaries**, expanding renewable energy adoption, water conservation, and GHG reduction initiatives.
- **Strengthen circular economy business lines**, including green cement, recycled copper, and sustainable consumer goods production.
- **Align further with national industrial diversification strategies** under UAE Vision 2031 and Operation 300bn, reinforcing Ittihad's contribution to the country's sustainable economic development.
- **Formalize membership in the UN Global Compact** and expand partnerships with leading ESG and sustainability organizations.
- **Enhance governance and oversight practices** through continuous Board development, committee training, and strengthened reporting mechanisms.





RESPONSIBLE BUSINESS PRACTICES

Material Topics

- Governance & Ethics
- Data Security & Privacy
- Responsible Investment

SDGs



Vision 2030

- A large empowered private sector
- Premium education, healthcare, and infrastructure assets
- A sustainable knowledge-based economy
- A continuation of strong and diverse international relationships
- A significant and ongoing contribution to the federation of the UAE



CORPORATE GOVERNANCE

Ittihad upholds the highest standards of ethics and integrity, guided by a corporate governance framework that ensures transparency, accountability, and long-term stakeholder value. The framework integrates clear policies, procedures, and internal controls to guide sound decision-making, risk oversight, and responsible management across all levels of the Group.

Supported by the ESG Framework, Ittihad continues to strengthen corporate governance to ensure effective oversight and informed strategic decision-making that incorporates environmental, social and governance considerations.

Ittihad’s approach to good corporate governance is guided by the following set of principles:

PRINCIPLE 1: Rights of Shareholders

PRINCIPLE 2: Equitable Treatment of Shareholders

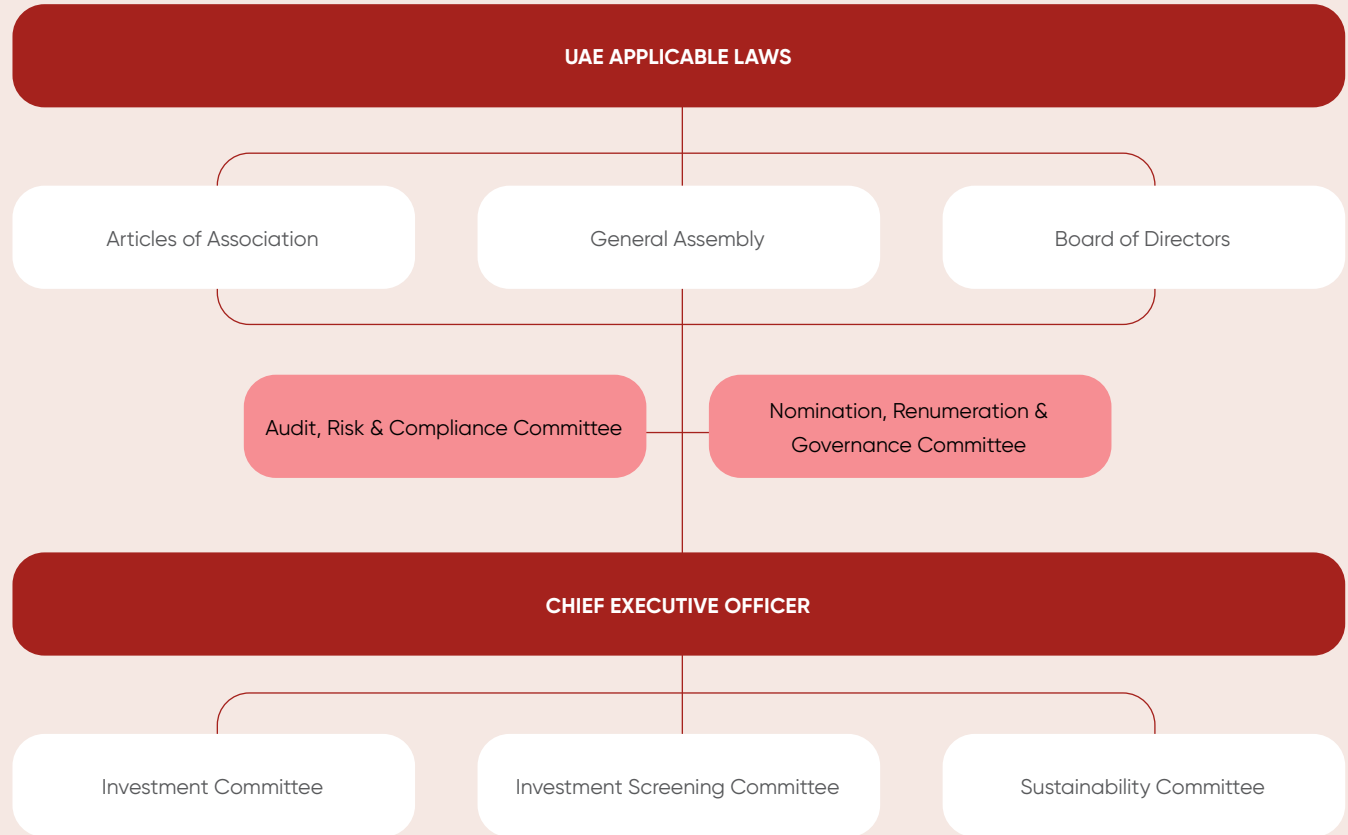
PRINCIPLE 3: Recognition of the Role of Other Stakeholders

PRINCIPLE 4: Disclosure and Transparency

PRINCIPLE 5: Effective Board of Directors

PRINCIPLE 6: Corporate Social Responsibility

CORPORATE GOVERNANCE STRUCTURE



Any significant changes to the governance structure, including amendments to the company's bylaws or Articles of Association, are presented to shareholders as a separate agenda item for discussion and approval during shareholders' meetings.



THE BOARD OF DIRECTORS

Ittihad's Board of Directors are responsible for creating a culture of good corporate governance through experience and expertise. The Board is comprised of five Directors, of which at least two must be independent and three executive members. The Shareholders may decide at any time to increase the number of Board Members to seven. In such cases, the additional two Board Members must be an additional independent member and a non-executive member.

The governance framework includes procedures for Board decision-making, where resolutions are generally adopted by a majority of the votes cast, provided it includes at least the vote of one Independent Board Member.



Jawaan Al Khaili

Chairman of the Board

Appointment

Has served as Chairman since the Group's inception in 2008

Skills and Experience

Mr Al Khaili is a distinguished UAE entrepreneur renowned for his exceptional track record in steering large-scale ventures toward becoming prominent regional conglomerates. In addition to his pivotal role as Chairman and founder of the Company, Mr Al Khaili has served as Chairman of Abu Dhabi Islamic Bank since 2008, demonstrating his profound influence in the financial sector. Furthermore, he holds the distinction of founding EIC and National Holding, underscoring his visionary leadership and entrepreneurial acumen in shaping the business.



Amer Kakish

Chief Executive Officer

Appointment

Has led the Ittihad team since inception in 2008

Skills and Experience

Mr Kakish is a Board member of the Abu Dhabi Chamber of Commerce and Industry. Mr Kakish is a private sector representative and Chairman of the Industry Working Group, a part of the Economic Collaboration Committee created by the Abu Dhabi Department of Economic Development, and chairs the Industry Working Group. Mr Kakish has over 30 years of experience in managing industrial conglomerates. Mr Kakish holds a Bachelor's degree in Industrial Engineering from the University of Jordan and a Master's degree in Engineering Management from the American University of Beirut. He is a Chartered Engineer from The Institution of Engineering and Technology.



Zahi Abu Hamze

Chief Financial Officer

Appointment

Member of the Ittihad team since 2012

Skills and Experience

Mr Abu Hamze has over 20 years of experience in Corporate Finance and Treasury. Mr Abu Hamze has a Master's degree in International Securities Investment and Banking from ICMA Centre Henley Business School and previously led the Treasury and Debt and Capital Advisory team of Dubai Holding.



Raja Al Mazrouei
Independent Director

Appointment
Joined the Board in 2023

Skills and Experience

Ms Al Mazrouei is CEO of Etihad Credit Insurance (ECI). Since 2022, she has revitalized ECI, reshaping trade credit insurance and bolstering the UAE's global trading status. With a focus on innovation, she drives ECI's transformative goals, supporting exporters and national development while emphasizing sustainable trade. Her career spans executive roles at prestigious organizations, including Dubai Holding and DIFC. Educated at UAEU, Harvard, and others, she is recognized as one of the region's top CEOs and influential women. She serves on various boards, including Zand Digital Bank, Al Masraf Bank, and Al Ansari Financial Services, contributing to the UAE's economic growth and technological advancement.



Ahmad Al Khayyat
Independent Director

Appointment
Joined the Board in 2023

Skills and Experience

Dr Al Khayyat is an industrial engineer and energy veteran with more than 40 years of experience. He previously held various executive positions including CEO of Emaar Industries and Investments and Exeed Industries, Chief Manufacturing Officer of DEPA, GM of Dubai Investments Park, and Senior Projects Manager of Dubai Investments. Dr Al Khayyat is a Member of the Board of Fujairah Building Industries (Chairman), National Port Said (Chairman), AIG, Multiform Aluminum Industries, Mammot Building Systems, and Three Eight Six. Dr Al Khayyat holds a Ph.D. in Chemical Engineering from the University of Aston, Birmingham, UK.

Throughout 2024, the Board focused on the following primary objectives:

- Strengthening governance by endorsing an updated corporate governance document and ESG framework.
- Evaluating and endorsing the Group's capital structure, including the sukuk tap issuance and revolving credit facility, to ensure alignment with financial covenants and long-term funding requirements.
- Approving both the budget and the five-year plan to guide the Company's strategic direction.
- Endorsing the semi-annual and annual financial statements to maintain transparency and accountability.
- Assessing the growth roadmap for the Consumer Goods Manufacturing division's entry into the B2C segment, supporting brand development and market expansion initiatives.



BOARD TRAINING

The Board conducts a biannual training needs analysis to identify skill enhancement priorities and ensure that its members remain equipped to provide effective oversight in a dynamic business environment. Based on this assessment, tailored training programs are developed covering governance, risk management, sustainability, and emerging regulatory trends. Each Board member is required to participate in formal training every two years.

BOARD AND EXECUTIVE COMMITTEES

The Board of Directors is primarily supported by two standing committees; the Audit, Risk and Compliance Committee (ARCC) and the Nomination, Remuneration, and Governance Committee (NRGC), which assist in executing specific oversight responsibilities.

The Board may establish additional committees or subcommittees as needed. While authority over certain matters may be delegated, the Board retains full responsibility for all decisions and actions taken by its committees. Powers related to filling Board or committee vacancies, appointing or removing Board Members, or appointing officers remain reserved for the Board itself.

Committee Name

Overview

Audit, Risk and Compliance Committee

The Audit, Risk and Compliance Committee (ARCC) is tasked with providing oversight of the Company's financial reporting, statutory audits, risk management, internal controls, Internal Audit function, and compliance with laws, regulations, and internal policies, including the Code of Ethics and Business Conduct, antifraud, and incident reporting policies. The ARCC is also responsible for guiding the Board on risk strategy, appetite, and tolerance, and overseeing risk reporting. In terms of membership, two of the Committee's three members must be independent, with one of these serving as Committee Chair – the Committee is currently chaired by Independent Director Raja Al Mazrouei who reports directly to the Board of Directors.

The Committee meets quarterly or more frequently as necessary. Decisions are passed by a majority of votes with a minimum of one independent member vote required.

Nomination, Remuneration & Governance Committee (NRGC)

The NRGC is responsible for ensuring that the Group's overall remuneration policy aligns with the strategic objectives of the Company. The Committee assists the Board in compensation matters by evaluating, recommending, approving, and reviewing compensation arrangements, plans, policies, and programs for the Executive Management team. Committee membership is made up of at least three Board members, of which one must be an independent member who serves as Chair and reports to the Board – the current Chair is Dr Ahmad Al Khayyat. A member of the Executive Management may be assigned as a member of the Committee, provided they do not participate in deliberations or vote on issues related to their area of responsibility.

The Committee meets as required but not less than once per year. Decisions are passed with majority of votes, with a minimum of one independent member vote required.

Investment Committee (IC)

The Investment Committee oversees due diligence, structuring, and negotiations related to acquisitions and expansions. The Committee is chaired by CEO Amer Kakish.

Sustainability Executive Committee (SEC)

The Committee is tasked with overseeing the integration of ESG principles into the Company's policies, practices, and business strategy. This includes implementing and monitoring adherence to ESG goals and policies, assessing their impact on operational and financial performance, and developing regular strategic leadership recommendations. The Committee is chaired by Qais Saif, Group Sustainability and ESG Director.



RISK AND COMPLIANCE FUNCTION

The Committee, adhering to the Company's Corporate Governance Manual and Code of Ethics and Business Conduct, is tasked with advising and assisting the Board in overseeing the enterprise risk management framework and processes. This includes addressing all potential and existing risks such as strategic, market/commercial, project delivery, operational, financial, legal and compliance, human resources, safety, security, information technology, and environmental, social, and governance risks.

Furthermore, the Committee is responsible for guiding the Board on risk strategy, appetite, and tolerance, overseeing risk reporting, and handling any additional responsibilities the Board may delegate in accordance with the Committee's Charter. Decisions are passed with majority of votes with a minimum of one Independent Member vote.

AUDIT FUNCTION

The Committee is tasked with supporting the Board by overseeing the company's financial reporting, statutory audits, risk management, internal controls, Internal Audit function, and compliance with laws, regulations, and internal policies, including the Code of Ethics and Business Conduct, antifraud, and incident reporting policies. Operating under the guidance of the Company's Corporate Governance Manual and Code of Ethics and Business Conduct, and in accordance with the powers and responsibilities outlined in its Charter, the Committee also addresses any additional matters assigned by the Board or mandated by applicable laws, rules, and regulations. Decisions are passed with majority of votes with a minimum of one Independent Member vote.

EXECUTIVE REMUNERATION

Ittihad's Executive Remuneration Policy, revised in early 2024, ensures fair, competitive, and transparent pay practices aligned with the Group's purpose, values, and long-term strategic goals. The policy applies to the CEO, CFO, subsidiary General Managers, and members of the executive management team.

Executive remuneration is determined or recommended by the NRGC, which submits an Annual Compensation Report outlining the previous year's outcomes, budget, and forward-looking priorities. The Board of Directors exercises independent judgment when approving remuneration, with the CEO excluded from related deliberations and voting.

Remuneration packages include fixed and variable components, such as base salary, allowances, pensions, short- and long-term incentives, and performance-based bonuses. ESG-linked criteria are increasingly integrated into performance assessments to strengthen accountability and align executive incentives with sustainability outcomes.

Ittihad complies fully with UAE labor law and relevant host-country regulations, including provisions for clawback, malus, and end-of-service benefits. Any additional severance arrangements are evaluated independently by the Board, ensuring decisions reflect both Group interests and individual performance.

Remuneration of Non-Executive Directors

Board members receive annual remuneration as approved by shareholders. Additional fees or monthly compensation may be granted upon NRGC recommendation, Board review, and shareholder approval, for directors who serve on committees or perform duties beyond their regular responsibilities.

OWNERSHIP AND CONTROL

Ittihad's governance structure ensures transparency, accountability, and alignment with international best practices in ownership and shareholder rights. The company's ownership is primarily held by a principal shareholder with 99.8% equity, who actively participates in governance and strategic decision-making in accordance with best practice standards.

Ittihad has issued a single class of shares, each carrying equal voting rights. Voting rights are neither capped nor influenced by the duration of ownership. All director elections are conducted through a majority vote system, ensuring equitable representation and accountability.

Shareholder Policies

The Board of Directors cannot unilaterally amend company bylaws without shareholder approval. The controlling shareholder retains the right to amend governing documents, vote on executive compensation policies (say-on-pay), and call for an Extraordinary General Meeting when required.

No business combination provisions exist that would restrict transactions with shareholders holding a defined percentage of shares, reinforcing Ittihad's commitment to fair and transparent governance.



ETHICAL CONDUCT

Ittihad's Code of Ethics and Business Conduct defines the Group's commitment to transparency, integrity, and full compliance with all applicable laws and regulations. The Code applies to all employees, directors, consultants, and third parties representing the Group, ensuring a consistent standard of ethical behavior across all operations.

Oversight of compliance rests with the Board of Directors and the Audit, Risk, and Compliance Committee, which monitor adherence to the Code and enforce disciplinary measures when necessary.

To foster an ethical culture, Ittihad conducts regular training sessions and workshops to ensure all employees understand their responsibilities. New hires are introduced to the Code as part of onboarding, and all staff are required to review and acknowledge it periodically.

The Group also undertakes ongoing reviews and internal audits to strengthen ethical practices, guided by the principle of continuous improvement and accountability in every aspect of its business.

Principles of the Code



People and
Workplace Values



Honesty & Integrity



Information
Management



Trust



Third Party Relations



Compliance



Business Ethics Policies

Ittihad conducts ongoing review and enhancement of its corporate policies to ensure they remain aligned with current ethical standards and regulatory requirements. As part of this continuous effort, the company has recently updated certain key areas based on the regulatory requirements changes outlined by the FTA. This includes the issuance of new tax-related policies, Group Transfer Pricing Policy & Group Tax Residency Policy, and updates to the existing Group Corporate Income Tax Compliance Policy.

Overview of Business Ethics Policies

Anti-Bribery and Anti-Corruption Policy

This policy outlines Ittihad’s commitment to prevent, detect, and report cases, or suspected cases, of bribery and corruption, in compliance with global and local laws and regulations. The Policy is reviewed internally, at least once per year, and is the responsibility of the Group Compliance Officer.

Anti-Money Laundering Policy

The Anti-Money Laundering Policy outlines Ittihad's commitment to prevent, detect, and report potential money laundering activities, counter the financing of terrorism, and comply with sanctions, in compliance with global and local laws and regulations.

Whistleblower Policy

This policy outlines Ittihad’s commitment to encourage whistleblowers to report instances, or suspected instances, of unethical or illegal conduct. The Policy supports the reporting and investigation of such conduct, while also acting as a deterrent and ensures that whistleblowers can report in confidence, anonymously should they choose, and are protected from retaliation. Reports must be made in good faith. Ittihad has not been subject to any regulatory investigations related to breaches of anti-bribery and corruption, business ethics and tax-related standards, nor has it been in the previous five years.

Ittihad has embedded internal controls to ensure the effective oversight and enforcement of the Group's legal and ethical business policies and that these policies are regularly audited and kept up to date, as per best practice. Operations are partially audited for compliance with the Code of Ethics. General Managers at the subsidiary level are responsible for control and monitoring activities. All unresolved non-compliance is reported to the Group Compliance Officer.

MANAGING CORRUPTION RISKS

Ittihad adopts a proactive and structured approach to identifying and mitigating corruption risks across its operations. As part of the Enterprise Risk Management framework, business areas with higher exposure to corruption or unethical practices are regularly assessed through risk reviews and internal audit mandates.

High-risk areas under continuous monitoring include:

- **Procurement:** Covering both operational (Opex) and capital (Capex) expenditures such as raw materials, managed services, logistics, consumables, IT assets, and maintenance.
- **Sales and Marketing:** Oversight of business solicitation, client onboarding, market expansion, credit assessments, and engagement with distributors or channel partners.
- **Human Resources:** Ensuring integrity in recruitment, screening, hiring, and onboarding processes.
- **Public Relations (PRO) Activities:** Managing interactions with federal and local government entities in a transparent and compliant manner.
- **Treasury Operations:** Safeguarding financial transactions and preventing misuse of funds.



SUSTAINABLE SUPPLY CHAIN

Ittihad embeds sustainability and ethical conduct across its supply chain through a Supplier Code of Conduct, which all partners are required to acknowledge and comply with as part of their contractual agreements. The Code outlines clear expectations for environmental responsibility, fair labor practices, human rights, and business integrity, ensuring alignment with Ittihad's values and UAE regulatory standards.

Suppliers are assessed during registration and onboarding to verify compliance, with any updates to ethical or sustainability standards proactively communicated across the network. Cases of non-compliance can be confidentially reported through Ittihad's whistleblowing channel, reinforcing transparency and accountability.

In line with the Group's commitment to supporting national economic development, Ittihad also prioritizes partnerships with local suppliers wherever possible; strengthening resilience, fostering social value, and advancing sustainable growth across its operations.

DATA PROTECTION & PRIVACY

Ittihad is committed to safeguarding the confidentiality of all proprietary and personal data whether belonging to the company, its employees, customers, or third parties. The Group employs a combination of policies, processes, and technologies to prevent data theft, loss, or misuse and to protect against cyber threats in line with its Privacy Policy, global best practices, and applicable regulations.

As part of its ESG Framework, Ittihad continues to strengthen data governance through defined KPIs and continuous improvement initiatives.

- Optimized its multi-layer security framework, integrating Microsoft Defender, CrowdStrike, and Cisco Meraki to prevent malware, phishing, and intrusion attempts. The Group also migrated 100% of workloads to cloud-based infrastructure, significantly reducing dependency on physical hardware and improving operational resilience and environmental efficiency.
- Ittihad conducted post-incident root cause analyses (RCAs) and comprehensive security reviews to identify control gaps, strengthen response protocols, and update preventive measures to minimize recurrence.
- Delivered a cybersecurity training and awareness program, reaching more than 1,000 participants across eight sessions during 2024. The program enhanced employee understanding of data protection principles, phishing prevention, and secure handling of confidential information across all subsidiaries.

Overview of Data Protection and Privacy Procedures



Non-Disclosure Agreements

NDA's are signed to protect data breach with vendors and partners. Data Encryption: Email, ERP and corporate data are encrypted and backup of data is also encrypted.



Access Controls

The User Access Management Policy & Procedure specifies roles, permissions, controls, and Standard Operating Procedures (SOP) that are embedded in every system to control access.



Incident Management

Procedures are in place to detect, respond to, and mitigate the impact of data incidents should they occur.



Data Auditing and Monitoring

Regular auditing and monitoring of data processing activities ensures the detection of unauthorized access or use of personal data compliance with privacy regulations.



User Education and Awareness

Educating users about data security risks and best practices for protecting corporate and personal data empowers them to make informed decisions about how their data is used.



DATA CLASSIFICATION AND ACCESS CONTROL

Ittihad enforces strict data classification and access control protocols to ensure that sensitive information is securely managed across all operations. These controls are designed to maintain confidentiality, integrity, and accountability in line with the Group's Privacy Policy and cybersecurity standards.

Key measures include:

- **Role-Based Access Control (RBAC):** Access to data is determined by user roles and responsibilities, ensuring employees only access the information necessary for their functions.
- **Multi-Factor Authentication (MFA):** Adds an additional layer of protection beyond passwords, minimizing the risk of unauthorized access.
- **Active Account Monitoring:** All user accounts are regularly reviewed, with monthly access reports submitted to HR to disable inactive accounts and prevent breaches.
- **Training and Awareness:** Employees receive regular training on data handling, access protocols, and cybersecurity best practices, supported by awareness programs promoting responsible data use.
- **Compliance and Governance:** Comprehensive internal policies and procedures govern all aspects of data classification, access control, and information security in alignment with global standards.

DATA SHARING AND THIRD-PARTY DUE DILIGENCE

Ittihad only shares data with trusted partners who uphold the same high standards of privacy, security, and ethical conduct. Before engaging with any third party, the Group follows a structured due diligence process to ensure full alignment with its Privacy Policy and cybersecurity protocols.

This process includes:

- **Reputation and Reliability Assessment:** Evaluating the partner's credibility through client references, independent reviews, and industry recognition or certifications.
- **Security and Compliance Verification:** Assessing the robustness of the partner's data protection controls, including encryption, access management, regular audits, and adherence to international standards such as ISO 27001.
- **Contractual Safeguards:** Clearly defining the scope, purpose, and duration of data use within binding contractual agreements, while specifying authorized personnel with access rights.
- **Peer and Industry Validation:** Seeking recommendations from trusted networks to verify the partner's professionalism, reliability, and commitment to data privacy.

