



Empower
with enterprise

2023
Baseline
Sustainability
Report

alliad.com



About the report

The 2023 Baseline Sustainability Report is the first Environmental, Social and Corporate Governance Report of Alliad. It covers the period from 1st January 2023 to 31st December 2023.

Report Content

The content of the Report covers the areas that we consider vital to our business and global stakeholders. The purpose of this Report is to present the approach, decisions, actions, progress and goals of Alliad in the implementation of its corporate strategy focusing on Environmental, Social and Corporate Governance topics.

For the development of our 1st Baseline Sustainability Report, we took into consideration the UN Sustainable Development Goals (SDGs) and the GRI Standards (2021).

Scope and Boundaries

Business operations included in the report

Business Operations	Division	Headcount
Australia	Facilities Management	168
Democratic Republic of Congo (DRC)	Supply & Logistics	191
Ivory Coast (IVC)	Engineering & Construction	174
Kenya	Supply & Logistics	230
Lebanon	Supply & Logistics Facilities Management	69
United Arab Emirates (UAE)	Facilities Management	1627
Uganda	Facilities Management	222
Grand Total		2681

We extend our sincere appreciation to all Alliad colleagues for their unwavering dedication and invaluable contributions to the development of our first Sustainability Report. Your commitment has been crucial in advancing our sustainability initiatives and ensuring the comprehensive and successful presentation of our Environmental, Social, and Governance (ESG) efforts.

Thank you to all of our colleagues across Alliad global operations for their support in releasing our Baseline Sustainability Report:

- | | | |
|----------------------|----------------------|-----------------|
| Vikki Aitken | Genevieve Gotla | Biju Raman |
| Abier Alsaadi | Muhammad Talha Javed | Amendra Singhvi |
| Salome Alston Ferrao | Roy Kaka | Rami Suleiman |
| Aggrey Ashaba | Ajeethan Kizhussery | Rahul Vadduri |
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Your feedback is important to Alliad

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Support

The Sustainability Report has been developed with the support of Sustainability Knowledge Group (www.sustainabilityknowledgegroup.com).



2023 Highlights

Governance and Operations



- Successfully mobilized operations in Republic of the Congo & Central African Republic for Supply Chain & Logistics
- Formation of 2 cross-functional Sustainability Committees
- Created the Sustainability Department within Business Development, signaling the integration of sustainability into our core business strategy
- Conducted a materiality assessment exercise to identify the most critical topics for our business and stakeholders and help us improve our sustainability strategy

Environment



- **100%** of operations reporting on GHG emissions
- Upgraded supplier portal to advanced procurement software and included mandatory online supplier approval and acknowledgment of Code of Conduct

People



- **2681** employees
Women: **481** forming **17.94%** of total headcount
Men: **2200**
- **26.21%** of Women in managerial positions
- Retention Rate \approx **93.6%**
- **72** nationalities



Vision

A global partner built on the power of human potential



Mission

Partnering with all of our stakeholders to deliver successful results with lasting impact.



To advance responsible development and wellbeing in challenging environments through human enterprise.



Purpose

Key Milestones of our journey

2003

Alliad (formerly GCC Services) was established in the Middle East, marking the beginning of its presence in the region, and laying the foundation for future growth.



2008

Extended capabilities in Catering & Facilities Management operations in Australia by acquiring Australian Camp Service.

Commenced first operational projects with large humanitarian organizations in the Middle East and Africa.

Received first global ISO Certification ISO9001:2015 Quality Management System.

2010

Became a participant in the UN Global Compact with yearly reporting on the Ten Principles of the UN Global Compact.



2021

Major construction project in the healthcare sector started in Côte d'Ivoire, showcasing our expertise in critical infrastructure.

Partnered with NITA (National Industrial Training Authority) for vocational training programs to support differently-abled students in Kenya. Additionally, sponsored 21 students through vocational training programs in electrical wiring and food & beverage production.

2023

Created Laba International, a joint venture with Laba Holdings and GCC Services (now Alliad) with the goal to transfer our global skills and generate sustainable benefits to Papua New Guinea.