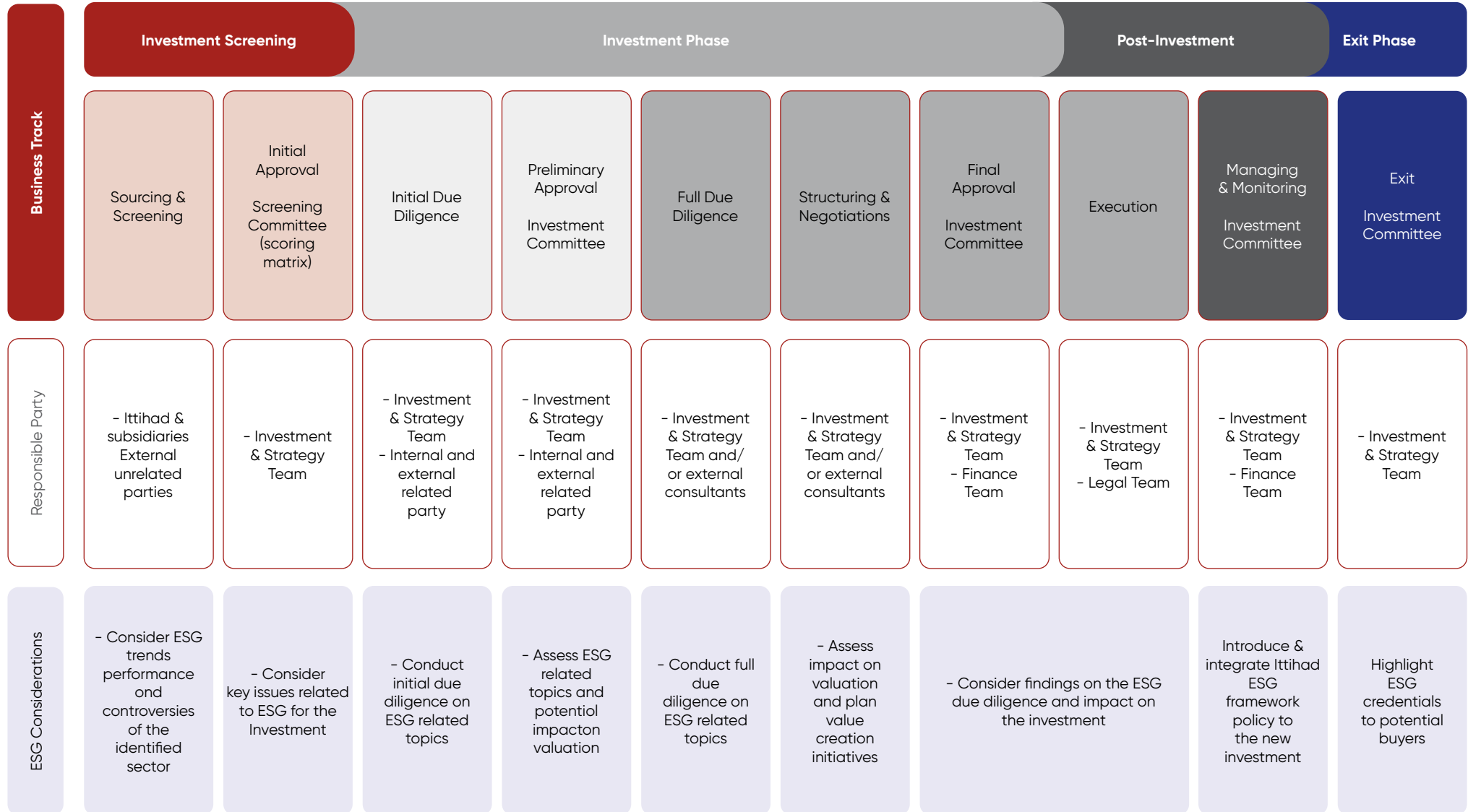
Planned Areas of Focus for 2025 & Beyond

- **Strengthening Cybersecurity Culture and Awareness**
Continue fostering a proactive cybersecurity culture through advanced awareness programs, regular simulations, and continuous employee engagement.
- **Enhancing Cloud Security, AI Threat Detection, and Zero-Trust Implementation**
Deploy next-generation cloud security and AI-driven threat detection systems, adopting a Zero Trust architecture to further strengthen protection against evolving cyber risks.
- **IT Service Excellence, Automation, and AI Integration**
Expand the use of automation and artificial intelligence in IT operations.
- **Data Protection, Governance, and Responsible AI Practices**
Strengthen data governance frameworks and implement responsible AI policies to ensure ethical, transparent, and compliant use of emerging technologies.
- **Digital Workflows and Paper Reduction**
Accelerate the transition to fully digital workflows to improve operational efficiency, enhance traceability, and significantly reduce paper usage and environmental impact.



RESPONSIBLE INVESTMENT APPROACH

Ittihad's investment philosophy is guided by the conviction that long-term value creation depends on the responsible allocation of capital. The Group's Investment Strategy Policy establishes clear governance for evaluating new opportunities and managing existing portfolio investments, ensuring all decisions align with Ittihad's core values and global best practices.





INTEGRATING ESG INTO INVESTMENT DECISIONS

Ittihad's Responsible Investment Framework embeds ESG factors into the investment decision-making process alongside traditional financial metrics. This integration allows the Group to identify both risks and opportunities that influence financial performance and societal impact.

- **ESG Screening:** All potential investments undergo due diligence to assess environmental performance, labor practices, governance integrity, and alignment with sustainability goals.
- **Active Ownership:** The Group actively monitors the ESG performance of investee companies, encouraging the adoption of stronger governance systems and sustainability practices.
- **Long-Term Value Creation:** Investments are evaluated not only for short-term returns but for their ability to contribute to economic, environmental, and social resilience.

STAKEHOLDER ENGAGEMENT AND TRANSPARENCY

Ittihad maintains open dialogue with investee companies and stakeholders to promote responsible business conduct and continuous improvement.

- **Engagement:** The Group works collaboratively with portfolio companies to strengthen governance, environmental stewardship, and social responsibility.
- **Transparency:** Regular reporting on responsible investment activities, ESG integration progress, and the sustainability performance of holdings reinforces accountability and builds stakeholder trust.





ENVIRONMENTAL RESPONSIBILITY

Material Topics

- Emissions and Energy
- Water and Wastewater Management
- Waste & Hazardous Materials Management
- Ecological Impact
- Sustainable Product
- Climate Risk Management
- Opportunities In Clean Tech

SDGs



Vision 2030

- A large empowered private sector
- A sustainable knowledge-based economy
- Premium education, healthcare, and infrastructure assets
- The optimization of the Emirate's resources



Ittihad has embedded climate considerations and environmental responsibility into its corporate mission and strategic objectives, ensuring that sustainability considerations guide decision-making across all business units. The Group strives to adopt best-in-class technologies and practices to reduce its environmental footprint and respond to climate change concerns.

OVERSIGHT OF ENVIRONMENTAL AND CLIMATE-RELATED RESPONSIBILITIES

Ittihad acknowledges that climate change is one of the most pressing global challenges and is committed to gradually reducing its emissions in alignment with the UAE's Net Zero by 2050 Strategic Initiative. The Group is continuing to assess the potential to establish science-based targets to further align its operations with international climate goals. This commitment is underpinned by strong governance efforts, with climate-related risks and opportunities overseen at both Board and management levels. Ittihad maintains a governance structure that ensures climate considerations and environmental performance is effectively managed across all operations. Oversight is provided by the Executive Sustainability Committee, which reports directly to the CEO and ensures that environmental priorities remain aligned with the Group's strategic objectives.

At the operational level, each subsidiary has a dedicated Environmental Committee, led by an Environmental, Health, and Safety (EHS) Manager, responsible for implementing site-level strategies, monitoring compliance with environmental regulations, and driving continuous improvement.

This governance structure is underpinned by the Group's Sustainability Policy, which defines Ittihad's commitment to managing environmental impacts across key areas including energy, water, waste, and emissions, reinforcing accountability and supporting the Group's broader sustainability goals.

Ittihad has identified three key areas where it can impact the natural environment and adapt its management practices to minimize that impact:

- **Emissions reduction and air quality improvement:** Ittihad aims to minimize harmful and greenhouse gas (GHG) emissions resulting from its manufacturing processes and overall business operations.
- **Sustainable product development:** The Company is committed to promoting environmentally sustainable production practices by integrating circularity and safety principles into its product design and manufacturing processes.
- **Environmental stewardship:** Ittihad prioritizes responsible management of waste, water, and hazardous materials to alleviate pressure on natural resources. Ittihad also collaborates with government agencies and independent organizations to implement environmental initiatives. These include projects relating to water and waste management, circularity, emissions reduction, and corporate social responsibility.





ENVIRONMENTAL MANAGEMENT SYSTEM (EMS)

Ittihad's EMS provides a structured framework for monitoring, managing, and improving environmental performance across all subsidiaries. Each entity operates in alignment with ISO 14001 standards, supported by annual internal and external audits to ensure compliance and continuous improvement.

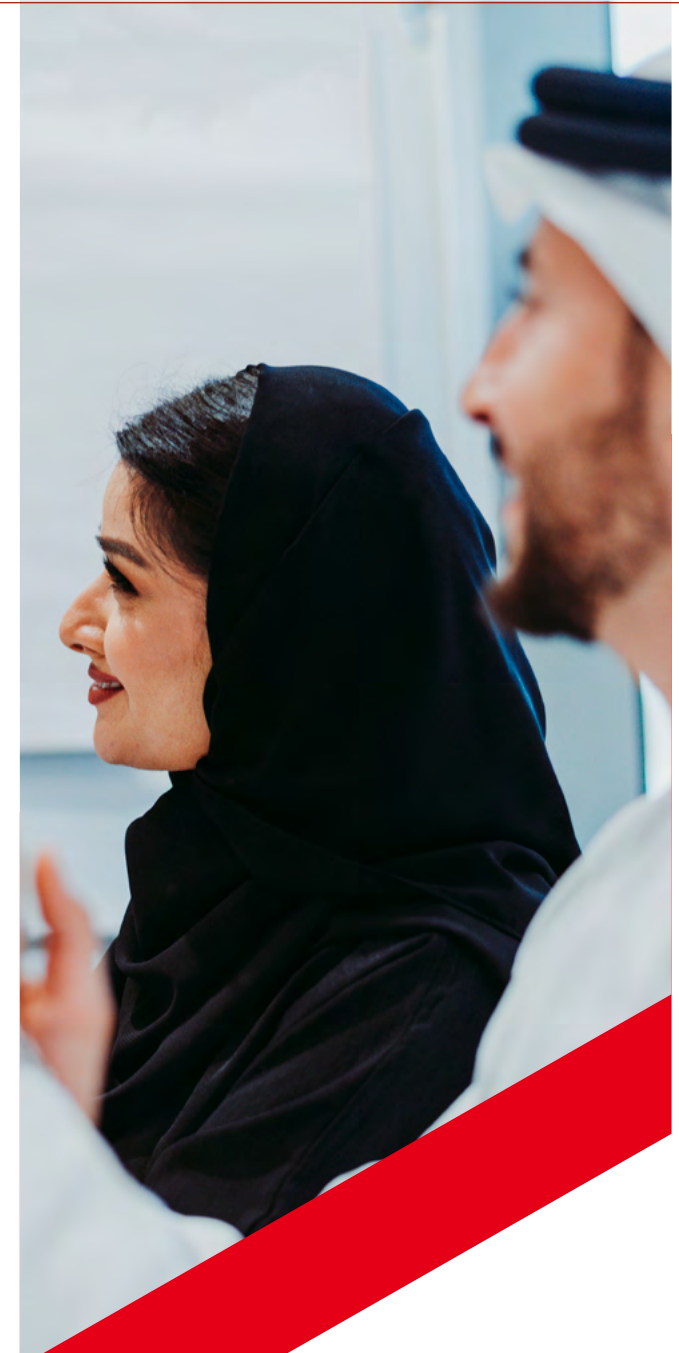
In line with regulatory requirements, Ittihad reports annually to the Industrial Development Bureau of the Abu Dhabi Department of Economic Development under the Industrial Sustainability Guideline, which establishes key performance indicators (KPIs) covering energy, water, waste, greenhouse gas (GHG) emissions, and air and noise quality. These reporting practices reinforce transparency and accountability while driving consistent environmental performance across the Group.

STRATEGY: LONG-TERM EMISSIONS & ENERGY OBJECTIVES

Ittihad has developed a five-year strategy to systematically reduce its greenhouse gas (GHG) emissions and improve energy efficiency across all operations. Ittihad has set targets in line with the SLF framework and is working towards developing a decarbonization plan to address its emissions. The first milestone of this strategy, to develop complete Scope 1 and Scope 2 emissions inventories for all four entities within the reporting boundary, was successfully achieved by the end of 2024. Building on this foundation, Ittihad will extend its reporting to include Scope 3 emissions and set science-aligned reduction targets, beginning with direct operational emissions before expanding across the value chain.

Supporting this strategy, Ittihad has implemented ISO 50001 Energy Management Systems across all subsidiaries, enabling structured monitoring and optimization of energy use. Beyond its direct operations, the Group is engaging suppliers to reduce emissions throughout the value chain, supported by supplier assessments, audits, and training programs. This integrated approach ensures that emissions reduction and energy efficiency remain embedded within Ittihad's broader sustainability objectives and long-term commitment to the UAE Net Zero 2050 strategy.

To support this journey, Ittihad partners with tier-1 Original Equipment Manufacturers (OEMs) and suppliers, ensuring the adoption of cutting-edge, energy-efficient machinery. The Group is also among the first private sector participants in the Industrial Technology Transformation Index, an initiative by the UAE Ministry of Industry and Advanced Technology and the Abu Dhabi Department of Economic Development, which assesses and enhances industrial technology readiness.





APPROACH TO MANAGING ENVIRONMENTAL AND CLIMATE RISKS AND OPPORTUNITIES

CLIMATE RISKS AND OPPORTUNITIES

Oversight of climate-related risks is integrated within Ittihad's governance framework. At the Board level, the Audit, Risk, and Compliance Committee (ARCC) monitors and manages climate and broader ESG-related risks. At the management level, the Executive Sustainability Committee ensures that climate considerations are incorporated into decision-making and operational planning across all subsidiaries.

As part of the Group's ESG Framework, Ittihad has mapped key ESG risks and opportunities across its portfolio, including those linked to climate change. Each subsidiary is supported in developing targeted strategies and initiatives tailored to its operational context. These include analyzing primary sources of greenhouse gas (GHG) emissions, both direct and within supply chains, as well as other environmental factors influencing the Group's overall footprint.

OPPORTUNITIES IN CLEAN TECHNOLOGIES

Innovation is central to Ittihad's approach to environmental sustainability. The Group is harnessing clean technologies to reduce its carbon footprint, enhance operational efficiency, and future-proof its business.

This includes:

- Integrating advanced technologies across operations to reduce environmental impact and resource intensity.
- Investing in and acquiring assets within the clean technology sector to strengthen group-wide sustainability performance.
- Embedding research and development (R&D) in clean technology across entities such as CPM, IPM, NCF and ADI ensuring innovation remains an integral part of operations.





ENVIRONMENTAL PERFORMANCE, TARGETS, AND INITIATIVES

Ittihad monitors and reports environmental performance across all subsidiaries through measurable targets and performance indicators that support the Group's sustainability strategy and the UAE's Net Zero 2050 objectives. These targets cover key impact areas; energy, water, waste, materials, and biodiversity - ensuring continuous progress toward resource efficiency, circularity, and addressing climate change concerns.

WATER AND WASTEWATER

Ittihad is committed to optimizing water use across its operations, targeting a 5% annual reduction in total consumption to achieve a 25% cumulative reduction by 2028, relative to the 2023 baseline. The Group's most water-intensive entities; Ittihad Paper Mill (IPM), Crown Paper Mill (CPM), and Union Copper Rod (UCR) are leading this effort through the implementation of effluent treatment plants, controlled discharge systems, and closed-loop reuse initiatives.

In 2024, Ittihad surpassed its target, achieving a 12% reduction in total water consumption, lowering overall use to 2,016,205 cubic meters (m³) compared to 2,278,479 m³ in 2023.

All water used by Ittihad is supplied by local utilities and monitored through on-site meters, with monthly utility bills providing accurate data for consumption tracking. Subsidiaries have established internal monitoring systems to measure water use across industrial processes, allowing for continuous analysis and the identification of efficiency opportunities.

To ensure transparency and accountability, annual water audits and performance reviews are conducted under the Group's ERM framework.



WASTE AND HAZARDOUS MATERIALS

As a fast-growing industrial Group, Ittihad is committed to managing all waste, including hazardous and toxic materials, in a safe, compliant, and environmentally responsible manner. The Group adheres to all applicable regulations, with each entity maintaining a comprehensive waste management plan and partnering exclusively with Environment Agency-Abu Dhabi (EAD) approved Environmental Service Providers for collection and disposal.

Ittihad continues to reduce waste generation across its operations by prioritizing waste minimization, reuse, and recycling. The Group also works to limit the use of hazardous substances and ensures their safe handling and disposal in line with regulatory standards. These commitments are supported by measurable targets and KPIs designed to accelerate progress toward a more circular and sustainable operating



SUSTAINABLE MATERIALS

Investing in sustainable materials is a key component of Ittihad's approach to environmentally responsible practices. Across its industrial divisions, the Group is investing in technologies and processes that reduce reliance on virgin resources and promotes responsible sourcing.

Copper

Ittihad has invested in a copper upcycling facility in the UAE to reduce dependence on virgin raw materials and promote sustainable circular practices.

By integrating recycled copper into its production processes, the Group significantly lowers the energy required for extraction and refining, while minimizing waste and advancing its contribution to a resource-efficient, circular economy.

Paper

Ittihad has implemented several initiatives to enhance the environmental sustainability of its paper production operations. The Ittihad Paper Mill now operates an effluent water treatment plant, enabling the reuse of treated water and significantly reducing reliance on freshwater resources.

In partnership with Omya AG, the Company has also secured a sustainable source of precipitated calcium carbonate (PCC), a key raw material in paper production, by capturing and converting carbon dioxide emissions into calcium carbonate.

Uncoated wood-free paper and tissue

Both Ittihad Paper Mill and Crown Paper Mill hold Forest Stewardship Council (FSC) and Program for the Endorsement of Forest Certification (PEFC) credentials, ensuring that all paper products are sourced from responsibly managed forests.





ECOLOGICAL IMPACT

Beyond decarbonization, Ittihad is committed to protecting and restoring the natural environment. The Group is developing initiatives focused on biodiversity conservation, habitat restoration, and sustainable resource management, supported by measurable key performance indicators (KPIs) to monitor progress and ensure accountability.

As part of these efforts, Ittihad was recognized as an exceptional partner by Emirates Nature–WWF for its active contribution to environmental conservation and community engagement. Through the “Leaders of Change” program, Ittihad sponsored four flagship environmental activities across the UAE, reinforcing its commitment to collective climate action and biodiversity protection.



SPOTLIGHTS FROM THE PORTFOLIO

A Focus on Deforestation at CPM

In 2024, CPM maintained its Forest Stewardship Council (FSC) certification, reflecting an ongoing commitment to responsible forest management and ecosystem preservation. This year, the company also commemorated World Environment Day by planting trees across its facility grounds, an initiative that both reduces the company’s carbon footprint and enriches the local environment.

CPM is also advancing efforts to ensure its products are fully compliant with the EU Deforestation Regulation (EUDR). This ongoing process involves implementing a robust due diligence system to assess and mitigate deforestation risks across the supply chain, guaranteeing that all products are deforestation- and forest-degradation-free and fully traceable to their source. EUDR compliance serves as a key biodiversity safeguard, directly supporting global frameworks such as the Kunming–Montreal Global Biodiversity Framework, which aims to halt biodiversity loss and protect vital natural habitats worldwide.

Raising Environmental Awareness at UCR

In 2024, UCR employees participated in several initiatives aimed at raising environmental awareness and contributing to ecosystem protection. These included a beach cleaning campaign to reduce marine pollution, participation in Abu Dhabi’s mangrove restoration initiative to enhance coastal resilience, and internal awareness events on World Environment Day that highlight the importance of biodiversity protection. In addition, UCR promoted a green office culture by distributing indoor plants to staff, encouraging individual contributions to sustainability within the workplace.





DIGITALIZATION

Over the past five years, Ittihad has undertaken major digital transformation efforts. These efforts have enhanced operational performance and cost efficiency while supporting the Group's environmental objectives.

By migrating 85% of data to a secure multi-cloud system, Ittihad has reduced the environmental footprint of its IT operations while improving data accessibility and operational efficiency. Across eight subsidiaries, more than 115 manual processes have been automated, cutting processing times from days to minutes and improving employee wellbeing by reducing repetitive tasks and overtime. In 2023, the Group allocated over AED 42 million to digitalization initiatives aimed at improving connectivity and resource optimization across all subsidiaries.

The Group has implemented SAP S/4HANA, the most advanced cloud-based ERP system, across key business functions including finance, HR, supply chain, and quality. Process improvements have been rolled out across URF, UCR, NCF, IPM, and CPM, migrating 63 processes to the new system and shortening implementation timelines by up to 94%.

In parallel, Ittihad continues to invest in Robotic Process Automation (RPA), Business Intelligence (BI) dashboards, and automation of paper-based systems to improve transparency, track utility consumption, and strengthen performance across areas such as production planning, transportation management, and plant maintenance.



SECTOR FOCUS: CONSUMER GOODS MANUFACTURING

Ittihad's consumer goods manufacturing subsidiaries are advancing sustainability through the integration of environmental considerations into daily operations, optimizing energy and water use, minimizing waste, and developing cleaner production methods that reduce impact across the value chain.

The following case studies highlight how these companies are applying innovation and best practices to enhance efficiency, improve circularity, and contribute to the UAE's broader sustainability goals.

CROWN PAPER MILL (CPM)

CPM integrates environmental responsibility into its operations through an Integrated Management System (IMS) certified to ISO 9001, ISO 14001, ISO 45001, ISO 50001, and FSC standards. Sustainability is embedded at every level, with dedicated teams overseeing energy and water efficiency, emissions reduction, and compliance with both national and international standards.

Energy Management

CPM continues to advance energy efficiency and decarbonization through a structured five-year strategy and a dedicated Energy Management Team comprising senior executives, engineers, and energy managers. In 2024, the company implemented 12 energy projects, achieving a 3% reduction in energy consumption compared to 2022. Key initiatives included HVAC upgrades, LED lighting installations, and process optimization, collectively delivering substantial cost and emission savings.

The company maintained its strong performance recognition, receiving the ETIP Certificate from TAQA, the UAE Energy Management Award from the Clean Energy Ministerial (CEM), and a commendation from RailDirect for measurable CO₂ emission reductions.

To further advance its transition to clean energy, CPM is developing a 2MW solar power project to reduce Scope 2 emissions and increase renewable energy use. Climate-related considerations have been fully integrated into the IMS framework, aligning operations with the UAE Net Zero 2050 Strategy. Additional initiatives, such as tree planting, promoting recycled paper use, and continuous emissions monitoring, further support the company's low-carbon transition.



Water Management

Water stewardship remains a core priority within CPM's IMS, aligned with ISO 14001 and ISO 50001 standards. The company operates an effluent water treatment plant (WTP) that treats and reuses process water, reducing dependence on freshwater resources. Of total water used, approximately 50% is lost to evaporation, 40% is treated and safely discharged to the Sewerage and Water Services (SWS) network, and 10% is reused or incorporated into products.

CPM continues to improve "white water" recycling to enhance resource efficiency and meet Abu Dhabi Sewerage Services Company (ADSSC) discharge quality standards. In 2024, the company maintained full regulatory compliance with no environmental violations, reinforcing the effectiveness of its monitoring systems. Ongoing engagement with suppliers and customers promotes shared responsibility for sustainable water use across the value chain.

Waste Management

In 2024, CPM made significant progress toward its long-term objective of achieving zero process waste to landfill, reducing total landfill waste by 20%. This was accomplished through enhanced waste segregation at source, staff training, reuse initiatives, and strict monitoring of waste generation and disposal. All waste management data including quantities, collection, and disposal are tracked through weighing bridge records, QR-coded waste collection reports, and the Tadweer disposal portal to ensure full traceability and compliance.

CPM's waste management program prioritizes waste prevention and resource efficiency. The company maintains a waste matrix and conducts continuous training to strengthen segregation, recycling, and safe handling practices. All third-party waste handlers are contractually required to comply with CPM's waste management procedures and are monitored through work permits and daily observation records.

To close the loop, CPM is conducting a feasibility study on the installation of a BTD machine, which would enable complete processing and reuse of production waste, supporting the company's target of 100% diversion from landfill. This initiative underscores CPM's commitment to circularity and sustainable manufacturing, while maintaining full regulatory compliance and zero environmental violations for the year.

Sustainable Products

Circularity is embedded in CPM's manufacturing processes. All process losses are fully recycled, and significant volumes of external paper and cardboard waste are procured for reuse. This material is processed into pulp and used in the production of recycled tissue products, while additional cardboard waste sourced from other manufacturers supports closed-loop resource efficiency and reduces landfill dependency.