Prioritized CSR engagement in the Tilenga Project through the donation of five desktops, installing power at Kisiabi Primary School, providing menstrual health training to four schools, and donating scholastic materials to five schools.



Expanded services to include Engineering & Construction projects, diversifying our portfolio.

2005



Acquired by Agility, a global supply chain leader.

2009



Connected East Africa through cross-boarder Supply Chain & Logistics capabilities when Agility Kenya joined our group.

2018

Launched our Human Rights and Fair Labor program, reflecting our long-term commitment to ensuring fair and ethical treatment of all employees. The program aims to achieve 100% employee training in fair labor practices.

Became signatory to the United Nations Women's Empowerment Principles (WEPs) and implemented WEPs principles in our business behaviors and ways of working.

2022



Rebranded from GCC Services to Alliad to showcase expanded services.

Alliad releases its 2023 baseline sustainability report.

Alliad became part of Agility Global, an Agility subsidiary, listed on the Abu Dhabi Securities Exchange (ADX).

2024



Welcome Message

Dear Stakeholders,

As we present Alliad's first Baseline Sustainability Report, I want to take a moment to reflect on the journey we have embarked upon. This report marks a significant milestone for us, not only as an organization but as a community of individuals committed to making a positive impact on the world around us.

We are at the beginning of our sustainability journey, a journey that we approach with humility and a deep sense of responsibility. While this report lays the foundation for our future efforts, it also serves as a testament to the tangible differences we are already making. Our progress may still be in its early stages, but every step forward, no matter how small, is a step toward a more sustainable future.

At Alliad, we understand that sustainability is not a destination but a continuous process of learning, adapting, and improving. We have taken deliberate actions to integrate sustainable practices into our operations, guided by the belief that even modest efforts can lead to meaningful change.

Our commitment is not just about meeting regulatory requirements; it is about embedding sustainability into the very fabric of our business, ensuring that our actions today lay the groundwork for a better tomorrow.

This report highlights the foundational work we have undertaken—expanding our sustainability teams, engaging with our communities, and beginning to measure our environmental impact with greater precision. These initiatives are crucial as they provide us with the insights needed to identify areas for improvement and set realistic goals for the future.

We are fully aware that there is much more to be done, but we are encouraged by the progress we have made thus far.

Our approach to sustainability is rooted in collaboration. We are committed to working closely with our partners, clients, and communities to ensure that our sustainability efforts are inclusive and impactful.

By fostering strong relationships and encouraging open dialogue, we aim to build a collective understanding of the challenges we face and the solutions we can create together.

As we move forward, our focus will remain on making incremental yet significant improvements. We are not rushing to declare ambitious goals but are instead dedicated to setting achievable targets that reflect our current capabilities and aspirations.

This approach allows us to build a solid foundation for long-term success, ensuring that each step we take is measured and meaningful.

I am grateful to our dedicated employees whose passion and commitment are the driving forces behind our sustainability efforts. Their hard work and creativity are what make this report possible and what will propel us forward on this journey.

To our stakeholders, thank you for your continued support and trust in Alliad. Your partnership is invaluable as we strive to create a sustainable future, one that benefits not only our business but the communities and environments we serve. Together, we will continue to learn, grow, and make a lasting difference.