Through its materials sourcing initiative, CPM estimates it saves the equivalent of nearly 250,000 trees per year in its paper production process. The company also maintains a strong commitment to responsible sourcing, procuring all pulp exclusively from FSC-certified forests and manufacturers. This commitment is embedded within CPM's vendor selection process, which prioritizes sustainability and ethical practices as key criteria.





2024 Highlights

➤ **13 energy efficiency projects implemented, delivering a 3% reduction in energy consumption versus 2022.**

➤ **Recognized by RailDirect for CO₂ emission reductions through operational improvements.**

➤ **Effluent Water Treatment Plant enables recycling of treated water and reduced freshwater dependency.**

➤ **Progress toward EUDR compliance, ensuring products are deforestation-free and fully traceable.**

➤ **No environmental violations or warnings recorded in 2024.**

➤ **ETIP Certificate and UAE Energy Management Award maintained for outstanding performance in energy management.**

➤ **2 MW solar project under development to increase renewable energy use and reduce Scope 2 emissions.**

➤ **20% reduction in waste to landfill, progressing toward zero process waste target.**

➤ **Tree planting initiative on World Environment Day supports local biodiversity and carbon reduction.**

➤ **Circular production and responsible sourcing practices saved the equivalent of ~250,000 trees annually, reinforcing CPM's commitment to a closed-loop and deforestation-free value chain.**



ITTIHAD PAPER MILL (IPM)

IPM maintains a strong commitment to energy efficiency, emissions reduction, and sustainable production under its Integrated Management System (IMS), certified to ISO 9001, ISO 14001, ISO 45001, ISO 50001, and FSC standards. A dedicated Energy Management Team comprising senior executives, engineers, and energy managers oversees all related risks and opportunities through a structured five-year strategy and ongoing monitoring of key performance indicators.

Energy and Emissions Management

In 2024, IPM advanced its decarbonization agenda through energy efficiency projects and continued operation of its innovative carbon reuse initiative. Instead of releasing process-generated carbon into the atmosphere, IPM captures and converts it into precipitated calcium carbonate (PCC), a key raw material for paper production.

To strengthen its clean energy transition, IPM is finalizing agreements for a 5 MW solar power project expected to generate approximately 8.5 million kWh of renewable energy annually, significantly reducing Scope 2 emissions. The company's integrated strategy also addresses indirect emissions by cutting freshwater-related CO₂ output through the implementation of a new water treatment and recycling facility, which will reduce freshwater consumption by 50% by 2026.

Energy performance is closely monitored through IPM's Energy Management Program and monthly reports to senior leadership, ensuring continuous improvement and alignment with the UAE's Net Zero 2050 Strategy. The company's IMS was updated in 2024 to incorporate climate change considerations in line with ISO Management System Standards amendments, embedding climate risk assessment into business planning and operational decision-making.

In recognition of its leadership in sustainable manufacturing, IPM was awarded the ETIP Certificate by TAQA for energy performance, named among the Top 19 Manufacturing Companies in the UAE (2024), and commended by RailDirect for measurable CO₂ emission reductions achieved through improved logistics and operational efficiency.



Water Management

In 2024, IPM achieved a notable reduction in water consumption, decreasing its water intensity from 5.67 to 4.62 m³ per ton of paper produced compared to 2022. The company has implemented several process-level improvements, including water collection and reuse systems, condensate recovery from chillers, and a water polishing plant, which collectively optimize usage and reduce dependency on freshwater.

IPM operates a comprehensive Effluent Treatment Plant (ETP) that ensures all process water is treated before reuse or discharge. In 2024, the first phase of the company's Reverse Osmosis (RO) water recycling plant began operation, recycling sealing water and marking a significant milestone in IPM's broader water conservation roadmap. Once fully operational in 2025, this system is expected to reduce freshwater consumption by 40%, with a target of 50% reduction by 2026.

The RO plant, featured in Aletihad News for its role in advancing industrial water efficiency, represents a major step toward a closed-loop water system, supporting both operational resilience and the UAE's long-term sustainability goals. All treated and discharged water continues to meet Abu Dhabi Sewerage Services Company (ADSSC) quality standards, with no recorded violations in 2024.

Waste Management

IPM's waste management strategy prioritizes prevention, reduction, reuse, and responsible disposal. A dedicated management program oversees progress toward IPM's long-term goal of achieving zero process waste to landfill. In 2024, IPM achieved a 50% reduction in waste sent to landfill, marking substantial progress toward its 100% diversion target.

This reduction was achieved through improved waste segregation at source, expanded reuse initiatives, and enhanced employee training programs focused on sustainable operations. Waste generation, collection, and disposal are closely monitored using a combination of weighbridge data, QR-coded collection reports, supplier invoices, and Tadweer portal records, ensuring full traceability and accountability across all stages of the process.

IPM also contracts approved third-party service providers for specific waste streams, each bound by clear contractual obligations to comply with IPM's waste management procedures and local legislation. Compliance is verified through work permits, site inspections, and daily observation records.

Looking ahead, IPM continues to advance toward its zero waste to landfill objective. A feasibility study is underway for a BTD machine, a new technology that would enable complete processing and reuse of production waste within the facility. Once operational, this system will close the loop on material use, supporting full circularity in paper production and minimizing environmental impact.

Sustainable Products and Sourcing

Circularity and responsible sourcing are embedded in IPM's manufacturing philosophy. Certified under FSC, EU Ecolabel, Green Industry, and ISO standards, the company ensures sustainability principles guide every stage of production: from raw material procurement to product design.

All paper pulp is sourced exclusively from FSC-certified forests and suppliers, guaranteeing full traceability and adherence to the highest environmental and ethical standards. The company's vendor selection process prioritizes partners who uphold sustainability, biodiversity protection, and responsible land management practices.

In 2024, IPM advanced its sustainable sourcing strategy through a materials optimization initiative that could save the equivalent of nearly 250,000 trees per year by integrating micro-fibrillated cellulose (MFC), a fiber innovation that reduces material intensity while maintaining product strength.

To further minimize its footprint, IPM introduced more sustainable packaging, including the transition from plastic to wooden core plugs and the reduction of wrapper paper weight (gsm), collectively lowering material use and emissions across the value chain.

IPM is also progressing toward EU Deforestation Regulation (EUDR) compliance, developing a due diligence system to ensure products are deforestation- and forest-degradation-free and fully traceable to source. This supports the Kunming-Montreal Global Biodiversity Framework, helping to conserve natural habitats and enhance transparency throughout the supply chain.

As part of its commitment to environmental stewardship, IPM marked World Environment Day with an on-site tree-planting initiative, reinforcing its dedication to biodiversity protection and local ecosystem health.



Key Highlights 2024

➤ Carbon capture and reuse system continues to transform CO₂ into PCC for paper production.

➤ Water intensity reduced by 18% since 2022 (5.67 → 4.62 m³/t).

➤ 50% reduction in waste to landfill, advancing toward zero process waste.

➤ Materials innovation (MFC) to save the equivalent of ~250,000 trees per year.

➤ ETIP Certificate, UAE Energy Management Award, and Top 19 Manufacturers (UAE 2024) recognition.

➤ 5 MW solar power project in final contracting stage, generating 8.5 million kWh of clean energy annually.

➤ RO water recycling plant commissioned, targeting 50% reduction in freshwater use by 2026.

➤ EUDR compliance program underway, ensuring deforestation-free, fully traceable supply chains.

➤ Transition to wooden core plugs and lighter wrapping materials to reduce packaging footprint.

➤ No environmental violations recorded in 2024.



UNION CHEMICALS FACTORY (UCF)

UCF maintains compliance with ISO 14001:2015 Environmental Management System standards and the Environment Agency Abu Dhabi regulatory framework. The company's plant operations are overseen by a structured management system, in which supervisors from each department report to the Plant Manager, supported by a Health and Safety Officer and the General Manager.

Energy and Emissions Management

UCF continuously monitors air emissions and environmental performance through annual stack analysis conducted by ENAS- and ESMA-approved laboratories, ensuring full compliance with EAD guidelines. In 2024, the company replaced its older electrostatic precipitator system with a new, high-efficiency model, achieving improved dust capture performance and reduced stack emissions.

Looking ahead, UCF plans to further decarbonize operations by replacing its diesel boiler with an electric model, eliminating direct fuel combustion emissions and contributing to the UAE's Net Zero 2050 goals. In parallel, UCF is evaluating the gradual replacement of diesel forklifts with battery-operated units, which will improve local air quality and reduce noise pollution within the facility.

To foster environmental responsibility among employees, UCF also plans to eliminate single-use plastic bottles across its offices and factory floor. Staff will be provided with BPA-free glass and reusable plastic bottles to encourage refillable water use and reduce plastic waste generation.

Water and Wastewater Management

In 2024, UCF withdrew 40,263 m³ of water, consumed 46,771 m³, and discharged 919.85 m³ of treated wastewater. Water is supplied by the Abu Dhabi Distribution Company and primarily used in production processes, cooling towers, and product washing.

Daily consumption is recorded by production supervisors, and any variances are reviewed during monthly reporting to management. Practical measures, such as installing high-pressure cleaning systems, have reduced water usage during cleaning operations.

All chemical and process wastewater is securely stored in designated tanks and collected by a Tadweer-approved service provider for safe treatment and disposal. UCF's internal laboratory monitors wastewater quality, ensuring compliance with SWS parameters (pH between 6.0 and 9.0; Total Dissolved Solids \leq 2,000 mg/L at 180°C) before off-site transfer.

Although water reduction targets have not been set due to operational dependencies, UCF continues to monitor usage trends and promote responsible consumption among staff. No environmental violations or exceedances were recorded in 2024.



Waste Management

During operations, oleum, electrostatic precipitator dust, and fatty acids are the primary by-products generated. Oleum generation has been significantly reduced through the installation of an additional chiller to dry process air, while frequent reactor cyclone cleaning minimizes ESP waste accumulation. Fatty acid waste occurs only in small quantities during plant start-up and shutdown, which is unavoidable but safely managed.

All hazardous and chemical waste is stored in designated containment areas before being collected and transported by Taj Waste Management, a Tadweer-approved service provider. Each collection is accompanied by official manifests, ensuring full traceability and compliance with regulatory and contractual obligations.

Waste data is continuously tracked through Tadweer's Bolisaty digital platform, which records the quantities, collection details, and disposal manifests for each waste stream. This system ensures transparency, facilitates reporting, and supports UCF's ongoing efforts to reduce waste generation and maintain compliance with EAD and Industrial Development Bureau (IDB) standards.

Key Highlights 2024

➤ Replaced older electrostatic precipitator with a new high-efficiency model, significantly reducing dust and stack emissions.

➤ Achieved full compliance with no environmental violations or exceedances recorded in 2024.

➤ Conducted annual emission testing through ENAS- and ESMA-approved laboratories, ensuring full compliance with EAD guidelines.

➤ Reduced oleum waste generation through installation of additional chiller to dry process air.

➤ Initiated decarbonization projects, including plans to replace diesel boiler with an electric model and transition to battery-operated forklifts.

➤ Minimized ESP waste via regular cyclone cleaning; safely managed fatty acid waste from plant start-up/shutdown.

➤ Announced phase-out of single-use plastic bottles across all facilities, with reusable BPA-free bottles provided to employees.

➤ All hazardous and chemical waste collected and treated by Tadweer-approved service provider (Taj Waste Management).

➤ Installed high-pressure cleaning systems, reducing water consumption during operations.

➤ Waste manifests recorded through Tadweer's Bolisaty system for full transparency and traceability.

➤ Ensured wastewater compliance with SWS standards (pH 6.0–9.0; TDS ≤ 2,000 mg/L).

➤ Maintained full compliance with EAD and Industrial Development Bureau (IDB) requirements.



SECTOR FOCUS: INFRASTRUCTURE & BUILDING MATERIALS

UNION REBAR FACTORY (UCR)

Union Rebar Factory (UCR) integrates sustainability across its operations, embedding circular economy principles and responsible sourcing into the production of building materials. The company's sustainability framework, aligned with ISO 14001 and ISO 50001 standards, supports the identification, management, and mitigation of environmental risks at every stage of production.

Energy and Emissions Management

In 2024, UCR advanced its transition toward low-carbon and resource-efficient manufacturing through targeted modernization projects that improved both energy performance and material circularity.

Key initiatives included the conversion of the MF blower motor to a variable frequency drive (VFD), completed in July 2023, which delivered an energy saving of 72,000 kWh during the review year and is expected to achieve 240,000 kWh in annual savings moving forward. In parallel, UCR initiated Phase 1 of its Air Wipes modification project, designed to optimize compressed air use and reduce energy waste across production lines. The system's first phase was ordered in 2024 and is projected to deliver 120,000 kWh in annual savings upon completion in 2025.

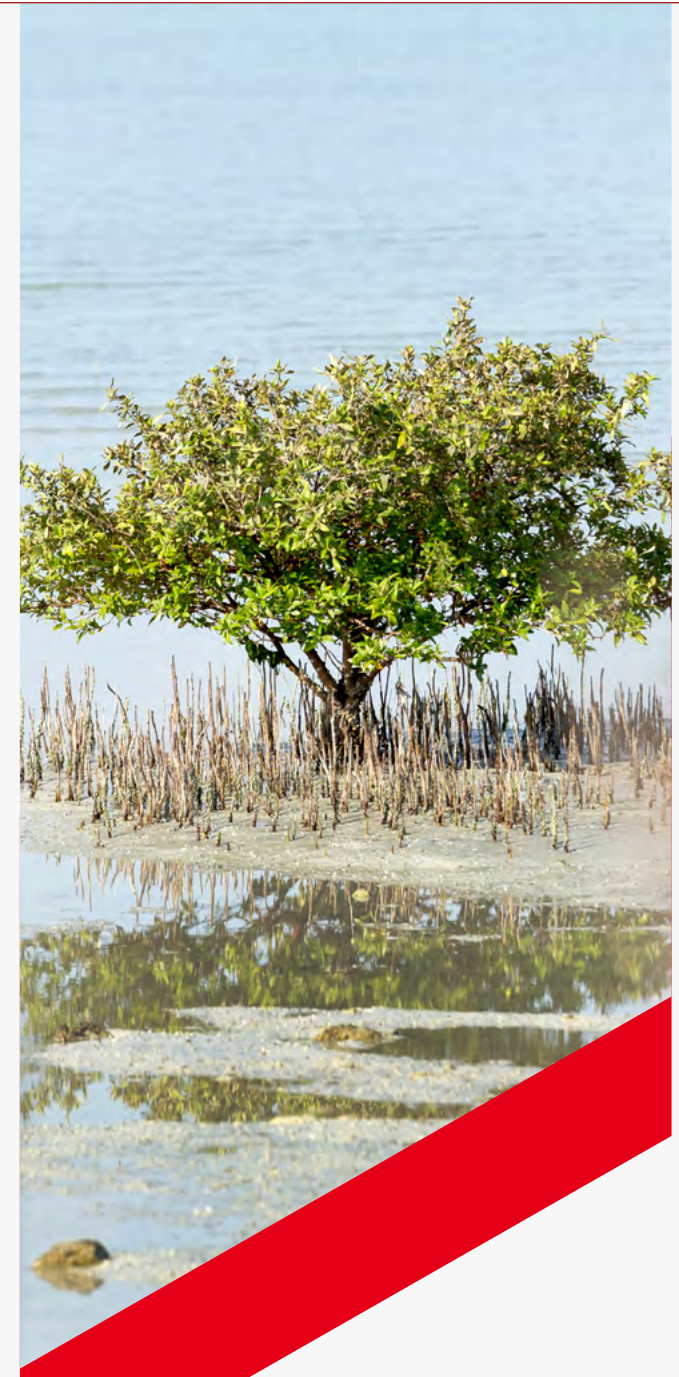
Further improvements were made through the installation of IE4 energy-efficient motors on rolling mills, one of which was completed in April 2024 with another scheduled for late 2024, together expected to save an additional 24,000 kWh per year. UCR also finalized feasibility studies for a Reverse Osmosis (RO) system to recover up to 24,000 m³ of process water annually, supporting both energy and water efficiency goals once implemented.

These technical upgrades form part of UCR's wider strategy to reduce energy intensity and operational emissions, aligning with the UAE Net Zero 2050 Strategy and Ittihad's Group-wide decarbonization objectives. The company also continues to strengthen worker well-being and climate resilience through enhanced heat-stress management and awareness training, an essential dimension of sustainable infrastructure production in the UAE's industrial sector.

Water Management

Through its Integrated Management System and Pollution Prevention Plan, UCR ensures all water and effluent management processes meet the highest regulatory standards set by the Environment Agency–Abu Dhabi and the Abu Dhabi Sewerage Services Company.

In 2024, UCR achieved 100% compliance with discharge standards while making measurable progress toward its goal of reducing water consumption by 20% from the 2022 baseline. The company initiated a recycled water irrigation project, currently under review by ADDC, which will enable the reuse of approximately 18,000 m³ annually, and completed feasibility work for a Reverse Osmosis system designed to recover process water from casting operations. These initiatives exemplify UCR's commitment to circular water use and lifecycle efficiency, reducing dependency on desalinated water and aligning with the UAE Water Security Strategy and Circular Economy Policy 2021–2031. By integrating conservation, reuse, and continuous monitoring into its production systems, UCR is helping shape a more sustainable industrial ecosystem.





Responsible Resource Management and Sustainable Materials

Through improved segregation, recycling, and partnerships with EAD-approved waste contractors, UCR diverted nearly 1,850 metric tons of waste from landfill in 2024, transforming by-products such as wood, metal, and plastic into valuable secondary resources.

Building on this progress, the company is developing an internal wood shredding system to recycle damaged pallets and further reduce landfill dependency. Supplier collaboration remains central to UCR's approach, through its Responsible Sourcing Policy and ESG Questionnaire, the company promotes sustainable material use, packaging reuse, and traceability across its supply chain.

UCR has also made major strides in material efficiency and circular production. In 2024, the company increased its use of recycled copper by more than 23%, rising from 27,067 tons in 2023 to 33,425 tons. This achievement reflects a reduced reliance on virgin raw materials, supports local recycling markets, and lowers associated carbon emissions.

Looking ahead, UCR is targeting a 2% annual reduction in landfill waste, a 5% increase in recycling by 2026, and a 5% reduction in virgin material use by 2027. These goals align with the UAE Circular Economy Policy 2021–2031, emphasizing UCR's commitment to sustainable manufacturing and leadership in advancing resource efficiency within the infrastructure and building materials sector.

Key Highlights 2024

↗ 72,000 kWh saved through equipment upgrades and air system optimization.

↗ 1,850 metric tons of waste diverted from landfill.

↗ 100% compliance with effluent discharge standards.

↗ Zero regulatory violations or fines.

↗ 18,000 m³ of recycled water reuse potential identified.





UNION REBAR FACTORY: URF

In 2024, URF strengthened its environmental performance through a series of targeted initiatives focused on energy efficiency, water conservation, and waste reduction. These actions reflect the company's commitment to sustainable industrial operations and alignment with the UAE's Net Zero 2050 vision.

Energy and Emissions

In 2024, URF advanced its transition toward low-carbon operations through targeted energy-efficiency upgrades and cleaner transport solutions. The company launched a two-year plan to replace all metal halide factory lighting with LEDs, completing the installation of over 20 high-bay lights during the year and saving an estimated 6,000 kWh of electricity.

Further efficiencies were achieved through the installation of Variable Frequency Drives (VFDs) on machinery, reducing power use by an additional 20,000 kWh annually. Together, these measures have improved energy performance while cutting costs and emissions. To reduce fuel consumption, URF began modernizing its logistics fleet with diesel-efficient trucks equipped with AdBlue systems, and updated its vehicle rental policy to prioritize hybrid or low-fuel cars. These efforts are complemented by regular employee training sessions promoting responsible energy use, hybrid vehicle adoption, and resource conservation.

Looking ahead, URF plans to achieve 100% LED coverage, introduce solar-powered lighting, and replace all AC units with energy-efficient inverter systems, reinforcing its alignment with the UAE's Net Zero 2050 strategy.



Water Management

Although URF does not use water directly in its production processes, the company actively promotes responsible consumption across its facilities. Water is primarily used for domestic purposes such as drinking and cleaning, and all discharge is directed to the municipal sewage system in compliance with local regulations.

In 2024, URF implemented daily water monitoring and meter checks to prevent waste and identify leaks early. The company also launched a water conservation program targeting a 10% annual reduction in consumption, supported by the installation of automated, water-saving taps and the introduction of employee awareness and training initiatives. Educational signage was added throughout the facility to encourage mindful usage and foster a culture of conservation. URF will continue to strengthen its water stewardship efforts through routine monitoring, staff engagement, and the installation of additional water-efficient fixtures.

Waste Management

URF has implemented a structured Waste Management and Reduction Plan designed to minimize waste generation, enhance recycling, and ensure full compliance with Abu Dhabi's environmental regulations. The plan prioritizes the principles of reduce, reuse, recycle, and recover, supported by improved segregation systems that separate recyclable materials from general waste in line with Tadweer requirements.

Waste collection and disposal are managed through the Bolisaty (E-Manifest System), a smart digital platform operated by the Environment Agency – Abu Dhabi and Tadweer Group. This technology provides real-time traceability and reporting, helping URF monitor quantities, ensure safe disposal, and maintain transparency across all waste streams. To further enhance performance, URF conducts regular training sessions to raise employee awareness on proper waste handling and segregation.

Key Highlights 2024

➤ 20+ high-bay LED lights installed, saving approximately 6,000 kWh of electricity under a two-year energy-efficiency plan.

➤ Daily water monitoring and automated water-saving taps introduced, targeting a 10% annual reduction in water consumption.

➤ Variable Frequency Drives (VFDs) installed on key machinery, reducing power use by an additional 20,000 kWh annually.

➤ Comprehensive Waste Management Plan implemented, enhancing segregation, recycling, and compliance with Tadweer and EAD regulations.

➤ Began fleet modernization with fuel-efficient trucks equipped with AdBlue systems to cut emissions.

➤ Waste tracking and reporting integrated with the Bolisaty (E-Manifest System) for full transparency and traceability.

➤ Vehicle rental policy updated to prioritize hybrid and low-fuel cars.

➤ Employee sustainability training delivered across departments to strengthen awareness on energy, water, and waste efficiency.



NATIONAL CEMENT FACTORY (NCF)

In 2024, NCF conducted an Environmental Product Declaration, a Type III environmental declaration that quantifies the life-cycle impacts of its products. This enables transparent comparisons of environmental performance across cement types and reaffirms NCF's commitment to continuous improvement in sustainability reporting and responsible manufacturing.

Reusing by-products from other industrial processes remains central to NCF's environmental management strategy. By incorporating Supplementary Cementitious Materials such as fly ash and slag into its products, NCF reduces reliance on virgin raw materials and lowers both emissions and landfill waste. Its flagship product, AlphaCem (Blast Furnace Slag Cement), contains a minimum of 50% slag, significantly reducing the need for traditional clinker and contributing to a smaller carbon footprint. Between January and September 2023, NCF accounted for nearly 60% of all slag imports to Abu Dhabi, sourced responsibly from international partners to ensure steady and sustainable supply.

NCF's operations also demonstrate excellent water efficiency, as its grinding-based production method consumes far less water than conventional preheating and calcining processes.





SUBSIDIARY SPOTLIGHTS

OFFICE INSPIRATIONS: SUSTAINABILITY BY DESIGN

In 2024, Office Inspirations continued to advance its roles as an advocate of sustainable design, demonstrating how beauty, functionality, and responsibility can coexist. Guided by the belief that every space can contribute to well-being and environmental harmony, the company is embedding sustainability throughout every layer of its operations, from materials and manufacturing to culture and community.

EMBRACING SUSTAINABLE DESIGN

At the heart of its progress was a commitment to reducing its environmental footprint through practical, tangible action. Plastic packaging began to be phased out and replaced with reusable fabric wraps, while warehouse materials were systematically reused to minimize waste. Within the office and showroom, recycling programs for paper, cardboard, and plastics were strengthened, supported by the shift toward digital catalogues and mindful printing practices.

The year also saw the sustainable redesign of Office Inspirations' first-floor showroom, a physical expression of its ethos. The new space incorporates sustainable flooring made with phthalate-free plasticisers and certified materials (EN13501-1, M1), while all furniture is sourced from suppliers recognized for their sustainability credentials and reforestation practices.