Rashad Sinokrot
Global Chief
Executive Officer





About Us



Growth In Revenue for 2023



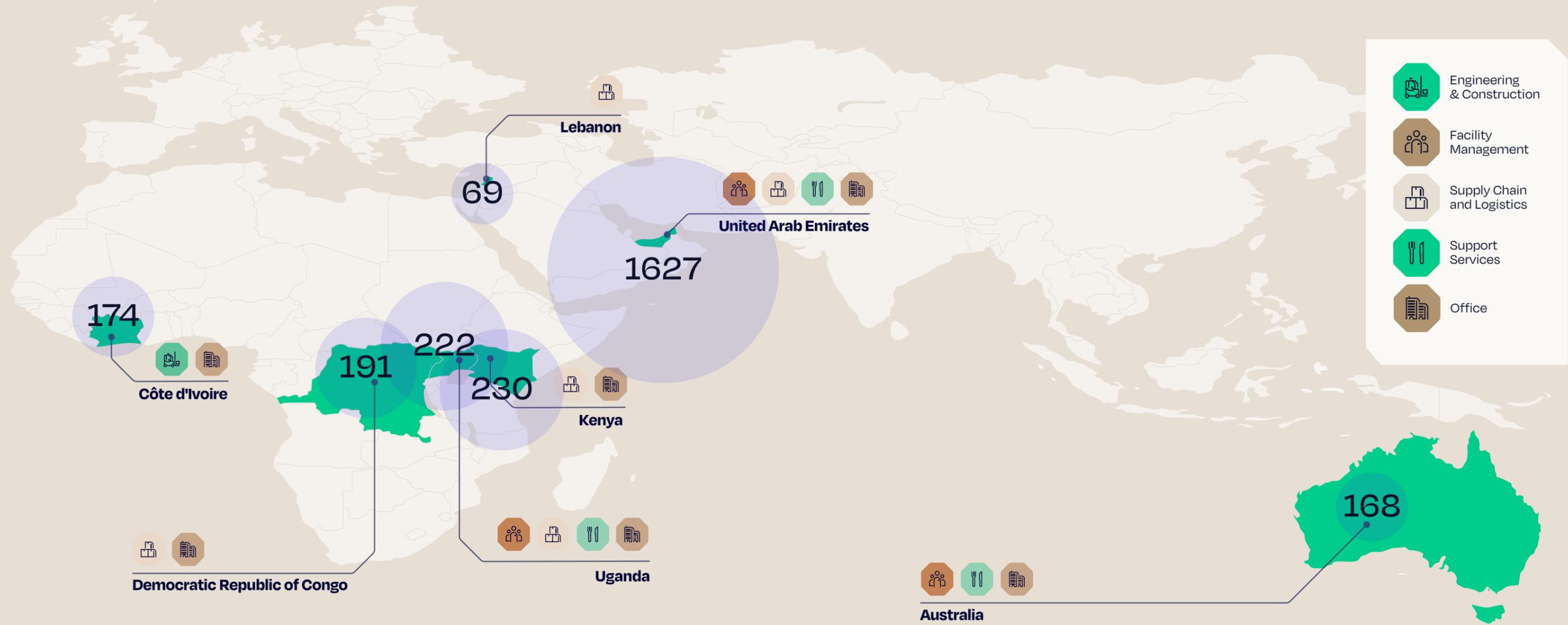
Total Employees In 2023



Of energy consumed from renewable source



Operations Reporting On GHG Emissions



The size of the circle above represents the percentage of our employees against total headcount

Company Overview

Alliad, formerly known as GCC Services, rebranded in 2024 to better reflect our expanding portfolio and services in emerging markets.

Originating from Kuwait as a former food service company, today Alliad operates globally, providing a fully integrated suite of services including engineering and construction, supply and logistics, facilities management, and support services.

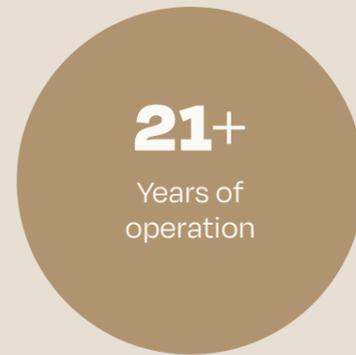
With over 21 years of successful operation experience, Alliad has built a portfolio of clients and long-term relationships with trusted suppliers and partners. We have grown to be the worldwide partner of choice for companies, governments, and aid organizations operating in remote and challenging conditions. Each project has been a chance to grow, to test ourselves, take on new challenges, and understand the power of human enterprise.

This mindset of conquering challenges as a team and ongoing engagement and communication is significant given our diverse team – sharing some 10 languages amongst ourselves.

Alliad focuses on projects in emerging markets, with our corporate office in the United Arab Emirates and project operations throughout Africa, Papua New Guinea, Australia, and past operational experience globally.

At Alliad, our concern for people – from employees and clients to those in the communities where we operate – translates into a respect for individual and collective human endeavor and a passionate desire to support it in challenging environments.

From building crucial infrastructure for developing nations to ensuring organizations operating under critical conditions receive essential materials and services, we create and sustain optimal environments for businesses and the communities around them to thrive responsibly and sustainably.



Our Service Portfolio

Alliad has achieved growth in emerging markets through the expansion of new services, entering new territories, and acquiring businesses.

This successful growth has established us as a key partner for development in these markets. We prioritize delivering operations in emerging markets and are committed to our clients' success by effectively managing operations in complex environments, leveraging the expertise of our global teams. In

2023, our business was categorized across 3 divisions:

Considering our 2024 expansion plans, we will restructure into four divisions: Engineering & Construction, Supply Chain & Logistics, Facilities Management, and Support Services.

Our key focus is on increasing market share, becoming a market leader, leveraging stakeholder loyalty and retention, and enhancing our current service portfolio.

Engineering and Construction



Supply and Logistics



Facilities Management





Rebranding to Alliad

In 2023, GCC Services (now Alliad) embarked on a rebranding journey. As we saw growth within our business, we critically assessed our current positioning under the GCC Services name and found that "Gulf Catering Company" did not adequately convey the services we offered, nor reflected our expansive service capabilities, ambitions, or our pivotal role in fostering economic, social, and environmental development in emerging markets.

The name was formed from a variation of words, emphasizing creating alliances where we operate, and 'advancement' to represent the improvement and development we are working towards.

Alliad believes in the power of human enterprise and prioritizes growth where it matters – in emerging markets.



Part of Agility

Alliad is part of Agility Global, a subsidiary of Agility. Agility is a global leader in supply chain services, infrastructure and innovation with 65,000+ employees across six continents.

Agility specializes in growing and scaling operating businesses. Agility's portfolio of companies include the world's largest aviation services company (Menziess Aviation); a global fuel logistics business (Tristar); and a leading logistics parks developer and operator across the Middle East, South Asia, and Africa (Agility Logistics Parks). Other Agility companies offer customs digitization services, remote-site infrastructure services, defense and government services, ecommerce-enablement and digital logistics, and waste management and recycling. Agility invests in supply chain innovation, sustainability, and resilience, and has minority holdings in a portfolio of listed and non-listed companies.

In 2023, Forbes listed Agility in the top three for sustainability leadership in Transport & Logistics in the Middle East; one of only three Kuwait-based companies in the Middle East Sustainability 100. With Agility's guidance, Alliad has progressed in our sustainability journey through regular reporting in quarterly meetings.

As a partner, Agility also provides recommendations on industry trends but also offers environmental recommendations, along with guidance and support for key program initiatives.



Business Model & Strategy

Alliad's strategic objectives are aligned with our commitment to creating and sustaining optimal environments to thrive responsibly and sustainably.

Our key objectives for our divisions include:



Engineering & Construction:

Prioritizing the growth and presence in the healthcare, education and industrial sectors.



Supply Chain & Logistics:

Maintain as market leader in delivering food rations in emerging markets for large humanitarian organizations while also building on existing relationships with trusted suppliers. Expand on current portfolio in Africa for logistics and enhance customer value through innovation and technology.



Facilities Management:

Building capability and enhancing profitability for facilities management through securing further projects organically and client retention for current projects.

Across our division, we ensure employee welfare, selecting the appropriate partners to join our supply chains, foster a culture of integrity through solid Governance Systems and Corporate Culture, engage with communities, leverage in innovation and technology and ensure environmental protection.



Economic performance

Despite the multiple challenges and risks that our business entails in the diverse markets where we operate, in 2023 we have experienced a 31% growth in revenue compared to 2022, attributed to the rising demand for our services, driven by significant increase in the number of large-scale projects.