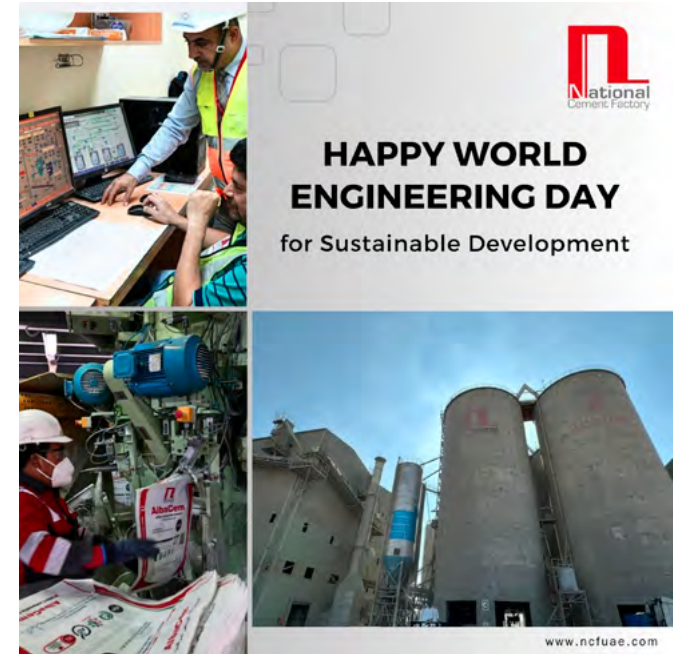
Exhibiting at Orgatec Saudi Arabia

A highlight of the year was Office Inspirations' participation as a key exhibitor at Orgatec Saudi Arabia 2024, where the company showcased its commitment to circular design and sustainable innovation. Its stand featured recycled acoustic materials and products from partners such as Fantoni, Framery, Look Industries, and Senator Group, all leaders in eco-conscious manufacturing. The exhibit celebrated the power of design to connect people with nature, reduce environmental impact, and reimagine the modern workspace as a space for regeneration and creativity.

ELNITCO: A CIRCULAR APPROACH TO RESOURCE MANAGEMENT

A core subsidiary of Ittihad, ELNITCO plays a central role in advancing sustainable infrastructure and utility services across the UAE. The company delivers essential services in wastewater treatment, sewerage networks, stormwater management, potable water distribution, recycled water facilities, and landscaping.

Through its circular approach to resource management, ELNITCO enables large-scale water reuse, reducing approximately 40,000 tons of CO₂ emissions annually, while diverting more than 20,000 tons of biosolids from landfill each year, supporting both national sustainability targets and the UAE Net Zero 2050 vision. This year, ELNITCO also received a Certificate of Appreciation from TAQA Water Solutions, an award given to partners and clients for their outstanding contributions and commitment to supporting TAQA's operations and sustainability goals.





SOCIAL IMPACT

Material Topics

- Occupational Health, Safety, and Wellbeing
- Diversity, Equity and Inclusion
- Healthcare Advocacy
- Product Quality and Safety
- Sustainable Supply Chain
- Human Rights and Community Relations

SDGs



Vision 2030

- A large empowered private sector
- A sustainable knowledge-based economy
- Premium education, healthcare, and infrastructure assets



The success and sustainable growth of Ittihad is strengthened by the empowerment, engagement, and development of its people. Through a culture that values collaboration, loyalty, and continuous improvement, Ittihad fosters an environment where individuals are supported to reach their full potential and contribute meaningfully to the organization's long-term success.

GOVERNANCE AND OVERSIGHT

Oversight of social performance at Ittihad is led by the Board of Directors, with day-to-day management overseen by the Group Human Resources Department. The Group's approach is supported by a suite of governance documents that define expectations for behavior, decision-making, and compliance. These include the Code of Ethics and Business Conduct, Human Rights Policy, Health & Safety Policy, Diversity & Inclusion Policy, Supplier Code of Conduct, and the Human Resources Manual. These frameworks establish clear standards for integrity, equality, and accountability across all subsidiaries and value chain partners.

To uphold a culture of fairness and trust, Ittihad maintains accessible Grievance and Whistleblower Channels that allow employees and stakeholders to report concerns safely, confidentially, and without fear of retaliation. All reports are reviewed in accordance with established procedures, ensuring timely investigation, corrective action, and continual improvement of workplace governance practices.

HUMAN RIGHTS AND ETHICAL CONDUCT

Ittihad is committed to respecting and promoting human rights across all operations and within its sphere of influence. This commitment is embedded in the Group Code of Ethics and Business Conduct, Supplier Code of Conduct, and a dedicated Human Rights Policy Statement.

The Group strictly prohibits any form of discrimination, child labor, or forced labor; including practices associated with modern slavery or human trafficking. All employees and suppliers are expected to uphold principles of fairness, equality, and safety in accordance with UAE laws and international best practices.





STRATEGY: INVESTING IN PEOPLE

Ittihad's social strategy is built on empowering people, promoting fairness, and ensuring safe, high-performing workplaces across all subsidiaries.

The approach integrates key social pillars including; diversity, equity and inclusion, talent attraction and retention, Emiratization, and learning and development - aligning with national initiatives such as the UAE Vision 2031.

DIVERSITY, EQUITY, AND INCLUSION

Ittihad is committed to maintaining a fair, inclusive, and respectful workplace for all employees. In 2024, women represented 13% of the Company's skilled workforce, working alongside individuals from 57 nationalities. The Group enforces a zero-tolerance policy for discrimination or harassment based on race, gender, ethnicity, nationality, religion, age, or physical ability.

The Diversity, Equity, and Inclusion Policy statement outlines the Group's commitment to equal opportunity and fair treatment across all levels of the organization. Recruitment and advancement are based solely on merit, while diversity and inclusion remain integral considerations in hiring and leadership development.

The principles of respect, dignity, and equality are enshrined in Ittihad's Code of Ethics and Business Conduct, which prohibits all forms of discrimination, harassment, or intimidation based on gender, nationality, ethnicity, religion, age, or physical ability. Employees are encouraged to report any violations through established grievance and Whistleblower channels, ensuring confidentiality and protection from retaliation.

TALENT ATTRACTION AND RETENTION

Ittihad continues to expand through both organic growth and acquisitions, attracting, developing, and retaining top talent as a central pillar to its long-term success.

Ittihad's talent strategy focuses on creating a workplace where people feel uplifted and inspired to contribute to the Group's vision. The organization makes every effort to retain employees and ensure their well-being, maintaining high levels of engagement even through challenging periods.

Ittihad attracts talent with competitive remuneration packages of salary and standard benefits, including the following for all employees:

- Life Insurance
- Healthcare
- Invalidity and Disability Insurance
- Parental Leave
- Retirement Provision
- Annual Bonus and Incentives
- Overtime Incentives for Workers
- Salary Protection Insurance

PROMOTING EMIRATIZATION

As a proud UAE company, Ittihad actively supports the UAE Federal Government's Emiratization agenda, promoting greater participation of UAE nationals in the private sector. The Group currently employs 265 UAE nationals, 66.4% of whom are female, with all having served for at least three years.

Ittihad participates in the Nafis Program, which aims to more than double Emirati employment in the private sector within five years. The Group also partners with Khalifa University and other academic institutions to offer internships and workshops in industrial and systems engineering, digital supply chain management, and operations management. These programs provide students with valuable experience while building a strong pipeline of local talent. Beyond this, Ittihad collaborates closely with government and industry bodies, including the Abu Dhabi Chamber of Commerce, the Department of Economic Development, and the Executive Council of Abu Dhabi. The Group led the formation of G32, a committee of Abu Dhabi industrialists that fosters collaboration and addresses shared challenges within the sector.



A CULTURE OF CONTINUOUS LEARNING & DEVELOPMENT

Ittihad invests in the continuous development of its people through diverse training and learning initiatives designed to strengthen professional capabilities, support leadership growth, and prepare employees for the future of work. As a result, more than 70% of management positions have been filled through internal promotions, reflecting the Group's commitment to nurturing talent from within.

In recognition of these efforts, Ittihad earned the Great Place to Work® certification in 2024. The Group remains committed to maintaining this recognition and continuing to be one of the UAE's leading employers in 2025 and beyond. Ittihad's training and development include:

- **Tuition Reimbursement and Education Assistance:** The Group provides financial support for professional certifications and degree programs, including CFA, IT, audit, and safety-related qualifications. This benefit is available to all employees who meet the required criteria, regardless of their level or position within the organization.
- **Internal Mentorship and Coaching:** Launched in 2023, Ittihad's mentorship and coaching program focuses on leadership succession planning and career progression. Department Heads provide on-the-job coaching to equip employees with practical experience and managerial readiness for future roles.
- **Cross-Training and Job Rotation:** To encourage skill diversification and collaboration across functions, employees are given opportunities to learn about other roles and departments. This initiative is particularly active within finance and healthcare entities, fostering greater flexibility and cross-functional understanding.
- **i.LEAD – I Lead. Empower. Attain. Develop:** Ittihad's flagship training program, i.LEAD offers tailored development pathways covering technical competencies, leadership skills, soft skills enhancement, and industry-specific knowledge. Through a blended learning approach that includes workshops, webinars, online courses, focus groups, and mentorship, i.LEAD ensures employees have access to the tools, knowledge, and inspiration needed to grow and lead with confidence.
- **Group Talent Fast Track:** This year, Ittihad launched the Group Talent Fast Track, a structured development pathway designed to identify and accelerate high-potential employees across all subsidiaries. The initiative includes a suite of leadership assessments, cross-functional rotational assignments, mentoring opportunities, and exposure to strategic Group-level projects, offering participants an immersive learning experience that bridges operational and leadership capabilities.





PRODUCT QUALITY AND SAFETY

Ittihad is committed to delivering products and services that meet the highest standards of quality, safety, and compliance. All products are designed, manufactured, tested, and distributed in line with applicable regulations and international best practices.

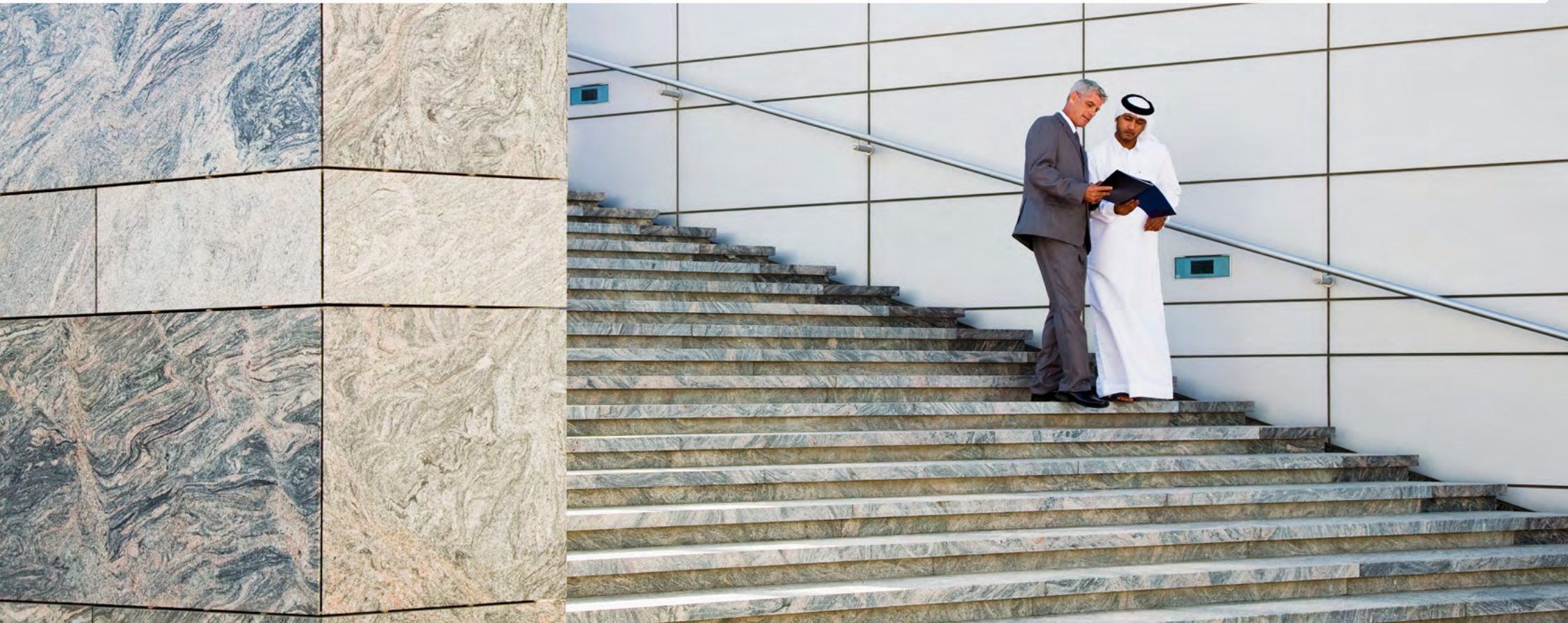
Quality assurance across the Group is governed by an ISO 9001-certified Quality Management System, which supports a structured approach to risk management, process improvement, and customer satisfaction. The following subsidiaries maintain ISO 9001 certifications covering their production facilities: CPM, IPM, NCF, UCF, URF, and UCR.

Where product safety or quality concerns arise, independent third-party testing is conducted to ensure full transparency and objectivity. Ittihad also maintains formal complaint and feedback mechanisms to capture customer input, address issues promptly, and continuously improve service quality.

RESPONSIBLE MARKETING AND LABELING

Ittihad upholds the highest standards of integrity and transparency in all marketing and communications. The Group's approach to responsible marketing ensures that all product information; including features, benefits, and limitations - is accurate and clearly presented.

These principles reflect Ittihad's core values of honesty, accountability, and respect for customers. All marketing and labeling materials are reviewed to ensure they meet applicable laws and industry standards, reinforce consumer trust, and safeguard the Group's reputation for reliability and ethical conduct.





MANAGING HEALTH & SAFETY RISK

A strong culture of health and safety is embedded across all levels of the organization in order to safeguard people and mitigate risk. As part of the ESG Framework, Ittihad has established clear health and safety objectives and KPIs to ensure ongoing improvement in this area.

Oversight is provided by a dedicated Health, Safety, and Environment (HSE) Committee, which ensures effective implementation, continuous improvement, and accountability across all business units. The Group conducts regular internal and external audits to assess compliance and strengthen system performance.

Health & Safety Training

In 2024, over 14,600 hours of health and safety training were conducted, equating to 12.24 hours per employee, representing a 10% increase from 2023, supporting efforts to nurture a safe and empowered workforce.

The Group has set an ambitious target to increase Health and Safety training hours by 35% by 2028 (equivalent to a 7% annual increase) across its four largest entities. The focus areas include heat stress prevention, behavioral safety, and risk assessment awareness, ensuring that all employees remain informed, protected, and empowered to contribute to a safe workplace.

Efforts in this area are guided by the Group Health and Safety Policy, Code of Ethics and Business Conduct, and Human Resources Manual. These frameworks align all subsidiaries with both local regulations and international standards, including ISO 45001 (Occupational Health and Safety Management).

SOCIAL METRICS AND TARGETS: IN REVIEW

In 2024, Ittihad achieved several key milestones across its social performance areas. Health and safety remained a central focus, with employees completing more than 14,600 hours of HSE training, representing a 10% increase from 2023. On average, each employee received 12.24 hours of safety training, reflecting the Group's commitment to continuous upskilling and awareness. Ittihad aims to increase total training hours by 35% by 2028, equivalent to a 7% annual increase, while sustaining its zero Lost Time Injury (LTI) record across major subsidiaries such as Union Copper Rod (UCR) and Union Rebar Factory (URF).

A total of 780 employees participated in health and wellness campaigns, resulting in a 25% improvement in engagement scores related to well-being. The absenteeism rate dropped from 3.1% in 2023 to 2.2% in 2024.

In the area of learning and development, Ittihad continues to prioritize internal growth and leadership readiness. Over 70% of management positions are now filled through internal promotions, and 80% of employees participated in structured learning programs such as i.LEAD, mentorship, or cross-training initiatives during the year.

Ittihad's diversity, equity, and inclusion efforts also made tangible progress in 2024. The workforce now represents 57 nationalities. Women accounted for 13% of the skilled workforce, with plans to increase female representation in leadership roles by 2% annually over the coming years. These efforts are complemented by active recruitment policies that emphasize equal opportunity and merit-based advancement.

As part of its ongoing commitment to national development, Ittihad continued to advance Emiratisation across its operations. The Group employs 265 UAE nationals, two-thirds of whom are women, all with a tenure of at least three years. Looking ahead, Ittihad targets a 25% increase in national workforce participation by 2028, supported by partnerships with Khalifa University, the Nafis Program, and other academic institutions that prepare Emirati youth for careers in engineering, operations, and digital management.





COMMUNITY ENGAGEMENT

Ittihad actively supports the wellbeing and resilience of the communities in which it operates. With over 8,000 individuals employed, Ittihad is committed to driving social impact through its operations and supporting the wellbeing of its employees, customers, and the communities it serves.

In alignment with Abu Dhabi's social and economic development goals, Ittihad partners with Ma'an, the Authority of Social Contribution, to deliver community-focused CSR initiatives. These include volunteer programs, in-kind contributions, and sponsorship of local events that enhance social wellbeing:



April

Ramadan Iftar Gathering

Ittihad businesses hosted an event for employees to break fast together, promoting unity and cultural respect.

May

International Workers' Day Celebration

Ittihad organized onsite appreciation events for blue-collar workers, providing lunch, and distributing wellness kits and certificates of recognition.

June

Wellness Week

During wellness week, the Group offered employees free medical checks, mental health awareness talks, yoga sessions, and healthy snacks.

July

Gift Box Campaign with MA'AN

In a Group-wide initiative, Ittihad employees helped to prepare and distribute over 2,000 curated gift boxes for labor workers across various sites, in collaboration with MA'AN.

September

Ability at Work Campaign

This campaign included awareness sessions and internal communications to promote the hiring and inclusion of People of Determination.

October

Breast Cancer Awareness Campaign

The Group organized an awareness campaign across offices and distributed vouchers for free medical checks and breast cancer screening in partnership with healthcare providers.

Blood Donation Drives

Throughout the year, Ittihad organized blood donation drives in partnership with licensed blood banks and hospitals, and held across Group locations to encourage voluntary blood donations from employees. These efforts helped to meet local healthcare needs and enhance emergency response readiness.

Enhancing Well-being Through Community Spaces

In 2024, Ittihad Group completed the development of a dedicated recreation park in the industrial area, a project fully sponsored by the Group to promote the well-being and quality of life of its workforce and the surrounding community. The park provides a green, inclusive space for relaxation, social connection, and physical activity.



SECTOR FOCUS: WORKFORCE SAFETY IN CONSUMER GOODS

The consumer goods manufacturing sector presents unique safety challenges, from managing chemical exposure to ensuring ergonomic efficiency and process discipline in fast-paced production environments. Ittihad's subsidiaries continue to set strong examples of operational excellence and workforce protection through proactive risk management, continuous training, and a culture of accountability, as outlined in the following case studies.

WORKFORCE SAFETY AT UNION CHEMICALS FACTORY (UCF)

In 2024, UCF strengthened its position as one of Ittihad's leading examples of operational excellence and workforce safety. Guided by a culture of accountability, transparency, and continuous improvement, UCF maintains full compliance with ISO 45001:2018 Occupational Health and Safety Management System standards and Abu Dhabi Occupational Safety and Health System (ADOSH) requirements.

To further strengthen workplace safety, UCF has implemented a QR code-based Hazard Identification Program (HIP), enabling all workers to report potential hazards instantly and anonymously. The company fosters a culture of openness and recognition, rewarding employees for proactive reporting rather than penalizing errors, creating a workplace where everyone is empowered to speak up.

UCF's efforts culminated in a major achievement in 2024, when the company received the prestigious ROSPA Gold Award from the Royal Society for the Prevention of Accidents (UK), a testament to its exemplary safety performance and international best practices. Throughout the year, UCF recorded zero legal fines, warnings, or high-consequence incidents, reflecting the effectiveness of its systems and workforce vigilance.

The company also celebrated Safety Day 2024, an awareness campaign aimed at reinforcing safe behaviors through workshops, demonstrations, and recognition events. These initiatives have helped foster a shared sense of ownership among employees, where safety is understood as a collective responsibility.



A SAFETY-FIRST CULTURE AT INTERNATIONAL PRINTING & PACKAGING MATERIALS COMPANY (IPM)

In 2024, IPM continued to strengthen its safety-first culture through structured governance, transparent communication, and ongoing workforce engagement. As one of Ittihad's key consumer goods subsidiaries, IPM integrates occupational health and safety into every level of its business operations, guided by the ISO 45001:2018 Occupational Health and Safety Management System and the Abu Dhabi Occupational Safety and Health System (ADOSH) framework.

In 2024, IPM strengthened employee participation through its QR code-based Hazard Identification Program (HIP), allowing workers to report hazards instantly and, if desired, anonymously. To promote a culture of openness, the company recognizes and rewards employees with the highest number of hazard reports, reinforcing that every voice matters in maintaining a safe workplace.

The company's "No Training, No Job" policy empowers workers to refuse unsafe tasks until they receive proper instruction, while whistleblowing channels ensure all concerns can be raised without fear of reprisal. IPM's joint worker-management committee meets bi-monthly to review safety performance and implement corrective actions, ensuring continual improvement and inclusive dialogue. Ongoing training remains central to IPM's strategy. Employees receive mandatory HSE training throughout the year, including courses on hazardous chemicals (COSHH), first aid, fire-fighting, crane and forklift operation, and working at height. The year also saw the celebration of Safety Day 2024, a plant-wide awareness event featuring demonstrations, workshops, and recognition ceremonies to celebrate collective safety achievements.

In 2024, IPM's dedication to workplace safety was recognized with the ROSPA Gold Award from the Royal Society for the Prevention of Accidents (UK), affirming its alignment with global best practices. The company also achieved zero legal fines, warnings, or high-consequence incidents during the year, demonstrating the effectiveness of its management systems and workforce vigilance.





SECTOR FOCUS: WORKFORCE SAFETY IN INFRASTRUCTURE & BUILDING MATERIALS

The infrastructure and building materials sector presents diverse safety challenges; from managing heavy machinery and high-temperature operations to ensuring structural integrity and worker welfare in demanding environments. Ittihad's subsidiaries uphold high standards of occupational health and safety through rigorous compliance, advanced protective technologies, and proactive risk management.

A FOCUS ON OCCUPATIONAL HEALTH AND SAFETY AT UNION COPPER ROD (UCR)

In 2024, UCR reinforced its leadership in occupational health and safety by embedding stronger governance and risk management practices across its operations. Guided by its Integrated Management System (IMS) certified to ISO 9001, 14001, 45001, and 50001, UCR ensures that safety, quality, environmental, and energy performance are managed holistically and in full compliance with UAE OSHAD and international standards.

In 2024, UCR achieved zero Lost Time Injuries (LTI), reflecting its proactive approach to risk prevention and workforce engagement. Updated risk assessments and awareness campaigns focused on heat stress prevention, safe material handling, and contractor compliance, while new shaded rest areas and air-conditioned cabins were introduced to safeguard outdoor workers. Internal audits identified and resolved minor non-conformities, supported by refresher training and improved chemical storage protocols.

UCR continues to promote open communication through toolbox talks, QR-based hazard reporting, and suggestion boxes, ensuring every employee can contribute to safety improvements without fear of reprisal. The company's "no blame" culture encourages learning from near-misses and fosters shared ownership of safety outcomes. Welfare initiatives such as free health screenings and community activities further strengthen employee morale and engagement.





STRENGTHENING SAFETY PERFORMANCE AT UNION REBAR FACTORY (URF)

At Union Rebar Factory (URF), Occupational Health, Safety, and Wellbeing (OHSW) are embedded within an Integrated Management System that defines clear accountability across all levels of leadership. Senior management and dedicated safety officers oversee the governance of OHSW risks and opportunities through active participation in safety committees, regular inspections, and ongoing wellbeing programs. These efforts are supported by structured oversight mechanisms, including performance reviews, quarterly reporting to the Board, and annual third-party audits such as ADOSH and ISO certifications, all of which reinforce compliance and continual improvement.

In 2024, URF strengthened its safety performance by enhancing hazard identification processes, updating safety protocols, and expanding training and awareness programs. The company achieved a 30% reduction in workplace incidents and introduced wellbeing initiatives that reached 80% of employees, reflecting its commitment to a holistic approach to worker safety. Supplier oversight was also improved, resulting in a 10% year-on-year increase in compliance rates across the value chain.

URF maintained its ISO 9001, 14001, and 45001 certifications with zero major non-conformities and achieved a major milestone by securing ADNOC approval for rebar supply, validating its product quality, operational controls, and safety culture. Looking ahead, URF plans to deepen contractor oversight, expand competency-based safety training for high-risk operations, and digitalize OHS reporting systems.





ADVANCING WORKFORCE HEALTH AND SAFETY AT NCF

In 2024, NCF deepened its commitment to health, safety, and community wellbeing through a series of preventive, educational, and safety-focused initiatives. NCF implemented a robust health monitoring program, conducting annual medical check-ups for all employees in June 2024 and biannual tests for staff in high-risk, cement-exposed roles in June and December. To promote long-term wellbeing, NCF also partnered with Ahalia Medical Group to host a Cardiovascular Health Awareness Session, and with NMC Hospital to organize a Health Walk, inspiring physical activity and community connection.

Demonstrating strong environmental and social stewardship, NCF employees actively participated in a Coastal Clean-Up drive, helping preserve local ecosystems, and achieved an impressive 40% participation rate in the company's annual Blood Donation Camp, showcasing the team's commitment to collective impact and care for the wider community.

NCF continued to build a culture of safety excellence through extensive workforce training programs. Topics included:

- Accident Prevention & Incident Investigation – 10 employees | 1 hour annually
- Hazard Identification & Risk Assessment – 7 employees | 1 hour annually
- Work Permit System & Hazard Barricading – 12 employees | 1 hour annually
- Job Safety Analysis (JSA) – 6 employees | 1 hour annually
- Contractor Safety Management – 3 employees | 1 hour annually
- Defensive Driving & Fatigue Prevention – 36 employees (annually), 17 employees (bi-annually) | 1 hour
- Traffic & Pedestrian Safety – 9 employees | 1 hour annually
- Work at Height, Harness & Mobile Equipment Safety – 25 employees | 1 hour annually
- Rigging, Slings & Manlift Operation – 10 employees | 2 hours annually
- Firefighting Awareness – 7 employees | 3 hours annually
- Occupational Health & Hygiene – 7 employees | 1 hour annually

EMBEDDING A STRONG SAFETY CULTURE AT MPI

In 2024, MPI reinforced its commitment to workforce safety, hygiene, and professional excellence through a series of targeted development programs and structured training initiatives.

The company prioritized safe operations, clear communication, and continuous skill enhancement across its production workforce, ensuring that every employee is equipped with the knowledge and awareness needed to uphold high safety and quality standards. Key programs included:

- **Safety Training:** 50% of employees | 3 hours annually
- **Communication Skills Training:** 50% of employees | 14 hours annually
- **HACCP Certification Training:** 50% of employees | 3 hours annually
- **Induction Training:** 100% of employees | 2 hours annually





SUBSIDIARY SPOTLIGHTS

BUILDING A “ZERO HARM” SAFETY CULTURE AT SOLV

In 2024, SOLV proved itself an example of safety excellence in the infrastructure and building materials sector through its “Zero Harm, Zero Compromise” campaign. The initiative aimed to embed a proactive, prevention-first safety culture across all project sites, with measurable results that reflect world-class standards in occupational health and safety.

EMBEDDING SAFETY AT EVERY LEVEL

SOLV conducted monthly safety campaigns focused on high-risk activities such as working at height, electrical safety, and manual handling, supported by a Behavior-Based Safety (BBS) observation program. Emergency preparedness was enhanced through regular fire, evacuation, and medical drills across high-risk facilities, achieving 250 consecutive days without a Lost Time Injury (LTI) and a 25% reduction in LTIFR compared to 2023.

All employees received HSE and emergency preparedness training, resulting in a 100% training completion rate and a 25% increase in near-miss reporting, signaling greater workforce vigilance and engagement.

Solv conducted a “Safety Starts with Me” engagement drive encouraged employees to take personal ownership of safety, generating over 100 actionable safety suggestions through hazard identification campaigns. Outstanding performers were recognized through SOLV’s new Safety Recognition and Reward Program, fostering healthy competition and shared accountability among teams.

HEALTH, WELL-BEING, AND INCLUSION

As part of its “Healthy Workforce, Safe Workplace” initiative, SOLV provided annual health screenings to more than 2,000 employees and ran seasonal heat-stress awareness and hydration campaigns, resulting in zero heat-related illnesses during the summer of 2024. With a diverse workforce representing 31 nationalities, SOLV continues to lead by example in building an inclusive, safe, and thriving workplace where every employee feels valued and protected.





UCI: ADVANCING HEALTHCARE INNOVATION AND PATIENT SAFETY

In 2024, UCI advanced innovation, safety, and community well-being across the UAE's medical ecosystem. Through strategic partnerships with Emirates Health Services (EHS), UCI implemented cutting-edge initiatives that strengthened patient safety, improved healthcare accessibility, and advanced the national vision for sustainable, technology-driven health systems.

Unison's commitment to innovation was recognized nationally and internationally, earning the "Future Fit" Seal from the UAE Minister of State for Government Development and the Future for its AI-driven early detection projects in breast cancer, lung disease, and stroke. The company also received the Honorary Award for Operational Excellence from the International Hospital Federation (IHF) and led EHS to secure ISO Certification for Artificial Intelligence Management Systems, the first of its kind in the region.

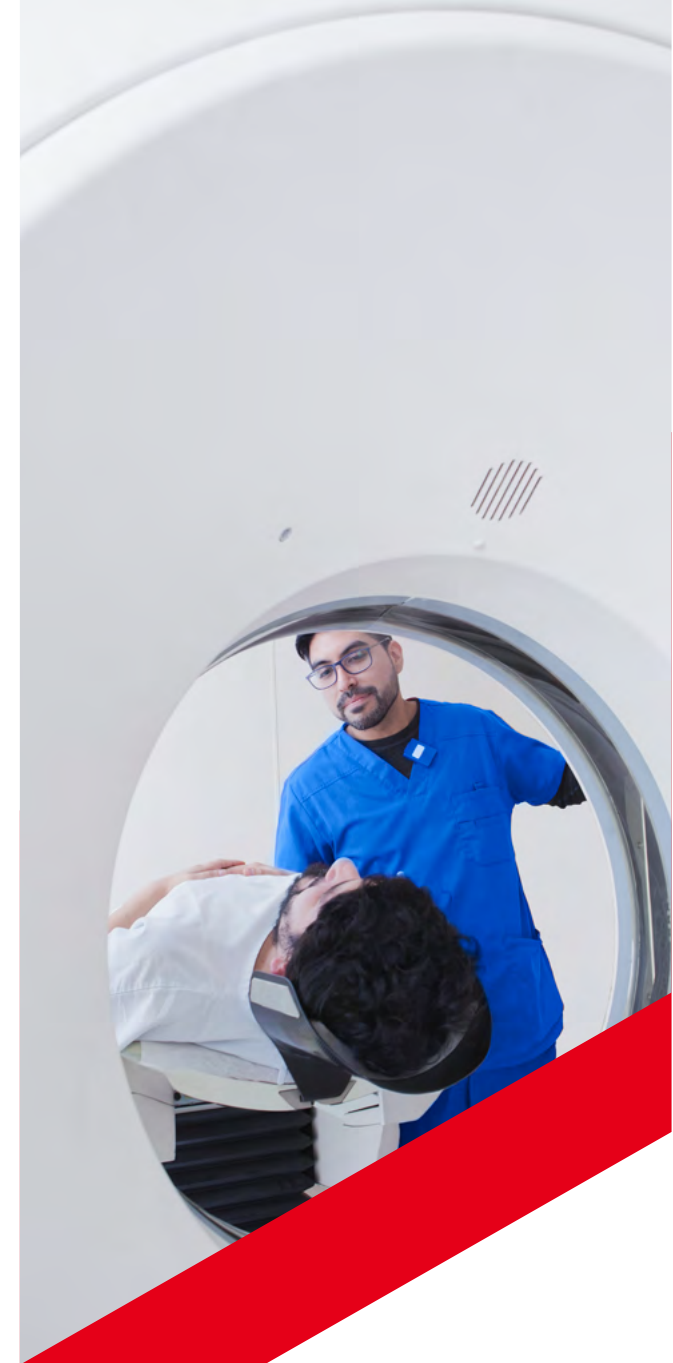
EMPOWERING COMMUNITIES THROUGH AWARENESS CAMPAIGNS

In line with its mission to promote preventive health, Unison launched impactful awareness campaigns, including the "Overcome Your Mammogram Fear" VR initiative at Fujairah Hospital, which encouraged women to participate in breast cancer screenings across 15+ public venues. Complementary programs, such as Free Mammogram Screenings for over 450 women and Osteoporosis Screenings for more than 300 individuals, expanded access to essential diagnostics and strengthened community health outcomes.

UCI reinforced a culture of clinical safety through awareness events such as World Patient Safety Day and the International Day of Radiology, featuring workshops on radiation protection and AI-enabled diagnostic tools. The company also launched a Practical Ultrasound Training Center, providing hands-on learning for radiologists and sonographers, and delivered continuous safety training to healthcare professionals across EHS facilities.

DOSE REFERENCE LEVEL OPTIMIZATION PROJECT

A key highlight of 2024 was the Dose Reference Level (DRL) Optimization Project, which enhanced patient safety by reducing unnecessary radiation exposure in diagnostic imaging. The project standardized local dose reference levels across EHS hospitals, introduced automated dose monitoring, and provided staff training in radiation dose management. Results included improved diagnostic consistency, full compliance with FANR safety regulations, and measurable reductions in radiation exposure, especially for pediatric patients.





APPENDICES





SUSTAINABILITY DISCLOSURES

Restatements of Information:

Certain figures disclosed in this report may differ from those presented in the previous reporting cycle. These restatements reflect ongoing efforts to enhance data accuracy, consistency, and completeness as part of Ittihad's continuous improvement in sustainability data management. The impact of these restatements is not considered material and does not significantly affect the interpretation of performance trends.

In addition, "N/A" in the data tables refers to information that was not available at the time of reporting. Ittihad recognizes that data accuracy and availability are integral to transparency and is continuously strengthening internal processes to improve the quality, reliability, and coverage of reported information over time.

ENVIRONMENTAL DATA

Environmental Data Restatements:

Where applicable, restated environmental figures have been clearly indicated within the tables through an asterisk () and accompanying footnote. These adjustments reflect data refinements made to ensure enhanced accuracy and consistency in measurement and reporting.*



VERTICAL 1 ENVIRONMENTAL DATA

Note: Although MPI was acquired in April 2022, it was not included in the Group's reporting boundary in 2023 due to the ongoing integration process. As a result, environmental data for 2022–2023 is not available, and MPI is reflected in the consolidated disclosures beginning in 2024.

TOTAL ENERGY CONSUMPTION (GJ)

			CPM			
			Unit	2022*	2023*	2024
Energy Consumption	Fuel Consumption	Diesel	GJ	2,353.00	2,877.00	3,039.23
		Natural Gas	GJ	681,357.27	682,076.82	702,462.62
	Electricity Consumption		GJ	355,429.00	353,328.00	360,768.91**
	Total Direct Energy Consumption			683,710.27	684,953.82	705,501.85
	Total Indirect Energy Consumption			355,429.00	353,328.00	360,768.91
	Total Energy Consumption			1,039,139.27	1,038,281.82	1,066,270.76

*2022 and 2023 numbers have been restated

			IPM			
			Unit	2022	2023	2024
Energy Consumption	Fuel Consumption	Diesel	GJ	3,551.00	4,238.00	7,019.66
		Natural Gas	GJ	1,069,830.00	1,115,388.00	1,081,600.15
	Electricity Consumption		GJ	597,445.00	621,209.00	590,703.00**
	Total Direct Energy Consumption			1,073,381.00	1,119,626.00	1,088,619.82
	Total Indirect Energy Consumption			597,445.00	621,209.00	590,703.00
	Total Energy Consumption			1,670,826.00	1,740,835.00	1,679,322.82



			UCF				
			Unit	2022	2023	2024	
Energy Consumption	Fuel Consumption	Petrol	GJ	0.00	0.00	546.67	
		Diesel	GJ	7,085.00	4,664.00	5,578.51	
		Natural Gas	GJ	0.00	0.00	0.00	
	Electricity Consumption		GJ	21,041.00	15,717.00	21,411.95	
	Total Direct Energy Consumption				7,085.00	4,664.00	6,125.18
	Total Indirect Energy Consumption				21,041.00	15,717.00	21,411.95
	Total Energy Consumption				28,126.00	20,381.00	27,537.13

			MPI				
			Unit	2022	2023	2024	
Energy Consumption	Fuel Consumption	Petrol	GJ	N/A	N/A	608.58	
		Diesel	GJ	N/A	N/A	2,743.95	
		Natural Gas		N/A	N/A	N/A	
	Electricity Consumption		GJ	N/A	N/A	5,844.03	
	Total Direct Energy Consumption				N/A	N/A	3,352.52
	Total Indirect Energy Consumption				N/A	N/A	5,844.03
Total Energy Consumption				N/A	N/A	9,196.55	

			Vertical 1 Total				
			Unit	2022	2023	2024	
Energy Consumption	Fuel Consumption	Petrol	GJ	0.00	0.00	1,155.25	
		Diesel	GJ	12,989.00	11,779.00	18,381.35	
		Natural Gas	GJ	1,751,187.27	1,797,464.82	1,784,062.77	
	Electricity Consumption		GJ	973,915.00	990,254.00	978,727.90**	
	Total Direct Energy Consumption				1,764,176.27	1,809,243.82	1,803,599.37
	Total Indirect Energy Consumption				973,915.00	990,254.00	978,727.90
	Total Energy Consumption				2,738,091.27	2,799,497.82	2,782,327.26

**Renewable energy contribution includes 14,288,000 kWh covered by retired International Renewable Energy Certificates (I-RECs). This represents slightly more than 5% of total electricity consumption for 2024.



TOTAL ENERGY INTENSITY (GJ/ EMPLOYEE)

CPM			
	2022*	2023*	2024**
Direct Energy Intensity	2,660.35	2,546.30	2,755.87
Indirect Energy Intensity	1,312.00	1,328.00	1,409.25
Total Energy Intensity	1,973.00	2,015.00	4,165.12
IPM			
	2022	2023	2024
Direct Energy Intensity	2,369.00	2,367.00	2,316.21
Indirect Energy Intensity	1,319.00	1,313.00	1,256.81
Total Energy Intensity	3,688.00	3,680.00	3,573.03
UCF			
	2022	2023	2024
Direct Energy Intensity	98.00	63.00	78.53
Indirect Energy Intensity	292.00	212.00	274.51
Total Energy Intensity	391.00	275.00	353.04
MPI			
	2022	2023	2024
Direct Energy Intensity	N/A	N/A	27.04
Indirect Energy Intensity	N/A	N/A	47.13
Total Energy Intensity	N/A	N/A	74.17
Vertical 1 Total			
	2022	2023	2024
Direct Energy Intensity	1,043.00	1,039.00	1,294.41
Indirect Energy Intensity	974.33	951.00	697.93
Total Energy Intensity	2,017.33	1,990.00	2,041.34

*2022 and 2023 numbers have been restated

** Note: The figures presented are based on the SLL dataset for this entity. Minor differences compared to the 2024 sustainability-related disclosures are due to slight variations in employee count.

TOTAL EMISSIONS (MT CO₂ E)

CPM			
Scope	2022*	2023*	2024
Scope 1	36,397.94	36,414.00	37,678.00
Scope 2**	24,781.00	22,239.00	24,352.00
Total Emissions	61,178.94	58,653.00	62,030.00
IPM			
Scope	2022	2023	2024
Scope 1	58,447.00	61,684.00	28,828.96
Scope 2**	67,063.00	69,731.00	39,872.41
Total Emissions	125,510.00	131,415.00	68,701.37
UCF			
Scope	2022	2023	2024
Scope 1	535.00	347.00	648.00
Scope 2	2,362.00	1,764.00	N/A
Total Emissions	2,897.00	2,112.00	6,226.51
MPI			
Scope	2022	2023	2024
Scope 1	N/A	N/A	253.00
Scope 2	N/A	N/A	663.60
Total Emissions	N/A	N/A	916.60

*2022 and 2023 numbers have been restated

**The Group's redemption of I-RECs, covering approximately 5% of total electricity consumption, has an impact on market-based Scope 2 emissions. As market-based figures are to be disclosed at the consolidated Group level, this report presents entity-level Scope 2 emissions using the location-based method. The consolidated market-based Scope 2 impact of the I-RECs will be reflected in future reporting.



TOTAL EMISSIONS INTENSITY (MT CO₂ E/EMPLOYEE)

CPM			
Scope	2022*	2023*	2024**
Scope 1 Intensity	141.63	135.37	147.18
Scope 2 Intensity	96.80	86.87	95.13
Total Emissions Intensity Per Employee	238.43	222.24	242.30
IPM			
Scope	2022	2023	2024
Scope 1 Intensity	129.00	130.00	61.34
Scope 2 Intensity	148.00	147.00	84.83
Total Emissions Intensity Per Employee	277.00	278.00	146.17
UCF			
Scope	2022	2023	2024
Scope 1 Intensity	7.00	5.00	8.31
Scope 2 Intensity	33.00	24.00	71.52
Total Emissions Intensity Per Employee	40.00	29.00	79.83
MPI			
Scope	2022	2023	2024
Scope 1 Intensity	N/A	N/A	2.04
Scope 2 Intensity	N/A	N/A	5.35
Total Emissions Intensity Per Employee	N/A	N/A	7.39

*2022 and 2023 numbers have been restated

** Note: The figures presented are based on the SLL dataset for this entity. Minor differences compared to the 2024 sustainability-related disclosures are due to slight variations in employee count.

TOTAL WEIGHT OF WASTE GENERATED BY CATEGORY IN MT

CPM			
	2022	2023	2024
Hazardous	992.00	1,451.00	1,297.69
Hazardous Chemicals	0.00	0.00	0.00
Hazardous Liquid (sludge waste)	992.00	1,451.00	1,295.00
Plastics Waste	N/A	N/A	2.69
Used Filters & Oily Waste	N/A	N/A	0.00
Non-Hazardous	438.00	454.00	515.15
Paper/Carboard	47.00	59.00	79.79
Food/Inert Street Garbage	130.00	166.00	161.96
Aluminum/Metal Scrap	N/A	N/A	229.60
Wood Waste	N/A	N/A	43.80
Concrete Rubble	261.00	229.00	0.00
Total	1,430.00	1,905.00	1,812.84



IPM			
	2022*	2023*	2024
Hazardous	4,955.59	5,247.83	5,178.39
Hazardous Chemicals	5.40	10.90	33.40
Hazardous Liquid (oil barrel, plastic barrel & IBC)	2,298.00	2,130.00	1,614.00
Sludge Waste	2,599.00	3,056.30	3,485.69
Plastics Waste	50.92	50.63	44.17
Used Filters & Oily Waste	2.27	0.00	1.13
Non-Hazardous	5,149.30	3,966.99	4,115.16
Paper/Carboard	1,300.10	788.77	937.54
PCC grit waste	2,387.30	2,024.20	1,776.00
Food/Inert Street Garbage	170.50	174.70	205.29
Empty Jumbo Bag	146.70	77.40	77.40
Aluminum/Metal Scrap	674.18	382.84	429.36
Wood Waste	470.52	519.08	689.57
Concrete Rubble	N/A	N/A	N/A
Total	10,104.88	9,214.82	9,293.55

UCF			
	2022	2023	2024
Hazardous	168.00	75.00	68.57
Hazardous Chemicals	168.00	75.00	68.57
Hazardous Liquid	0.00	0.00	0.00
Plastics Waste	0.00	0.00	0.00
Used Filters & Oily Waste	0.00	0.00	0.00
Non-Hazardous	0.00	46.38	65.47
Paper/Carboard	N/A	N/A	N/A
Food/Inert Street Garbage	N/A	46.38	65.47
Aluminum/Metal Scrap	0.00	0.00	0.00
Wood Waste	0.00	0.00	0.00
Concrete Rubble	N/A	N/A	0.00
Total	168.00	121.00	134.04

MPI			
	2022	2023	2024
Hazardous	0.00	2.03	4.56
Hazardous Chemicals	0.00	2.03	3.00
Hazardous Liquid	0.00	0.00	1.56
Plastics Waste	0.00	0.00	0.00
Used Filters & Oily Waste	0.00	0.00	0.00
Non-Hazardous	419.38	423.18	455.42
Paper/Carboard	419.38	423.18	455.42
Food/Inert Street Garbage	0.00	0.00	0.00
Aluminum/Metal Scrap	0.00	0.00	0.00
Wood Waste	0.00	0.00	0.00
Concrete Rubble	0.00	0.00	0.00
Total	419.38	425.21	458.42



Vertical 1 Total			
	2022	2023	2024
Hazardous	6,115.59	6,775.86	6,549.21
Hazardous Chemicals	173.40	8793	104.97
Hazardous Liquid	3,290.00	3,581.00	2,910.56
Plastics Waste	50.92	50.63	46.86
Used Filters & Oily Waste	2.27	0.00	1.13
Non-Hazardous	6,006.68	4,890.55	5,151.20
Paper/Carboard	1,766.48	1,270.95	1,472.75
Food/Inert Street Garbage	300.50	387.08	432.72
Aluminum/Metal Scrap	674.18	382.84	658.96
Wood Waste	470.52	51908	733.37
Concrete Rubble	407.70	306.40	77.40
Total	12,122.26	11,666.02	11,700.41

*2022 and 2023 numbers have been restated

TOTAL WEIGHT OF WASTE RECYCLED IN MT

CPM			
	2022	2023	2024
Hazardous Chemicals	N/A	N/A	0.80
Hazardous Liquid	0.00	52.00	14.10
Plastics Waste	3.00	2.00	2.69
Used Filters & Oily Waste	0.00	0.00	0.00
Paper/Carboard	47.00	59.00	79.79
Food/Inert Street Garbage	0.00	0.00	0.00
Aluminum/Metal Scrap	242.00	143.00	229.60
Wood Waste	16.00	31.00	43.80
Concrete Rubble	0.00	0.00	0.00
Total	308.00	287.00	370.78

IPM			
	2022*	2023*	2024
Hazardous Chemicals	5.40	10.90	33.40
Hazardous Liquid (oil barrel, plastic barrel & IBC)	2,298.00	2,130.00	1,614.00
Plastics Waste	50.92	50.63	44.17
Used Filters & Oily Waste	0.00	0.00	0.00
PCC grit waste	2,387.30	2,024.20	1,776.00
Paper/Carboard	1,300.10	788.77	937.54
Agricultural Waste	N/A	N/A	N/A
Empty Jumbo Bag	146.70	77.40	77.40
Aluminum/Metal Scrap	674.18	382.84	429.36
Wood Waste	470.52	51908	689.57
Concrete Rubble	N/A	N/A	N/A
Total	7,333.11	5,983.82	5,601.44



UCF			
	2022	2023	2024
Hazardous Chemicals	168.00	8.00	68.57
Hazardous Liquid	0.00	0.00	0.00
Plastics Waste	0.00	0.00	0.00
Used Filters & Oily Waste	0.00	0.00	0.00
Paper/Carboard	0.00	0.00	0.00
Food/Inert Street Garbage	0.00	N/A	0.00
Aluminum/Metal Scrap	0.00	0.00	0.00
Wood Waste	N/A	53.11	0.00
Concrete Rubble	0.00	0.00	0.00
Total	168.00	61.11	68.57

MPI			
	2022	2023	2024
Hazardous Chemicals	0.00	0.00	0.00
Hazardous Liquid	0.00	0.00	0.00
Plastics Waste	0.00	0.00	0.00
Used Filters & Oily Waste	0.00	0.00	0.00
Paper/Carboard	0.00	0.00	0.00
Food/Inert Street Garbage	0.00	0.00	0.00
Aluminum/Metal Scrap	0.00	0.00	0.00
Wood Waste	0.00	0.00	0.00
Concrete Rubble	0.00	0.00	0.00
Total	0.00	0.00	0.00

Vertical 1 Total			
	2022	2023	2024
Hazardous Chemicals	173.40	18.90	102.77
Hazardous Liquid	2,298.00	2,182.00	1,628.10
Plastics Waste	53.92	52.63	46.86
Used Filters & Oily Waste	0.00	0.00	0.00
Paper/Carboard	1,347.10	2,083.20	1,855.79
Food/Inert Street Garbage	0.00	382.84	429.36
Aluminum/Metal Scrap	916.18	662.08	919.17
Wood Waste	486.52	84.11	43.80
Concrete Rubble	0.00	5,983.82	5,601.44
Total	7,809.11	6,331.93	6,040.79

**2022 and 2023 numbers have been restated



WATER CONSUMPTION (M³) & INTENSITY (M³/EMPLOYEE)

CPM			
	2022	2023	2024
Total water consumption	490,012.00	452,628.00	463,885.00
Water consumption intensity, m ³ /employee	1,808.00	1,702.00	1,812.05
Wastewater Generated	N/A	N/A	255,199.00
IPM			
	2022*	2023*	2024**
Total water consumption	1,835,454.00	1,694,812.00	1,400,094.00***
Water consumption intensity, m ³ /employee	4,229.16	3,583.11	2,978.92
Wastewater Generated	N/A	N/A	N/A
UCF			
	2022	2023	2024
Total water consumption	41,046.00	31,647.00	46,771.00
Water consumption intensity, m ³ /employee	570.00	428.00	599.63
Wastewater Generated	1,350.00	1,440.00	919.80
MPI			
	2022	2023	2024
Total water consumption	1,179.16	1,152.16	1,263.17
Water consumption intensity, m ³ /employee	10.25	9.07	10.19
Wastewater Generated	0.00	0.00	0.00
Vertical 1 Total			
	2022	2023	2024
Total water consumption	2,367,691.16	2,180,239.16	1,911,846.17
Water consumption intensity, m ³ /employee	598.56	536.27	1,349.66
Wastewater Generated	1,350.00	1,440.00	256,118.80

*2022 and 2023 numbers have been restated

** Note: The figures presented are based on the SLL dataset for this entity. Minor differences compared to the 2024 sustainability-related disclosures are due to slight variations in employee count.