Sustainability Approach

At Alliad, we take pride in our business performance and operational success, especially in remote and challenging environments.

Our expertise enables us to consistently deliver reliable services, overcoming logistical and operational hurdles.

This not only demonstrates our resilience but also highlights our commitment to supporting communities and clients in demanding locations.

By integrating ethical practices, rigorous compliance, and operational excellence, we are building a strong foundation for sustainable growth and long-term success.

Aware that we are at the beginning of our formal sustainability journey, during this reporting period, we conducted a thorough materiality assessment of our current practices, environmental impact, and social responsibilities to identify key areas for improvement, establishing a solid framework to guide our future sustainability efforts, central to our business strategy.



Key milestones included:



Data Collection and Analysis

We gathered and analyzed data across various aspects of our operations to understand our current sustainability performance



Stakeholder Engagement & Materiality

We engaged with internal and external stakeholders to gain insights and perspectives on our sustainability impacts and priorities.



Sustainability Training

We laid the groundwork for our sustainability strategy by providing training to employees involved in Sustainability.



Transparency & Disclosure

Publication of our 1st Baseline Sustainability Report

Through these efforts, we have gained valuable insights that will inform our sustainability strategy and actions in the coming years.

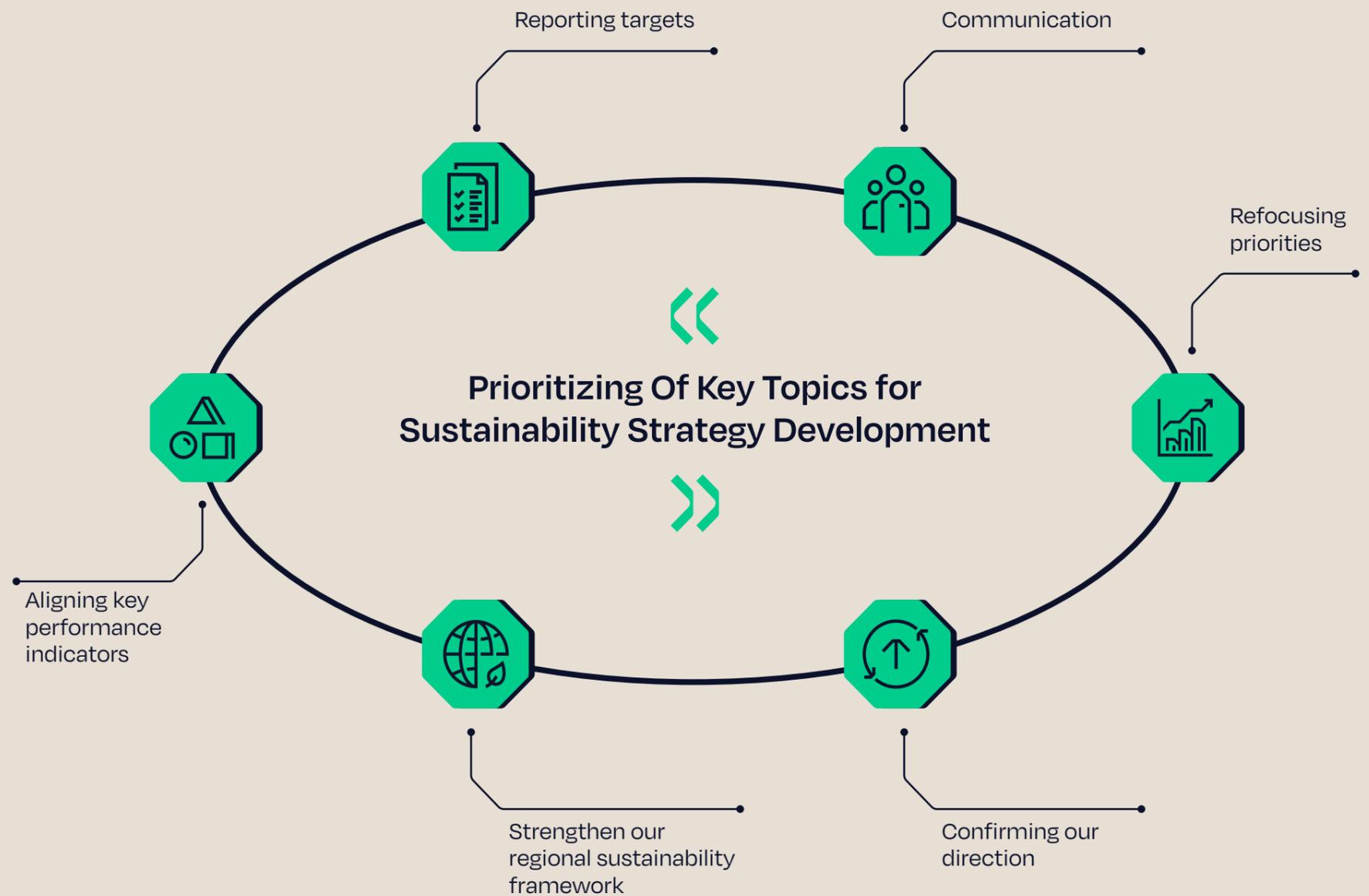
Our commitment to sustainability is now underpinned by a clear understanding of our maturity level, allowing us to set realistic and impactful goals as we move forward.

Materiality Assessment: Goals, Methodology and Results

Due to the nature of our business and the extended geographical scope in which we develop our projects, we need to be able to recognize our impacts, understand our risks as well as seize any business opportunities.

During this reporting period, we conducted a materiality assessment across our key geographies to identify the core material topics and prioritize the most critical ones for our business and stakeholders, as a base for the development of our Sustainability Strategy and Sustainability Report.

The insights gathered are expected to assist us in refocusing priorities, confirming our direction, and strengthen our regional sustainability framework, aligning key performance indicators, reporting targets, and communication.



Process and Methodology

The materiality methodology is based on GRI Standards, AA1000, international guidelines, and global best practices.

It was tailored to align with our operations, culture, peer performance, stakeholder expectations, regional operations, local culture, national commitments, and sector benchmarks.

Our approach incorporates double materiality principles, by identifying the impact that sustainable development topics have upon Alliad's business performance, Alliad's impact upon sustainable development, as well as aspects of financial impact of the topics identified.

The exercise was divided into 2 parts with the view to gather quantitative as well as qualitative input:

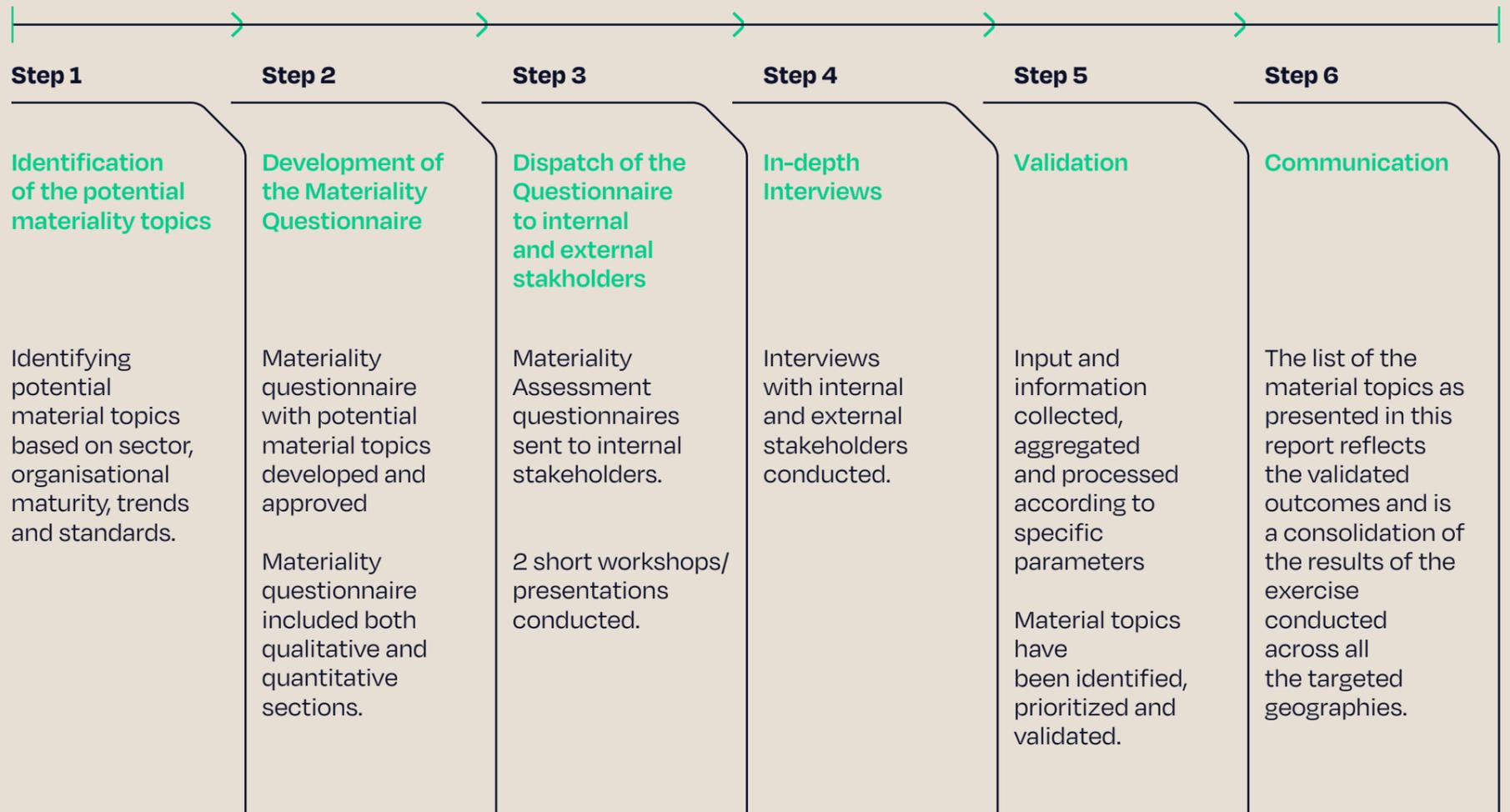
Online Survey Developed questionnaires aimed at internal and external stakeholders

In depth Interviews Conducted in-depth interviews with targeted internal and external stakeholders