***IPM currently accounts for approximately three-quarters of the Group's total water consumption and achieved a 17% reduction in water use compared to the previous year.



VERTICAL 2 ENVIRONMENTAL DATA

TOTAL ENERGY CONSUMPTION (GJ)

			UCR				
			Unit	2022	2023	2024	
Energy Consumption	Fuel Consumption	Petrol	GJ	1,087.00	1,033.00	1,232.00	
		Diesel	GJ	2,081.00	2,226.00	4,822.00	
		Natural Gas	GJ	311,183.00	304,346.00	363,141.00	
	Electricity Consumption		GJ	47,260.00	48,750.00	55,939.00**	
	Total Direct Energy Consumption				314,352.00	307,604.00	369,195.00
	Total Indirect Energy Consumption				47,260.00	48,750.00	55,939.00
	Total Energy Consumption				361,612.00	356,354.00	425,134.00

			URF				
			Unit	2022	2023	2024	
Energy Consumption	Fuel Consumption	Petrol	GJ	2,459.00	3,136.00	3,630.87	
		Diesel	GJ	4,504.00	5,066.00	5,830.00	
	Electricity Consumption		GJ	5,198.00	5,398.00	5,890.00**	
	Total Direct Energy Consumption				6,963.00	8,201.00	9,460.87
	Total Indirect Energy Consumption				5,198.00	5,398.00	5,890.00
	Total Energy Consumption				12,161.00	13,599.00	15,350.87

			NCF				
			Unit	2022	2023	2024	
Energy Consumption	Fuel Consumption	Petrol	GJ	1,279.00	1,160.00	1,200.00	
		Diesel	GJ	107,380.00	112,243.00	115,500.00	
	Electricity Consumption		GJ	247,568.00	308,041.00	308,534.00	
	Total Direct Energy Consumption				108,658.00	113,403.00	116,700.00
	Total Indirect Energy Consumption				247,568.00	308,041.00	308,534.00
	Total Energy Consumption				356,226.00	421,445.00	425,234.00

			Vertical 2 Total				
			Unit	2022	2023	2024	
Energy Consumption	Fuel Consumption	Petrol	GJ	4,825.00	5,329.00	6,062.87	
		Diesel	GJ	113,965.00	119,535.00	126,152.00	
		Natural Gas	GJ	311,183.00	304,346.00	363,141.00	
	Electricity Consumption		GJ	300,026.00	362,189.00	370,363.00**	
	Total Direct Energy Consumption				429,973.00	429,208.00	495,355.87
	Total Indirect Energy Consumption				300,026.00	362,189.00	370,363.00
Total Energy Consumption				729,999.00	791,398.00	865,718.87	

**Renewable energy contribution includes 14,288,000 kWh covered by retired International Renewable Energy Certificates (I-RECs). This represents slightly more than 5% of total electricity consumption for 2024.



TOTAL ENERGY INTENSITY (GJ/ EMPLOYEE)

UCR			
Direct Energy Intensity	2,278.00	2,024.00	2,171.74
Indirect Energy Intensity	342.00	321.00	329.06
Total Energy Intensity	2,620.00	2,344.00	2,500.80
URF			
Direct Energy Intensity	31.00	28.00	31.85
Indirect Energy Intensity	23.00	19.00	19.83
Total Energy Intensity	54.00	47.00	51.69
NCF			
Direct Energy Intensity	1,109.00	1,181.00	1,228.42
Indirect Energy Intensity	2,526.00	3,209.00	3,247.73
Total Energy Intensity	3,635.00	4,390.00	4,476.15

TOTAL EMISSIONS (MT CO₂ E)

UCR			
Scope	2022	2023	2024
Scope 1	17,156.00	16,984.00	21,121.75
Scope 2**	5,305.00	5,472.00	3,107.76
Total Emissions	22,461.00	22,456.00	24,229.51
URF			
Scope	2022	2023	2024
Scope 1	514.00	599.00	670.78
Scope 2**	584.00	606.00	327.27
Total Emissions	1,097.00	1,205.00	998.05
NCF			
Scope	2022	2023	2024
Scope 1	7,124.00	7,452.00	7,600.00
Scope 2	27,790.00	34,578.00	37,710.00
Total Emissions	34,914.00	42,029.00	45,310.00

**The Group's redemption of I-RECs, covering approximately 5% of total electricity consumption, has an impact on market-based Scope 2 emissions. As market-based figures are to be disclosed at the consolidated Group level, this report presents entity-level Scope 2 emissions using the location-based method. The consolidated market-based Scope 2 impact of the I-RECs will be reflected in future reporting.

TOTAL EMISSIONS INTENSITY (MT CO₂ E/EMPLOYEE)

UCR			
Scope	2022	2023	2024
Scope 1 Intensity	124.00	112.00	124.25
Scope 2 Intensity	38.00	36.00	18.28
Total Emissions Intensity Per Employee	163.00	148.00	142.53
URF			
Scope	2022	2023	2024
Scope 1 Intensity	2.00	2.00	2.26
Scope 2 Intensity	3.00	2.00	1.10
Total Emissions Intensity Per Employee	5.00	4.00	3.36
NCF			
Scope	2022	2023	2024
Scope 1 Intensity	73.00	78.00	80.00
Scope 2 Intensity	284.00	360.00	396.95
Total Emissions Intensity Per Employee	356.00	438.00	476.95



TOTAL WEIGHT OF WASTE GENERATED BY CATEGORY IN MT

UCR			
	2022	2023	2024
Hazardous	816.25	268.70	428.50
Hazardous Chemicals	N/A	N/A	390.00
Hazardous Liquid	153.29	237.18	12.50
Plastics Waste	32.96	31.52	26.00
Used Filters & Oily Waste	630.00	N/A	N/A
Non-Hazardous	546.45	823.35	1,852.97
Paper/Carboard	11.26	17.18	14.30
Food/Inert Street Garbage	234.21	426.19	432.80
Aluminum/Metal Scrap	185.84	245.10	315.87
Wood Waste	115.14	134.88	1,090.00
Concrete Rubble	0.00	N/A	N/A
Total	1,362.70	1,092.00	2,242.97

URF			
	2022	2023	2024
Hazardous	N/A	N/A	N/A
Hazardous Chemicals	N/A	N/A	N/A
Hazardous Liquid	N/A	N/A	N/A
Plastics Waste	N/A	N/A	N/A
Used Filters & Oily Waste	N/A	N/A	N/A
Non-Hazardous	1,830.00	1,798.00	2,118.15
Paper/Carboard	N/A	N/A	N/A
Food/Inert Street Garbage	39.00	28.00	46.25
Aluminum/Metal Scrap	1,791.00	1,760.00	2,061.00
Wood Waste	N/A	10.00	10.90
Concrete Rubble	N/A	N/A	N/A
Total	1,830.00	1,798.00	2,118.15

NCF			
	2022	2023	2024
Hazardous	13.00	17.50	12.92
Hazardous Chemicals	13.00	17.50	12.92
Hazardous Liquid	N/A	N/A	N/A
Plastics Waste	N/A	N/A	N/A
Used Filters & Oily Waste	N/A	N/A	N/A
Non-Hazardous	64.00	67.00	106.58
Paper/Carboard	30.00	33.00	32.22
Food/Inert Street Garbage	18.00	20.00	22.18
Aluminum/Metal Scrap	N/A	N/A	36.08
Wood Waste	16.00	14.00	16.10
Concrete Rubble	4.00	12.00	NA
Total	81.00	96.50	119.50

Vertical 2 Total			
	2022	2023	2024
Hazardous	829.25	286.20	441.42
Hazardous Chemicals	13.00	17.50	402.92
Hazardous Liquid	153.29	237.18	12.50
Plastics Waste	32.96	31.52	26.00
Used Filters & Oily Waste	630.00	-	-
Non-Hazardous	2,440.45	2,688.35	4,077.00
Paper/Carboard	41.26	50.18	46.52
Food/Inert Street Garbage	291.21	474.19	501.23
Aluminum/Metal Scrap	1,976.84	2,005.10	2,412.95
Wood Waste	131.14	158.88	1,117.00
Concrete Rubble	4.00	12.00	-
Total	3,273.70	2,986.50	4,480.62



TOTAL WEIGHT OF WASTE RECYCLED IN MT

UCR			
	2022	2023	2024
Hazardous Chemicals	N/A	N/A	390.00
Hazardous Liquid	153.29	237.18	12.50
Plastics Waste	32.96	31.52	26.00
Used Filters & Oily Waste	630.00	N/A	N/A
Paper/Carboard	11.26	17.18	14.30
Food/Inert Street Garbage	N/A	N/A	N/A
Aluminum/Metal Scrap	185.84	245.10	315.87
Wood Waste	115.14	134.88	1,090.00
Concrete Rubble	N/A	N/A	N/A
Total	1,128.00	665.86	1,848.67

URF			
	2022	2023	2024
Hazardous Chemicals	N/A	N/A	N/A
Hazardous Liquid	N/A	N/A	N/A
Plastics Waste	N/A	N/A	N/A
Used Filters & Oily Waste	N/A	2.00	3.00
Paper/Carboard	N/A	N/A	N/A
Food/Inert Street Garbage	N/A	N/A	N/A
Aluminum/Metal Scrap	N/A	N/A	N/A
Wood Waste	N/A	10.00	11.00
Concrete Rubble	N/A	N/A	N/A
Total	-	12.00	14.00

NCF			
	2022	2023	2024
Hazardous Chemicals	N/A	N/A	N/A
Hazardous Liquid	N/A	N/A	N/A
Plastics Waste	N/A	N/A	N/A
Used Filters & Oily Waste	6.00	9.00	10.88
Paper/Carboard	N/A	N/A	N/A
Food/Inert Street Garbage	N/A	N/A	N/A
Aluminum/Metal Scrap	N/A	N/A	N/A
Wood Waste	N/A	N/A	N/A
Concrete Rubble	N/A	N/A	N/A
Total	6.00	9.00	10.88

Vertical 2 Total			
	2022	2023	2024
Hazardous Chemicals	0.00	0.00	390.00
Hazardous Liquid	153.29	237.18	12.50
Plastics Waste	32.96	31.52	26.00
Used Filters & Oily Waste	6.00	11.00	13.88
Paper/Carboard	11.26	17.18	14.30
Food/Inert Street Garbage	0.00	0.00	0.00
Aluminum/Metal Scrap	185.84	245.10	315.87
Wood Waste	115.14	144.88	1,101.00
Concrete Rubble	0.00	0.00	0.00
Total	498.49	677.86	1,862.67

**WATER CONSUMPTION (M³) & INTENSITY(M³/EMPLOYEE)**

UCR			
	2022	2023	2024
Total water consumption	129,255.00	122,179.00	144,554.00
Water consumption intensity, m ³ /employee	937.00	804.00	850.32
Wastewater Generated	38,867.00	38,867.00	38,239.00
URF			
	2022	2023	2024
Total water consumption	15,138.00	8,860.00	7,672.00
Water consumption intensity, m ³ /employee	67.00	31.00	25.83
Wastewater Generated	0.00	0.00	N/A
NCF			
	2022	2023	2024
Total water consumption	18,900.00	18,050.00	15,728.00
Water consumption intensity, m ³ /employee	193.00	188.00	165.56
Wastewater Generated	N/A	N/A	N/A
Vertical 2 Total			
	2022	2023	2024
Total water consumption	163,293.00	149,089.00	167,954.00
Water consumption intensity, m ³ /employee	353.00	278.00	347.24
Wastewater Generated	38,867.00	38,867.00	38,239.00

**VERTICAL 1 SUSTAINABLE PRODUCT DATA**

CPM			
	2022	2023	2024
Number of product and service categories	3	3	3
Number of significant product and service categories for which health and safety impacts are assessed for improvement	3	3	N/A
% of significant product and service categories for which health and safety impacts are assessed for improvement	100%	100%	N/A
IPM			
	2022	2023	2024
Number of product and service categories	3	3	3
Number of significant product and service categories for which health and safety impacts are assessed for improvement	N/A	N/A	N/A
% of significant product and service categories for which health and safety impacts are assessed for improvement	N/A	N//A	N/A
UCF			
	2022	2023	2024
Number of product and service categories	2	2	2
Number of significant product and service categories for which health and safety impacts are assessed for improvement	2	2	2
% of significant product and service categories for which health and safety impacts are assessed for improvement	100%	100%	100%
MPI			
	2022	2023	2024
Number of product and service categories	3	3	3
Number of significant product and service categories for which health and safety impacts are assessed for improvement	0	0	0
% of significant product and service categories for which health and safety impacts are assessed for improvement	0%	0%	0%



CPM

	2022	2023	2024
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0

IPM

	2022	2023	2024
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0

UCF

	2022	2023	2024
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0

MPI

	2022	2023	2024
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0

**VERTICAL 2 SUSTAINABLE PRODUCT DATA**

UCR			
	2022	2023	2024
Number of product and service categories	3	3	3
Number of significant product and service categories for which health and safety impacts are assessed for improvement	3	3	3
% of significant product and service categories for which health and safety impacts are assessed for improvement	100%	100%	100%
URF			
	2022	2023	2024
Number of product and service categories	N/A	N/A	N/A
Number of significant product and service categories for which health and safety impacts are assessed for improvement	N/A	N/A	N/A
% of significant product and service categories for which health and safety impacts are assessed for improvement	N/A	N/A	N/A
NCF			
	2022	2023	2024
Number of product and service categories	0	0	4
Number of significant product and service categories for which health and safety impacts are assessed for improvement	0	0	4
% of significant product and service categories for which health and safety impacts are assessed for improvement	0%	0%	100%
UCR			
	2022	2023	2024
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
URF			
	2022	2023	2024
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0
NCF			
	2022	2023	2024
Incidents of non-compliance with regulations resulting in a fine or penalty	0	0	0
Incidents of non-compliance with regulations resulting in a warning	0	0	0
Incidents of non-compliance with voluntary codes	0	0	0



SOCIAL DATA

Human Resources Data Restatements

Where applicable, HR figures have been restated to reflect updated data and alignment across indicators. Unlike environmental data, these restatements are not specifically marked within the tables, as revisions affect multiple interdependent metrics.

VERTICAL 1 HR DATA

Total Number of Employees* CPM			
	2022	2023	2024
Permanent employees	257	269	255
Male	247	259	245
Female	10	10	10
Male %	96%	96%	96%
Female %	4%	4%	4%

IPM			
	2022	2023	2024
Permanent employees	434	473	472
Male	420	453	456
Female	14	20	16
Male %	97%	96%	97%
Female %	3%	4%	3%

UCF			
	2022	2023	2024
Permanent employees	80	79	78
Male	71	67	65
Female	9	12	13
Male %	89%	85%	83%
Female %	11%	15%	17%

MPI			
	2022	2023	2024
Permanent employees	115	127	124
Male	112	124	122
Female	3	3	2
Male %	97%	98%	98%
Female %	3%	2%	2%

Vertical 1 Total			
	2022	2023	2024
Permanent employees	886	948	929
Male	850	903	888
Female	36	45	41
Male %	96%	95%	96%
Female %	4%	5%	4%

*All employees are on a Permanent and Fulltime contract



New Employee Hires by Gender CPM			
	2022	2023	2024
Male	33	29	20
Female	3	2	1
Male %	13%	11%	8%
Female %	30%	20%	10%
IPM			
	2022	2023	2024
Male	50	68	35
Female	1	7	1
Male %	12%	15%	8%
Female %	7%	35%	6%
UCF			
	2022	2023	2024
Male	13	7	3
Female	2	4	3
Male %	18%	10%	5%
Female %	22%	33%	23%
MPI			
	2022	2023	2024
Male	5	12	0
Female	0	0	0
Male %	4%	10%	0%
Female %	0%	0%	0%
Vertical 1 Total			
	2022	2023	2024
Male	101	116	58
Female	6	13	5
Male %	94%	90%	92%
Female %	6%	10%	8%

Total Employee Hires by Age Group CPM			
	2022	2023	2024
Under 30 years old	21	12	11
30-50 years old	13	16	10
Over 50 years old	2	3	0
Under 30 years old %	38%	24%	27%
30-50 years old %	8%	9%	6%
Over 50 years old %	5%	7%	0%
IPM			
	2022	2023	2024
Under 30 years old	21	37	11
30-50 years old	30	38	25
Over 50 years old	0	0	0
Under 30 years old %	22%	35%	15%
30-50 years old %	9%	11%	7%
Over 50 years old %	0%	0%	0%
UCF			
	2022	2023	2024
Under 30 years old	9	6	3
30-50 years old	6	5	3
Over 50 years old	0	0	0
Under 30 years old %	33%	25%	13%
30-50 years old %	13%	11%	7%
Over 50 years old %	0%	0%	0%



MPI			
	2022	2023	2024
Under 30 years old	5	12	0
30-50 years old	0	0	0
Over 50 years old	0	0	0
Under 30 years old %	8%	17%	0%
30-50 years old %	0%	0%	0%
Over 50 years old %	0%	0%	0%

Vertical 1 Total			
	2022	2023	2024
Under 30 years old	56	67	25
30-50 years old	49	59	38
Over 50 years old	2	3	0
Under 30 years old %	52%	52%	40%
30-50 years old %	46%	46%	60%
Over 50 years old %	2%	2%	0%

Number of Employees that left by Gender CPM			
	2022	2023	2024
Male	29	17	34
Female	1	2	1
Male %	12%	7%	14%
Female %	10%	20%	10%

IPM			
	2022	2023	2024
Male	57	35	32
Female	3	1	5
Male %	14%	8%	7%
Female %	21%	5%	31%

UCF			
	2022	2023	2024
Male	8	10	5
Female	3	3	2
Male %	11%	13%	8%
Female %	33%	25%	15%

MPI			
	2022	2023	2024
Male	0	0	1
Female	0	0	2
Male %	0%	0%	1%
Female %	0%	0%	100%

Vertical 1 Total			
	2022	2023	2024
Male	94	62	45
Female	7	6	37
Male %	93%	91%	55%
Female %	7%	9%	45%



Employees that left by Age Group
CPM

	2022	2023	2024
Under 30 years old	17	7	12
30-50 years old	9	11	20
Over 50 years old	4	1	3
Under 30 years old %	31%	14%	29%
30-50 years old %	6%	6%	12%
Over 50 years old %	10%	2%	6%

IPM

	2022	2023	2024
Under 30 years old	12	8	8
30-50 years old	46	27	29
Over 50 years old	2	1	0
Under 30 years old %	12%	8%	11%
30-50 years old %	14%	8%	8%
Over 50 years old %	13%	5%	0%

UCF

	2022	2023	2024
Under 30 years old	2	5	1
30-50 years old	8	7	6
Over 50 years old	1	1	0
Under 30 years old %	7%	21%	4%
30-50 years old %	18%	13%	14%
Over 50 years old %	13%	10%	0%

MPI

	2022	2023	2024
Under 30 years old	0	0	3
30-50 years old	0	0	0
Over 50 years old	0	0	0
Under 30 years old %	0%	0%	4%
30-50 years old %	0%	0%	0%
Over 50 years old %	0%	0%	0%

Vertical 1 Total

	2022	2023	2024
Under 30 years old	31	20	24
30-50 years old	63	45	55
Over 50 years old	7	3	3
Under 30 years old %	31%	29%	29%
30-50 years old %	62%	66%	67%
Over 50 years old %	7%	4%	4%



Total Rate of Hires Vs Total Turnover Rate CPM			
	2022	2023	2024
Total Hires %	14%	12%	8%
Total Turnover %	12%	7%	14%
IPM			
	2022	2023	2024
Total Hires %	12%	16%	8%
Total Turnover %	14%	8%	8%
UCF			
	2022	2023	2024
Total Hires %	19%	14%	8%
Total Turnover %	14%	15%	9%
MPI			
	2022	2023	2024
Total Hires %	4%	9%	0%
Total Turnover %	0%	0%	2%
Vertical 1 Total			
	2022	2023	2024
Total Hires %	12%	13%	6%
Total Turnover %	10%	8%	8%

Total Employees by Job Category and by Gender CPM			
	2022	2023	2024
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	95%	96%	95%
Female	5%	4%	5%
Senior-to-Executive Level			
Male	100%	100%	100%
Female	0%	0%	0%
IPM			
	2022	2023	2024
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	95%	94%	96%
Female	5%	6%	4%
Senior-to-Executive Level			
Male	100%	95%	95%
Female	0%	5%	5%



UCF

	2022	2023	2024
Labor			
Male	100%	100%	97%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	76%	67%	64%
Female	24%	33%	36%
Senior-to-Executive Level			
Male	100%	100%	100%
Female	0%	0%	0%

MPI

	2022	2023	2024
Labor			
Male	100%	100%	101%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Senior-to-Executive Level			
Male	87%	90%	92%
Female	13%	10%	8%

Vertical 1 Total

	2022	2023	2024
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	94%	93%	94%
Female	6%	7%	6%
Senior-to-Executive Level			
Male	94%	94%	95%
Female	6%	6%	6%



Total Employees by Job Category and by Age Group CPM			
	2022	2023	2024
Labor			
Under 30 years old	3%	13%	16%
30-50 years old	80%	75%	61%
Over 50 years old	17%	13%	23%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	25%	21%	17%
30-50 years old	59%	62%	66%
Over 50 years old	16%	18%	18%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	88%	78%	43%
Over 50 years old	13%	22%	57%

IPM			
	2022	2023	2024
Labor			
Under 30 years old	35%	38%	25%
30-50 years old	64%	61%	75%
Over 50 years old	1%	1%	1%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	18%	18%	13%
30-50 years old	78%	78%	80%
Over 50 years old	3%	4%	7%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	71%	68%	60%
Over 50 years old	29%	32%	40%



UCF			
	2022	2023	2024
Labor			
Under 30 years old	38%	36%	34%
30-50 years old	54%	56%	55%
Over 50 years old	8%	8%	11%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	37%	32%	31%
30-50 years old	53%	58%	58%
Over 50 years old	10%	10%	11%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	33%	50%	50%
Over 50 years old	67%	50%	50%

MPI			
	2022	2023	2024
Labor			
Under 30 years old	55%	57%	59%
30-50 years old	23%	28%	28%
Over 50 years old	22%	15%	13%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Senior-to-Executive Level			
Under 30 years old	52%	47%	62%
30-50 years old	35%	37%	35%
Over 50 years old	13%	17%	4%



Vertical 1 Total			
	2022	2023	2024
Labor			
Under 30 years old	39%	41%	37%
30-50 years old	51%	51%	54%
Over 50 years old	10%	8%	9%
Entry-Level			
Under 30 years old	0%	0%	0%
30-50 years old	0%	0%	0%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	22%	20%	15%
30-50 years old	70%	71%	73%
Over 50 years old	9%	10%	11%
Senior-to-Executive Level			
Under 30 years old	24%	23%	28%
30-50 years old	55%	53%	46%
Over 50 years old	22%	24%	26%

Median Compensation Ratio CPM			
	2022	2023	2024
Median Compensation Ratio	1.31	0.20	0.19
IPM			
	2022	2023	2024
Median Compensation Ratio	1.45	1.34	1.37
UCF			
	2022	2023	2024
Median Compensation Ratio	1.16	0.86	0.78
MPI			
	2022	2023	2024
Median Compensation Ratio	N/A	N/A	N/A

Total % of Employees who Received Performance Reviews by Gender CPM			
	2022	2023	2024
Male	100%	100%	100%
Female	100%	100%	100%
IPM			
	2022	2023	2024
Male	100%	100%	100%
Female	100%	100%	100%
UCF			
	2022	2023	2024
Male	100%	100%	100%
Female	100%	100%	100%
MPI			
	2022	2023	2024
Male	100%	100%	100%
Female	100%	100%	100%
Vertical 1 Total			
	2022	2023	2024
Male	100%	100%	100%
Female	100%	100%	100%



Total % of Employees who Received Performance reviews by Job Category CPM			
	2022	2023	2024
Labor	100%	100%	100%
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%
IPM			
	2022	2023	2024
Labor	100%	100%	100%
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%
UCF			
	2022	2023	2024
Labor	100%	100%	100%
Entry-Level	100%	100%	100%
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%
MPI			
	2022	2023	2024
Labor	100%	100%	100%
Senior-to-Executive	100%	100%	100%
Vertical 1 Total			
	2022	2023	2024
Labor	100%	100%	100%
Entry-Level	100%	100%	100%
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%

Note: Where a job category is not shown for a given entity, it indicates that the category is not applicable or does not exist within that entity's workforce structure.

Incidents of Discrimination CPM			
	2022	2023	2024
Incidents of discrimination	0	0	0
IPM			
	2022	2023	2024
Incidents of discrimination	0	0	0
UCF			
	2022	2023	2024
Incidents of discrimination	0	0	0
MPI			
	2022	2023	2024
Incidents of discrimination	N/A	N/A	N/A
Vertical 1 Total			
	2022	2023	2024
Incidents of discrimination	0	0	0



Average Training Hours per Employee CPM			
	2022	2023	2024
Average Training Hours	N/A	N/A	0.02
IPM			
	2022	2023	2024
Average Training Hours	N/A	N/A	0.90
UCF			
	2022	2023	2024
Average Training Hours	2.56	5.73	6.05
MPI			
	2022	2023	2024
Average Training Hours	0.00	0.05	0.05
Vertical 1 Total			
	2022	2023	2024
Average Training Hours	2.56	2.28	4.50

Emiratization CPM			
	2022	2023	2024
Male	1	2	4
Female	2	3	3
Total	3	5	7
Male %	33%	40%	57%
Female %	67%	60%	43%
Emiratization rate	1%	2%	3%
IPM			
	2022	2023	2024
Male	3	2	6
Female	1	4	4
Total	4	6	10
Male %	75%	33%	60%
Female %	25%	67%	40%
Emiratization rate	1%	1%	2%
UCF			
	2022	2023	2024
Male	0	0	0
Female	1	1	2
Total	1	1	2
Male %	0%	0%	0%
Female %	100%	100%	100%
Emiratization rate	1%	1%	3%



MPI			
	2022	2023	2024
Male	2	1	2
Female	0	2	2
Total	2	3	4
Male %	100%	33%	50%
Female %	0%	67%	50%
Emiratization rate	2%	2%	3%

Vertical 1 Total			
	2022	2023	2024
Male	6.00	5.00	12.00
Female	4.00	10.00	11.00
Total	10.00	15.00	23.00
Male %	60%	33%	52%
Female %	40%	67%	48%
Emiratization rate	5%	7%	11%



VERTICAL 1 HEALTH & SAFETY (EMPLOYEE DATA)

(RATES ARE MULTIPLIED BY 1,000,000 HOURS WORKED)

CPM			
	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	5	2	3
Rate of lost-time injury	11.79	3.57	5.99
Number of high-consequence work-related injury (excluding fatalities)	1	0	1
Rate of high-consequence work-related injury (excluding fatalities)	2.36	0.00	2.00
Number of recordable work-related injury	29	17	15
Rate of recordable work-related injury	68.36	30.36	29.94
Main types of work-related injury	Body Part Injury	Body Part Injury	Body Part Injury
Number of Hours Worked	424,220.00	559,989.00	501,026.00
IPM			
	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	2	3	1
Rate of lost-time injury	2.08	2.89	0.91
Number of high-consequence work-related injury (excluding fatalities)	0	0	0
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	18	16	7
Rate of recordable work-related injury	18.76	15.39	6.35
Main types of work-related injury	Body Part Injury	Body Part Injury	Body Part Injury
Number of Hours Worked	959,616.25	1,039,588.50	1,102,678.90



UCF			
	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0	0	1
Rate of lost-time injury	0.00	0.00	6.00
Number of high-consequence work-related injury (excluding fatalities)	0	0	0
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0	0	0
Rate of recordable work-related injury	0.00	0.00	0.00
Main types of work-related injury	Not applicable	Not applicable	Chemical exposure during sampling activities in plant and tank farm areas.
Number of Hours Worked	170,250.00	172,400.00	166,642.00
MPI			
	2022	2023	2024
Number of Fatalities	N/A	0	0
Rate of Fatalities	N/A	0.00	0.00
Number of lost-time injury	N/A	0	1
Rate of lost-time injury	N/A	0.00	6.00
Number of high-consequence work-related injury (excluding fatalities)	N/A	0	0
Rate of high-consequence work-related injury (excluding fatalities)	N/A	0.00	0.00
Number of recordable work-related injury	N/A	0	0
Rate of recordable work-related injury	N/A	0.00	0.00
Main types of work-related injury	Not applicable	Not applicable	Not applicable
Number of Hours Worked	N/A	0.00	0.00



Vertical 1 Total

	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	7	5	5
Rate of lost-time injury	4.62	2.15	4.30
Number of high-consequence work-related injury (excluding fatalities)	0 1	0 0	0 1
Rate of high-consequence work-related injury (excluding fatalities)	0 0.79	0 0.00	0 0.67
Number of recordable work-related injury	47	33	22
Rate of recordable work-related injury	29.04	15.25	12.10
Main types of work-related injury	Body Part Injuries	Body Part Injuries	Body Part Injuries
Number of Hours Worked	1,554,086.25	1,771,977.50	1,770,346.90



CPM			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not applicable	Not applicable	Not applicable
IPM			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not applicable	Not applicable	Not applicable
UCF			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not applicable	Not applicable	Not applicable
MPI			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	N/A	0	0
Number of cases of recordable work-related ill health	N/A	0	0
Main types of work-related ill health	Not applicable	0	0
Vertical 1 Total			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not applicable	Not applicable	Not applicable

Health and Safety Training Hours CPM			
	2022	2023	2024
Total Number of Health and Safety Training Hours	N/A	3,211.75	3,265.70
Training Hours per Employee	N/A	11.94	12.76
IPM			
	2022	2023	2024
Total Number of Health and Safety Training Hours	N/A	9,485	10,137.55
Training Hours per Employee	N/A	20.05	21.57



VERTICAL 2 HR DATA

Total Number of Employees* UCR			
	2022	2023	2024
Total employees	138	152	170
Male	128	138	153
Female	10.00	14.00	17
Male %	93%	91%	90%
Female %	7%	9%	10%

URF			
	2022	2023	2024
Total employees	293	289	297
Male	280	275	280
Female	13	14	17
Male %	96%	95%	94%
Female %	4%	5%	6%

NCF			
	2022	2023	2024
Total employees	98	96	95
Male	91	88	88
Female	7.00	8.00	7.00
Male %	93%	92%	93%
Female %	7%	8%	7%

Vertical 2 Total			
	2022	2023	2024
Total employees	529	537	562
Male	499	501	521
Female	30	36	41
Male %	94%	93%	93%
Female %	6%	7%	7%

*All employees are on a Permanent and Fulltime contract

New Employee Hires by Gender UCR			
	2022	2023	2024
Male	24	29	51
Female	4	9	4
Male %	19%	21%	33%
Female %	40%	64%	24%

URF			
	2022	2023	2024
Male	46	139	91
Female	4	2	11
Male %	16%	27%	33%
Female %	31%	14%	65%

NCF			
	2022	2023	2024
Male	28	11	17
Female	4	2	3
Male %	31%	13%	19%
Female %	57%	25%	43%

Vertical 2 Total			
	2022	2023	2024
Male	98	179	159
Female	12	13	18
Male %	89%	93%	90%
Female %	11%	7%	10%



New Employee Hires by Age Group
UCR

	2022	2023	2024
Under 30 years old	19	21	45
30-50 years old	5	8	10
Over 50 years old	0	0	0
Under 30 years old %	19%	20%	40%
30-50 years old %	20%	25%	22%
Over 50 years old %	0%	0%	0%

URF

	2022	2023	2024
Under 30 years old	28	53	82
30-50 years old	20	20	20
Over 50 years old	2	3	0
Under 30 years old %	22%	42%	58%
30-50 years old %	13%	14%	14%
Over 50 years old %	12%	14%	0%

NCF

	2022	2023	2024
Under 30 years old	11	6	8
30-50 years old	19	7	11
Over 50 years old	2	0	0
Under 30 years old %	73%	33%	73%
30-50 years old %	28%	10%	15%
Over 50 years old %	14%	0%	0%

Vertical 2 Total

	2022	2023	2024
Under 30 years old	58	80	135
30-50 years old	44	35	41
Over 50 years old	4	3	0
Under 30 years old %	55%	68%	77%
30-50 years old %	42%	30%	23%
Over 50 years old %	4%	3%	0%

Employees that left by Gender
UCR

	2022	2023	2024
Male	16	18	10
Female	4	4	0
Male %	13%	13%	7%
Female %	40%	29%	0%

URF

	2022	2023	2024
Male	62	78	90
Female	3	2	4
Male %	22%	28%	32%
Female %	23%	21%	24%

NCF

	2022	2023	2024
Male	14	15	17
Female	3	1	3
Male %	15%	17%	19%
Female %	43%	13%	43%

Vertical 2 Total

	2022	2023	2024
Male	92	111	117
Female	10	7	7
Male %	90%	94%	94%
Female %	10%	6%	6%



Employees that Left by Age Group
UCR

	2022	2023	2024
Under 30 years old	11	14	1
30-50 years old	8	8	8
Over 50 years old	1	0	1
Under 30 years old %	11%	13%	1%
30-50 years old %	32%	25%	18%
Over 50 years old %	100%	0%	8%

URF

	2022	2023	2024
Under 30 years old	39	51	55
30-50 years old	24	29	38
Over 50 years old	2	0	1
Under 30 years old %	31%	29%	39%
30-50 years old %	16%	16%	27%
Over 50 years old %	12%	0%	7%

NCF

	2022	2023	2024
Under 30 years old	4	4	8
30-50 years old	11	9	12
Over 50 years old	2	3	0
Under 30 years old %	27%	22%	73%
30-50 years old %	16%	13%	17%
Over 50 years old %	14%	27%	0%

Vertical 2 Total

	2022	2023	2024
Under 30 years old	54	69	64
30-50 years old	43	46	58
Over 50 years old	5	3	2
Under 30 years old %	53%	58%	52%
30-50 years old %	42%	39%	47%
Over 50 years old %	5%	3%	2%

Total Rate of New Hires Vs Total Turnover Rate
UCR

	2022	2023	2024
Total Hires %	20%	25%	32%
Total Turnover %	14%	14%	6%

URF

	2022	2023	2024
Total Hires %	17%	26%	34%
Total Turnover %	22%	21%	32%

NCF

	2022	2023	2024
Total Hires %	33%	14%	20%
Total Turnover %	17%	17%	21%

Vertical 2 Total

	2022	2023	2024
Total Hires %	19%	18%	23%
Total Turnover %	18%	17%	20%



Total Employees by Job Category and by Gender UCR

	2022	2023	2024
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	90%	73%	76%
Female	10%	27%	24%
Mid-Level			
Male	89%	87%	88%
Female	11%	13%	12%
Senior-to-Executive Level			
Male	100%	100%	92%
Female	0%	0%	8%

URF

	2022	2023	2024
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	83%	88%	75%
Female	17%	12%	25%
Mid-Level			
Male	82%	83%	91%
Female	18%	17%	9%
Senior-to-Executive Level			
Male	95%	95%	100%
Female	5%	5%	0%

NCF

	2022	2023	2024
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	0%	0%	0%
Female	0%	0%	0%
Mid-Level			
Male	79%	77%	73%
Female	21%	23%	27%
Senior-to-Executive Level			
Male	90%	88%	89%
Female	10%	13%	11%

Vertical 2 Total

	2022	2023	2024
Labor			
Male	100%	100%	100%
Female	0%	0%	0%
Entry-Level			
Male	84%	85%	76%
Female	16%	15%	16%
Mid-Level			
Male	87%	85%	86%
Female	13%	15%	14%
Senior-to-Executive Level			
Male	95%	95%	94%
Female	5%	5%	5%



Total Employees by Job Category and by Age Group UCR			
	2022	2023	2024
Labor			
Under 30 years old	78%	84%	79%
30-50 years old	22%	16%	21%
Over 50 years old	0%	0%	0%
Entry-Level			
Under 30 years old	80%	82%	71%
30-50 years old	20%	18%	29%
Over 50 years old	0%	0%	0%
Mid-Level			
Under 30 years old	89%	81%	71%
30-50 years old	11%	19%	23%
Over 50 years old	0%	0%	6%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	89%	90%	67%
Over 50 years old	11%	10%	33%

URF			
	2022	2023	2024
Labor			
Under 30 years old	49%	49%	53%
30-50 years old	47%	45%	43%
Over 50 years old	5%	6%	5%
Entry-Level			
Under 30 years old	48%	49%	52%
30-50 years old	52%	49%	48%
Over 50 years old	0%	2%	0%
Mid-Level			
Under 30 years old	18%	34%	18%
30-50 years old	73%	57%	77%
Over 50 years old	9%	9%	5%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	74%	71%	64%
Over 50 years old	26%	29%	36%



NCF			
	2022	2023	2024
Labor			
Under 30 years old	15%	17%	15%
30-50 years old	73%	71%	0%
Over 50 years old	12%	12%	73%
Entry-Level			
Under 30 years old	0.00	0.00	0.00
30-50 years old	0.00	0.00	0.00
Over 50 years old	0.00	0.00	0.00
Mid-Level			
Under 30 years old	21%	27%	8%
30-50 years old	76%	73%	88%
Over 50 years old	3%	0%	4%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	40%	50%	50%
Over 50 years old	60%	50%	50%

Vertical 2 Total			
	2022	2023	2024
Labor			
Under 30 years old	44%	47%	48%
30-50 years old	50%	47%	46%
Over 50 years old	6%	6%	5%
Entry-Level			
Under 30 years old	53%	54%	56%
30-50 years old	47%	44%	44%
Over 50 years old	0%	1%	0%
Mid-Level			
Under 30 years old	62%	60%	52%
30-50 years old	36%	38%	42%
Over 50 years old	3%	2%	5%
Senior-to-Executive Level			
Under 30 years old	0%	0%	0%
30-50 years old	68%	72%	62%
Over 50 years old	32%	28%	38%

Median Compensation Ratio UCR

	2022	2023	2024
Median Compensation Ratio	0.11	0.14	0.10

URF

	2022	2023	2024
Median Compensation Ratio	0.89	0.73	0.88

NCF

	2022	2023	2024
Median Compensation Ratio	1.21	1.35	1.04



Total Percentage of Employees who Received Performance Reviews by Gender UCR			
	2022	2023	2024
Male	100%	100%	100%
Female	100%	100%	100%
URF			
	2022	2023	2024
Male	100%	87%	86%
Female	100%	86%	100%
NCF			
	2022	2023	2024
Male	100%	100%	100%
Female	100%	100%	100%
Vertical 2 Total			
	2022	2023	2024
Male	100%	95.66%	95.33%
Female	100%	95.33%	100%

Total Percentage of Employees who Received Performance Reviews by Job Category UCR			
	2022	2023	2024
Labor	100%	100%	100%
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%
URF			
	2022	2023	2024
Labor	100%	97%	87%
Entry-Level	100%	63%	93%
Mid-Level	100%	69%	91%
Senior-to-Executive	100%	90%	93%
NCF			
	2022	2023	2024
Labor	100%	100%	100%
Mid-Level	100%	100%	100%
Senior-to-Executive	100%	100%	100%
Vertical 2 Total			
	2022	2023	2024
Labor	100%	99%	95.66%
Entry-Level	100%	87.66%	97%
Mid-Level	100%	89.66%	97%
Senior-to-Executive	100%	96.66%	97.66%

Note: Where a job category is not shown for a given entity, it indicates that the category is not applicable or does not exist within that entity's workforce structure.



Incidents of Discrimination UCR			
	2022	2023	2024
Incidents of discrimination	0	0	0
URF			
	2022	2023	2024
Incidents of discrimination	0	0	0
NCF			
	2022	2023	2024
Incidents of discrimination	0	0	0
Vertical 2 Total			
	2022	2023	2024
Incidents of discrimination	0	0	0
Average Training hours per Employee UCR			
	2022	2023	2024
Average Training Hours	3.04	4.59	5.94
URF			
	2022	2023	2024
Average Training Hours	0.04	0.41	0.95
NCF			
	2022	2023	2024
Average Training Hours	4.00	6.00	6.06
Vertical 2 Total			
	2022	2023	2024
Average Training Hours	4.41	6.94	9.33

Emiratization UCR			
	2022	2023	2024
Male	0	0	0
Female	1	4	5
Total	1	4	5
Male %	0%	0%	0%
Female %	100%	100%	100%
Emiratization rate	1%	3%	3%
URF			
	2022	2023	2024
Male	0	2	4
Female	2	2	2
Total	2	4	6
Male %	0%	50%	67%
Female %	100%	50%	33%
Emiratization rate	1%	1%	2%
NCF			
	2022	2023	2024
Male	0	0	2
Female	1	2	1
Total	1	2	3
Male %	0%	0%	67%
Female %	100%	100%	33%
Emiratization rate	1%	2%	3%
Vertical 2 Total			
	2022	2023	2024
Male	0	2	6
Female	4	8	8
Total	4	10	14
Male %	0%	20%	43%
Female %	100%	80%	57%
Emiratization rate	2%	5%	7%



VERTICAL 2 HEALTH & SAFETY EMPLOYEE DATA

(RATES ARE MULTIPLIED BY 1,000,000 HOURS WORKED)

UCR			
	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0	0	0
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0	0	0
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0	1	2
Rate of recordable work-related injury	0.00	3.22	4.76
Main types of work-related injury	Not applicable	N/A	N/A
Number of Hours Worked	300,490.00	310,703.00	420,409.00
URF			
	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0	0	0
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0	0	0
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0	4	0
Rate of recordable work-related injury	0.00	7.18	0.00
Main types of work-related injury	Not applicable	First Aid	First Aid cases
Number of Hours Worked	502,968.00	556,792.00	629,032.00



NCF			
	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0	0	0
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0	0	0
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0	0	0
Rate of recordable work-related injury	0.00	0.00	0.00
Main types of work-related injury	Not applicable	Not applicable	Not applicable
Number of Hours Worked	217,393.00	214,825.00	154,496.00
Vertical 2 Total			
	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0	0	0
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0	0	0
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0	5	2
Rate of recordable work-related injury	0.00	3.47	1.59
Main types of work-related injury	Not applicable	First Aid Cases	First Aid Cases
Number of Hours Worked	1,020,851.00	1,082,320.00	1,203,937.00



Vertical 2 UCR			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not applicable	Not applicable	Not applicable
UCF			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	4	0
Main types of work-related ill health	Not applicable	First Aids	First Aids
NCF			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not applicable	Not applicable	Not applicable
Vertical 2 Total			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	4	0
Main types of work-related ill health	Not applicable	First Aids	First Aids

**HEALTH & SAFETY (NON-EMPLOYEE DATA)**

(RATES ARE MULTIPLIED BY 1,000,000 HOURS WORKED)

UCR			
	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0	0	0
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0	0	0
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0	0	0
Rate of recordable work-related injury	0.00	0.00	0.00
Main types of work-related injury	Not applicable	Not applicable	Not applicable
Number of Hours Worked	9,324.00	10,520.00	11,232.00
URF			
	2022	2023	2024
Number of Fatalities	0	0	0
Rate of Fatalities	0.00	0.00	0.00
Number of lost-time injury	0	0	0
Rate of lost-time injury	0.00	0.00	0.00
Number of high-consequence work-related injury (excluding fatalities)	0	0	0
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	0	0	0
Rate of recordable work-related injury	0.00	0.00	0.00
Main types of work-related injury	Not applicable	Not applicable	Not applicable
Number of Hours Worked	N/A	N/A	N/A



NCF			
	2022	2023	2024
Number of Fatalities	1.00	0.00	0.00
Rate of Fatalities	8.74	0.00	0.00
Number of lost-time injury	0	1	0
Rate of lost-time injury	0.00	5.43	0.00
Number of high-consequence work-related injury (excluding fatalities)	0	0	0
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	1	1	0
Rate of recordable work-related injury	8.74	5.43	0.00
Main types of work-related injury	Fall from height	Entanglement	Not applicable
Number of Hours Worked	114,445	184,169	154,496
Vertical 2 Total			
	2022	2023	2024
Number of Fatalities	1	0	0
Rate of Fatalities	2.91	0	0
Number of lost-time injury	0	1	0
Rate of lost-time injury	0.00	1.81	0.00
Number of high-consequence work-related injury (excluding fatalities)	0	0	0
Rate of high-consequence work-related injury (excluding fatalities)	0.00	0.00	0.00
Number of recordable work-related injury	1	1	0
Rate of recordable work-related injury	2.91	1.81	0.00
Main types of work-related injury	Fall from height	Entanglement	Not applicable
Number of Hours Worked	123,769	194,689	165,728



UCR			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not applicable	Not applicable	Not applicable

UCF			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not applicable	Not applicable	Not applicable

NCF			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not applicable	Not applicable	Not applicable

Vertical 2 Total			
	2022	2023	2024
Number of fatalities as a result of work-related ill health	0	0	0
Number of cases of recordable work-related ill health	0	0	0
Main types of work-related ill health	Not applicable	Not applicable	Not applicable

Health and Safety Training Hours UCR			
	2022	2023	2024
Total Number of Health and Safety Training Hours	477.33	429.07	854
Training Hours per Employee	3.27	2.75	5.02

URF			
	2022	2023	2024
Total Number of Health and Safety Training Hours	N/A	42.00	344.50
Training Hours per Employee	N/A	0.15	1.16

**VERTICAL 1 SUSTAINABLE SUPPLY CHAIN DATA**

CPM			
	2022	2023	2024
Total procurement spending (AED m)	713.00	786.00	380.00
Procurement spending on local suppliers (AED m)	118.00	204.00	88.00
Procurement spending on local suppliers (%)	17%	26%	23%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
IPM			
	2022	2023	2024
Total procurement spending (AED m)	907.00	1,022.00	1,067.00
Procurement spending on local suppliers (AED m)	343.00	392.00	326.00
Procurement spending on local suppliers (%)	38%	38%	31%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
UCF			
	2022	2023	2024
Total procurement spending (AED m)	327.98	245.89	406.82
Procurement spending on local suppliers (AED m)	114.94	131.19	56.16
Procurement spending on local suppliers (%)	35%	53%	14%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
MPI			
	2022	2023	2024
Total procurement spending (AED m)	71.14	52.17	54.84
Procurement spending on local suppliers (AED m)	68.99	24.58	22.56
Procurement spending on local suppliers (%)	97%	47%	41%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
Vertical 1 Total			
	2022	2023	2024
Total procurement spending (AED m)	2,019.12	2,106.06	1,908.66
Procurement spending on local suppliers (AED m)	644.93	751.77	492.72
Procurement spending on local suppliers (%)	32%	36%	26%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%

**VERTICAL 2 SUSTAINABLE SUPPLY CHAIN DATA**

UCR			
	2022	2023	2024
Total procurement spending (AED m)	7,121.00	7,013.00	8,185.00
Procurement spending on local suppliers (AED m)	829.00	1,097.00	1,455.00
Procurement spending on local suppliers (%)	12%	16%	18%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
URF			
	2022	2023	2024
Total procurement spending (AED m)	652.46	806.47	941.63
Procurement spending on local suppliers (AED m)	584.70	703.56	737.58
Procurement spending on local suppliers (%)	90%	87%	78%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
NCF			
	2022	2023	2024
Total procurement spending (AED m)	207.81	238.86	251.94
Procurement spending on local suppliers (AED m)	149.62	143.47	167.97
Procurement spending on local suppliers (%)	72%	60%	67%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%
Vertical 2 Total			
	2022	2023	2024
Total procurement spending (AED m)	7,981.27	8,058.33	1,193.57
Procurement spending on local suppliers (AED m)	1,563.32	1,944.03	905.55
Procurement spending on local suppliers (%)	20%	24%	76%
Percentage of suppliers assessed against sourcing code of conduct	100%	100%	100%



GROUP LEVEL HR DATA

The HR-related data presented below encompasses the figures for all subsidiaries at the group level, as the HR department operates on a centralized basis.

Total Number of Permanent Employees*			
	2022	2023	2024
Permanent employees	7,955	8,703	9,616
Male	7,375	7,910	8,757
Female	580	793	859
Male %	93%	91%	91%
Female %	7%	9%	9%

*All employees are on a permanent and full-time contract.

New Employee Hires by Gender			
	2022	2023	2024
Male	1,634	1,405	1,860
Female	357	141	271
Male %	22%	18%	21%
Female %	62%	18%	32%

New Employee Hires by Age Group			
	2022	2023	2024
Under 30 years old	397	413	1,175
30-50 years old	891	693	924
Over 50 years old	103	63	32
Under 30 years old %	18%	15%	40%
30-50 years old %	17%	13%	15%
Over 50 years old %	23%	8%	5%

Employees that Left by Gender			
	2022	2023	2024
Male	1,226	976	1,013
Female	165	193	205
Male %	17%	12%	12%
Female %	28%	24%	24%

Employees that Left by Age Group			
	2022	2023	2024
Under 30 years old	397	413	512
30-50 years old	891	693	630
Over 50 years old	103	63	76
Under 30 years old %	18%	15%	17%
30-50 years old %	17%	13%	10%
Over 50 years old %	23%	8%	13%

Total Rate of New Hires Vs Total Turnover Rate			
	2022	2023	2024
Total Hires %	25%	18%	22%
Total Turnover %	17%	13%	13%



Parental Leave			
	2022	2023	2024
Return to work rates of employees that took parental leave	100%	100%	100%
Male %	100%	100%	100%
Female %	100%	100%	100%
Retention rates of employees that took parental leave	85%	82%	93%
Male %	100%	88%	93%
Female %	72%	71%	94%

Number of % of Employees by Job Category and Gender			
	2022	2023	2024
Labor			
Male	97%	94%	94%
Female	3%	6%	7%
Entry-Level			
Male	73%	73%	93%
Female	27%	27%	7%
Mid-Level			
Male	98%	98%	76%
Female	2%	2%	24%
Senior-to-Executive Level			
Male	85%	85%	86%
Female	15%	15%	14%

Number of % of Employees by Job Category and Age Group			
	2022	2023	2024
Labor			
Under 30 years old	31%	37%	36%
30-50 years old	65%	57%	61%
Over 50 years old	3%	6%	4%
Entry-Level			
Under 30 years old	24%	19%	24%
30-50 years old	68%	67%	68%
Over 50 years old	9%	14%	8%
Mid-Level			
Under 30 years old	19%	26%	18%
30-50 years old	69%	61%	69%
Over 50 years old	12%	13%	13%
Senior-to-Executive Level			
Under 30 years old	0%	0%	2%
30-50 years old	75%	64%	69%
Over 50 years old	25%	36%	29%

Ratio of the basic salary and remuneration of women to men			
	2022	2023	2024
Female-to-male median compensation ratio for junior	1.15	1.15	1.15
Female-to-male median compensation ratio for middle management	0.95	0.95	0.95
Female-to-male median compensation ratio for senior management	1.02	1.02	1.02

Total Number of Employees who received
performance reviews by Gender

	2022	2023	2024
Male	100%	100%	100%
Female	100%	100%	100%

Average Training Hours per Employee

	2022	2023	2024
Average training Hours	0.04	0.09	0.27

Emiratization

	2022	2023	2024
Male	40	48	77
Female	109	147	156
Total	149	195	233
Male %	27%	25%	33%
Female %	73%	75%	67%
Emiratization rate	2%	2%	2%

Number of Substantiated Complaints Received Concerning Breaches of Customer Privacy in 2024

	2022	2023	2024
Complaints received from outside parties and substantiated by Ittihad	0	0	0
Complaints from regulatory bodies	0	0	0
Total number of complaints	0	0	0

Leaks, Thefts and Losses of Customer Data

	2022	2023	2024
Total number of identified leaks, thefts, or losses of customer data	0	0	0



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GRI Content Index

Statement of use		Ittihad International Investment LLC has reported in accordance with the GRI Standards for the period 1 January to 31 December 2024.				
GRI 1 used		GRI 1: Foundation 2021				
Applicable GRI Sector Standard(s)		No GRI Sector Standards are currently applicable to Ittihad International Investment's activities.				
GRI STANDARD/ OTHER SOURCE	DISCLOSURE	LOCATION	OMISSION			GRI SECTOR STANDARD REF. NO.
			REQUIREMENT(S) OMITTED	REASON	EXPLANATION	
General disclosures						
GRI 2: General Disclosures 2021	2-1 Organizational details	Company Overview: Introducing Ittihad International Investment	A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.			
	2-2 Entities included in the organization's sustainability reporting	About this Report: Reporting Boundary Company Overview: Introducing Ittihad International Investment				
	2-3 Reporting period, frequency and contact point	About this Report				
	2-4 Restatements of information	Appendices: Sustainability Disclosures				
	2-5 External assurance	About this Report				
	2-6 Activities, value chain and other business relationships	Company Overview: Introducing Ittihad International Investment				
	2-7 Employees	Social Impact: Strategy: Investing in People Appendices: Sustainability Disclosures (Social and Group Level HR Data)				
	2-8 Workers who are not employees	Social Impact: Strategy: Investing in People Appendices: Sustainability Disclosures (Social and Group Level HR Data)				



2-9 Governance structure and composition	Sustainability Commitment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-10 Nomination and selection of the highest governance body	Sustainability Commitment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-11 Chair of the highest governance body	Responsible Business Practices: Corporate Governance				
2-12 Role of the highest governance body in overseeing the management of impacts	Sustainability Commitment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-13 Delegation of responsibility for managing impacts	Sustainability Commitment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-14 Role of the highest governance body in sustainability reporting	Sustainability Commitment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-15 Conflicts of interest	Responsible Business Practices: Corporate Governance				
2-16 Communication of critical concerns	Responsible Business Practices: Corporate Governance				
2-17 Collective knowledge of the highest governance body	Sustainability Commitment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-18 Evaluation of the performance of the highest governance body	Sustainability Commitment: Sustainability Governance Responsible Business Practices: Corporate Governance				
2-19 Remuneration policies	Responsible Business Practices: Corporate Governance				
2-20 Process to determine remuneration	Responsible Business Practices: Corporate Governance				
2-21 Annual total compensation ratio	This has been omitted	GRI 2-21 a, b and c	Confidentiality constraints	This metric cannot be disclosed due to confidentiality requirements, as it involves sensitive compensation data that is restricted for internal use only.	
2-22 Statement on sustainable development strategy	Message from the CEO Sustainability Commitment: Sustainability Governance				
2-23 Policy commitments	Sustainability Commitment: Sustainability Governance Responsible Business Practices: Ethical Conduct				
2-24 Embedding policy commitments	Sustainability Commitment: Sustainability Governance Responsible Business Practices: Ethical Conduct				
2-25 Processes to remediate negative impacts	Responsible Business Practices: Ethical Conduct				



	2-26 Mechanisms for seeking advice and raising concerns	Responsible Business Practices: Ethical Conduct				
	2-27 Compliance with laws and regulations	Responsible Business Practices: Ethical Conduct				
	2-28 Membership associations	Responsible Business Practices: Corporate Governance				
	2-29 Approach to stakeholder engagement	Responsible Business Practices: Corporate Governance				
	2-30 Collective bargaining agreements	This requirement has been omitted	GRI 2-30	Not applicable	This metric is not disclosed as collective bargaining agreements are not applicable under UAE law.	
Material topics						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Sustainability Commitment: Sustainability Metrics and Targets	<i>A gray cell indicates that reasons for omission are not permitted for the disclosure or that a GRI Sector Standard reference number is not available.</i>			
	3-2 List of material topics	Sustainability Commitment: Sustainability Metrics and Targets				
Biodiversity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
GRI 101: Biodiversity 2024	101-1 Policies to halt and reverse biodiversity loss	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
	101-2 Management of biodiversity impacts	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
Climate Change						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility				



GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	Environmental Responsibility: Strategy Long-term Emissions & Energy Objectives				
	102-2 Climate change adaptation plan	Environmental Responsibility: Strategy Long-term Emissions & Energy Objectives				
	102-5 Scope 1 GHG emissions	Appendices: Sustainability Disclosures (Environmental Data)				
	102-6 Scope 2 GHG emissions	Appendices: Sustainability Disclosures (Environmental Data)				
	102-8 GHG emissions intensity	Appendices: Sustainability Disclosures (Environmental Data)				
Energy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility				
GRI 103: Energy 2025	103-1 Energy policies and commitments	Environmental Responsibility: Strategy Long-term Emissions & Energy Objectives				
	103-2 Energy consumption and self-generation within the organization	Appendices: Sustainability Disclosures (Environmental Data)				
	103-4 Energy intensity	Appendices: Sustainability Disclosures (Environmental Data)				
	103-5 Reduction in energy consumption	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
Market presence						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Strategy: Investing in People				
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	Appendices: Sustainability Disclosures (Social Data)				
Indirect economic impacts						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Community Engagement				
GRI 203: Indirect Economic Impacts 2016	203-2 Significant indirect economic impacts	Social Impact: Community Engagement				
Procurement practices						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Sustainable Supply Chain				



GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Appendices: Sustainability Disclosures (Social Data)				
Anti-corruption						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Ethical Conduct				
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Responsible Business Practices: Ethical Conduct				
	205-3 Confirmed incidents of corruption and actions taken	Appendices: Sustainability Disclosures (Social Data)				
Materials						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
GRI 301: Materials 2016	301-1 Materials used by weight or volume	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
Water and effluents						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
	303-5 Water consumption	Appendices: Sustainability Disclosures (Environmental Data)				
Waste						
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
	306-2 Management of significant waste-related impacts	Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities				
	306-3 Waste generated	Appendices: Sustainability Disclosures (Environmental Data)				
	306-4 Waste diverted from disposal	Appendices: Sustainability Disclosures (Environmental Data)				



Supplier environmental assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Sustainable Supply Chain				
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	This requirement has been omitted	GRI 308-1 a	Information unavailable/incomplete	The information is incomplete because most entities have not fully implemented or documented environmental screening processes for new suppliers.	
Employment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact				
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Appendices: Sustainability Disclosures (Social Data)				
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Social Impact: Strategy: Investing in People				
	401-3 Parental leave	Appendices: Sustainability Disclosures (Group-Level HR Data)				
Labor/management relations						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact				
Occupational health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Managing Health & Safety Risk				



GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Social Impact: Managing Health & Safety Risk				
	403-2 Hazard identification, risk assessment, and incident investigation	Social Impact: Managing Health & Safety Risk				
	403-3 Occupational health services	Social Impact: Managing Health & Safety Risk				
	403-4 Worker participation, consultation, and communication on occupational health and safety	Social Impact: Managing Health & Safety Risk				
	403-5 Worker training on occupational health and safety	Appendices: Sustainability Disclosures (Social Data)				
	403-6 Promotion of worker health	Social Impact: Managing Health & Safety Risk				
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Social Impact: Managing Health & Safety Risk				
	403-8 Workers covered by an occupational health and safety management system	Social Impact: Managing Health & Safety Risk				
	403-9 Work-related injuries	Appendices: Sustainability Disclosures (Social Data)				
	403-10 Work-related ill health	Appendices: Sustainability Disclosures (Social Data)				
Training and education						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Strategy: Investing in People				
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Appendices: Sustainability Disclosures (Social Data)				
	404-2 Programs for upgrading employee skills and transition assistance programs	Social Impact: Strategy: Investing in People				
	404-3 Percentage of employees receiving regular performance and career development reviews	Appendices: Sustainability Disclosures (Social Data)				
Diversity and equal opportunity						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Strategy: Investing in People				



GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Appendices: Sustainability Disclosures (Social Data)				
	405-2 Ratio of basic salary and remuneration of women to men	Appendices: Sustainability Disclosures (Social Data)				
Non-discrimination						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Strategy: Investing in People				
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Appendices: Sustainability Disclosures (Social Data)				
Child labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Strategy: Investing in People				
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	Social Impact: Strategy: Investing in People				
Forced or compulsory labor						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Sustainable Supply Chain				
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Responsible Business Practices: Sustainable Supply Chain				
Local communities						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Community Engagement				
Supplier social assessment						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Sustainable Supply Chain				



GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	This requirement has been omitted	GRI 414-1 a	Information unavailable/incomplete	The information is incomplete because most entities have not fully implemented or documented environmental screening processes for new suppliers.	
Customer health and safety						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Strategy: Investing in People				
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	Appendices: Sustainability Disclosures (Social Data)				
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	Appendices: Sustainability Disclosures (Social Data)				
Marketing and labeling						
GRI 3: Material Topics 2021	3-3 Management of material topics	Social Impact: Strategy: Investing in People				
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling	Social Impact: Strategy: Investing in People				
Customer privacy						
GRI 3: Material Topics 2021	3-3 Management of material topics	Responsible Business Practices: Data Protection & Privacy				
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	Appendices: Sustainability Disclosures (Group-Level HR Data)				



ISSB's IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information Content Index

This content index is based on the International Sustainability Standards Board (ISSB)'s [IFRS S1 General Requirements for Disclosure of Sustainability-related Financial Information](#) released in June 2023. As Ittihad embarks on its first year of IFRS S1 alignment, the Group has sought to reflect the disclosures most relevant and feasible and has provided references for each IFRS S1 disclosure requirement based on currently available information, acknowledging that some remain high-level at this stage. Recognizing that sustainability is an evolving journey, Ittihad remains committed to strengthening its disclosure quality and transparency over time.

Reference no.	Disclosure Description	Sections and/or Explanation 2024 Sustainability Report
Governance		
IFRS S1-27(a)	The governance body(s) (which can include a board, committee or equivalent body charged with governance) or individual(s) responsible for oversight of sustainability-related risks and opportunities, including information about:	Sustainability Commitment: Sustainability Governance
	(i) How responsibilities for sustainability-related risks and opportunities are reflected in the terms of reference, mandates, role descriptions and other related policies applicable to that body(s) or individual(s).	Sustainability Commitment: Sustainability Governance Environmental Responsibility: Oversight of Environmental and Climate-Related Responsibilities Social Impact: Governance and Oversight
	(ii) How the body(s) or individual(s) determines whether appropriate skills and competencies are available or will be developed to oversee strategies designed to respond to sustainability-related risks and opportunities.	Sustainability Commitment: Sustainability Governance
	(iii) How and how often the body(s) or individual(s) is informed about sustainability-related risks and opportunities.	Sustainability Commitment: Sustainability Governance
	(iv) How the body(s) or individual(s) takes into account sustainability related risks and opportunities when overseeing the entity's strategy, its decisions on major transactions and its risk management processes and related policies, including whether the body(s) or individual(s) has considered trade-offs associated with those risks and opportunities.	Sustainability Commitment: Sustainability Governance
	(v) How the body(s) or individual(s) oversees the setting of targets related to sustainability-related risks and opportunities, and monitors progress towards those targets, including whether and how related performance metrics are included in remuneration policies.	Sustainability Commitment: Sustainability Governance
IFRS S1-27(b)	Management's role in the governance processes, controls and procedures used to monitor, manage and oversee sustainability related risks and opportunities, including information about:	Sustainability Commitment: Sustainability Governance
	(i) Whether the role is delegated to a specific management-level position or management-level committee and how oversight is exercised over that position or committee.	Sustainability Commitment: Sustainability Governance Environmental Responsibility: Oversight of Environmental and Climate-Related Responsibilities Social Impact: Governance and Oversight
	(ii) Whether management uses controls and procedures to support the oversight of sustainability-related risks and opportunities and, if so, how these controls and procedures are integrated with other internal functions.	Sustainability Commitment: Sustainability Governance Environmental Responsibility: Oversight of Environmental and Climate-Related Responsibilities Social Impact: Governance and Oversight



Strategy		
<i>Sustainability-related risks and opportunities</i>		
IFRS S1-30(a)	Sustainability-related risks and opportunities that could reasonably be expected to affect the entity's prospects	Sustainability Commitment: Sustainability Strategy and Risk Management Environmental Responsibility: Strategy: Long-term Emissions & Energy Objectives Social Impact: Strategy: Investing in People
IFRS S1-30(b)	The time horizons—short, medium or long term—over which the effects of each of those sustainability-related risks and opportunities could reasonably be expected to occur	Sustainability Commitment: Sustainability Strategy and Risk Management Environmental Responsibility: Strategy: Long-term Emissions & Energy Objectives
IFRS S1-30(c)	The definitions of 'short term', 'medium term' and 'long term' and how these definitions are linked to the planning horizons used by the entity for strategic decision-making.	Sustainability Commitment: Risk Management
<i>Business model and value chain</i>		
IFRS S1-32(a)	A description of the current and anticipated effects of sustainability related risks and opportunities on the entity's business model and value chain.	Sustainability Commitment: Sustainability Strategy and Risk Management
IFRS S1-32(b)	A description of where in the entity's business model and value chain sustainability-related risks and opportunities are concentrated (for example, geographical areas, facilities and types of assets).	Sustainability Commitment: Sustainability Strategy and Risk Management
<i>Strategy and decision-making</i>		
IFRS S1-33(a)	How the entity has responded to, and plans to respond to, sustainability-related risks and opportunities in its strategy and decision-making.	Sustainability Commitment: Sustainability Strategy Environmental Responsibility: Strategy: Long-term Emissions & Energy Objectives Social Impact: Strategy: Investing in People
IFRS S1-33(b)	The progress against plans the entity has disclosed in previous reporting periods, including quantitative and qualitative information.	Sustainability Commitment: Sustainability Strategy Environmental Responsibility: Strategy: Long-term Emissions & Energy Objectives Social Impact: Strategy: Investing in People
IFRS S1-33(c)	Trade-offs between sustainability-related risks and opportunities that the entity considered (for example, in making a decision on the location of new operations, an entity might have considered the environmental impacts of those operations and the employment opportunities they would create in a community).	Sustainability Commitment: Sustainability Strategy and Risk Management
<i>Financial position, financial performance and cash flows</i>		
IFRS S1-34(a)	The effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows for the reporting period (current financial effects).	Sustainability Commitment: Sustainability Strategy and Risk Management
IFRS S1-34(b)	The anticipated effects of sustainability-related risks and opportunities on the entity's financial position, financial performance and cash flows over the short, medium and long term, taking into consideration how sustainability-related risks and opportunities are included in the entity's financial planning (anticipated financial effects).	Sustainability Commitment: Sustainability Strategy and Risk Management



IFRS S1-35(a)	Quantitative and qualitative information about how sustainability related risks and opportunities have affected its financial position, financial performance and cash flows for the reporting period.	Sustainability Commitment: Sustainability Strategy and Risk Management
IFRS S1-35(b)	Quantitative and qualitative information about the sustainability related risks and opportunities identified in paragraph 35(a) for which there is a significant risk of a material adjustment within the next annual reporting period to the carrying amounts of assets and liabilities reported in the related financial statements.	Sustainability Commitment: Sustainability Strategy and Risk Management
IFRS S1-35(c)	Quantitative and qualitative information about how the entity expects its financial position to change over the short, medium and long term, given its strategy to manage sustainability-related risks and opportunities, taking into consideration:	Sustainability Commitment: Sustainability Strategy and Risk Management
	(i) Its investment and disposal plans (for example, plans for capital expenditure, major acquisitions and divestments, joint ventures, business transformation, innovation, new business areas, and asset retirements), including plans the entity is not contractually committed to.	Sustainability Commitment: Sustainability Strategy and Risk Management
	(ii) Its planned sources of funding to implement its strategy.	Sustainability Commitment: Sustainability Strategy and Risk Management
IFRS S1-35(d)	Quantitative and qualitative information about how the entity expects its financial performance and cash flows to change over the short, medium and long term, given its strategy to manage sustainability related risks and opportunities.	Sustainability Commitment: Sustainability Strategy and Risk Management
Resilience		
IFRS S1-41	A qualitative and, if applicable, quantitative assessment of the resilience of its strategy and business model in relation to its sustainability-related risks, including information about how the assessment was carried out and its time horizon.	Sustainability Commitment: Sustainability Strategy and Risk Management
Risk management		
IFRS S1-44(a)	The processes and related policies the entity uses to identify, assess, prioritize and monitor sustainability-related risks, including information about:	Sustainability Commitment: Sustainability Governance and Risk Management
	(i) The inputs and parameters the entity uses (for example, information about data sources and the scope of operations covered in the processes).	Sustainability Commitment: Sustainability Governance and Risk Management
	(ii) Whether and how the entity uses scenario analysis to inform its identification of sustainability-related risks.	Sustainability Commitment: Risk Management
	(iii) How the entity assesses the nature, likelihood and magnitude of the effects of those risks (for example, whether the entity considers qualitative factors, quantitative thresholds or other criteria).	Sustainability Commitment: Risk Management
	(iv) Whether and how the entity prioritizes sustainability-related risks relative to other types of risk.	Sustainability Commitment: Risk Management Environmental Responsibility: Approach to Managing Environmental and Climate Risks and Opportunities
	(v) How the entity monitors sustainability-related risks.	Sustainability Commitment: Risk Management
	(vi) Whether and how the entity has changed the processes it uses compared with the previous reporting period.	Sustainability Commitment: Risk Management
IFRS S1-44(b)	The processes the entity uses to identify, assess, prioritize and monitor sustainability-related opportunities	Sustainability Commitment: Risk Management



IFRS S1-44(c)	The extent to which, and how, the processes for identifying, assessing, prioritizing and monitoring sustainability-related risks and opportunities are integrated into and inform the entity's overall risk management process.	Sustainability Commitment: Risk Management
Metrics and targets		
IFRS S1-46(a)	Metrics required by an applicable IFRS Sustainability Disclosure Standard for each sustainability-related risk and opportunity that could reasonably be expected to affect the entity's prospects.	Sustainability Commitment: Sustainability Metrics and Targets Appendices: Sustainability Disclosure
IFRS S1-46(b)	Metrics the entity uses to measure and monitor that sustainability related risk or opportunity and its performance in relation to that sustainability-related risk or opportunity, including progress towards any targets the entity has set, and any targets it is required to meet by law or regulation.	Sustainability Commitment: Sustainability Metrics and Targets Environmental Responsibility: Environmental Performance, Targets, and Initiatives Social Impact: Social Metrics and Targets- In Review
IFRS S1-51(a)	The metric used to set the target and to monitor progress towards reaching the target.	Sustainability Commitment: Sustainability Metrics and Targets Environmental Responsibility: Environmental Performance, Targets, and Initiatives Social Impact: Social Metrics and Targets- In Review
IFRS S1-51(b)	The specific quantitative or qualitative target the entity has set or is required to meet.	Sustainability Commitment: Sustainability Metrics and Targets Environmental Responsibility: Environmental Performance, Targets, and Initiatives Social Impact: Social Metrics and Targets- In Review
IFRS S1-51(c)	The period over which the target applies.	Sustainability Commitment: Sustainability Metrics and Targets
IFRS S1-51(d)	The base period from which progress is measured.	Sustainability Commitment: Sustainability Metrics and Targets
IFRS S1-51(e)	Any milestones and interim targets.	Sustainability Commitment: Sustainability Metrics and Targets
IFRS S1-51(f)	Performance against each target and an analysis of trends or changes in the entity's performance.	Sustainability Commitment: Sustainability Metrics and Targets Environmental Responsibility: Environmental Performance, Targets, and Initiatives Social Impact: Social Metrics and Targets- In Review
IFRS S1-51(g)	Any revisions to the target and an explanation for those revisions.	Sustainability Commitment: Sustainability Metrics and Targets