The online survey was based on a set of predefined sustainability topics. Open-ended questions were also included to ensure we gather in-depth information and future focused perspectives and insights.

We also reached out to a selected internal and external stakeholders to discuss in more detail certain business aspects, concerns, impact and challenges as well as opportunities from sustainability giving them the opportunity to provide tangible and extended qualitative feedback for the sector and the business.

The entire process enabled us to obtain a broader and more diversified vision of stakeholder expectations regarding our sustainability direction.



Identified Material Topics



Key Highlights

The online survey was conducted in **10** countries

- UAE
- Uganda
- Cote d'Ivoire
- Western Sahara
- Cyprus
- Kenya
- Democratic Republic of Congo
- Australia
- Lebanon
- Central African Republic

163 internal stakeholders and **28** external stakeholders participated in the survey

Profile of internal stakeholders:

- Employees
- Management
- Shareholder
- Board members
- Leadership

Profile of external stakeholders

- Suppliers
- Agility Group
- Local communities'
- Customers
- Government & Regulatory Bodies
- NGOs

Interviews took place with **high ranking executives** including the CEO and major clients and suppliers.

From Materiality to Strategy Development

The entire exercise reflects Alliad's commitment for a continuous and open dialogue amongst its diverse stakeholders across all the geographies in which the organization operates.

Both internal and external stakeholders gave precedence to governance/economic as well as social topics, mainly focusing on employee and contractor health and safety, human rights safeguarding, anti-corruption and anti-bribery, workplace culture and training as well as customer satisfaction featuring amongst the most crucial topics.

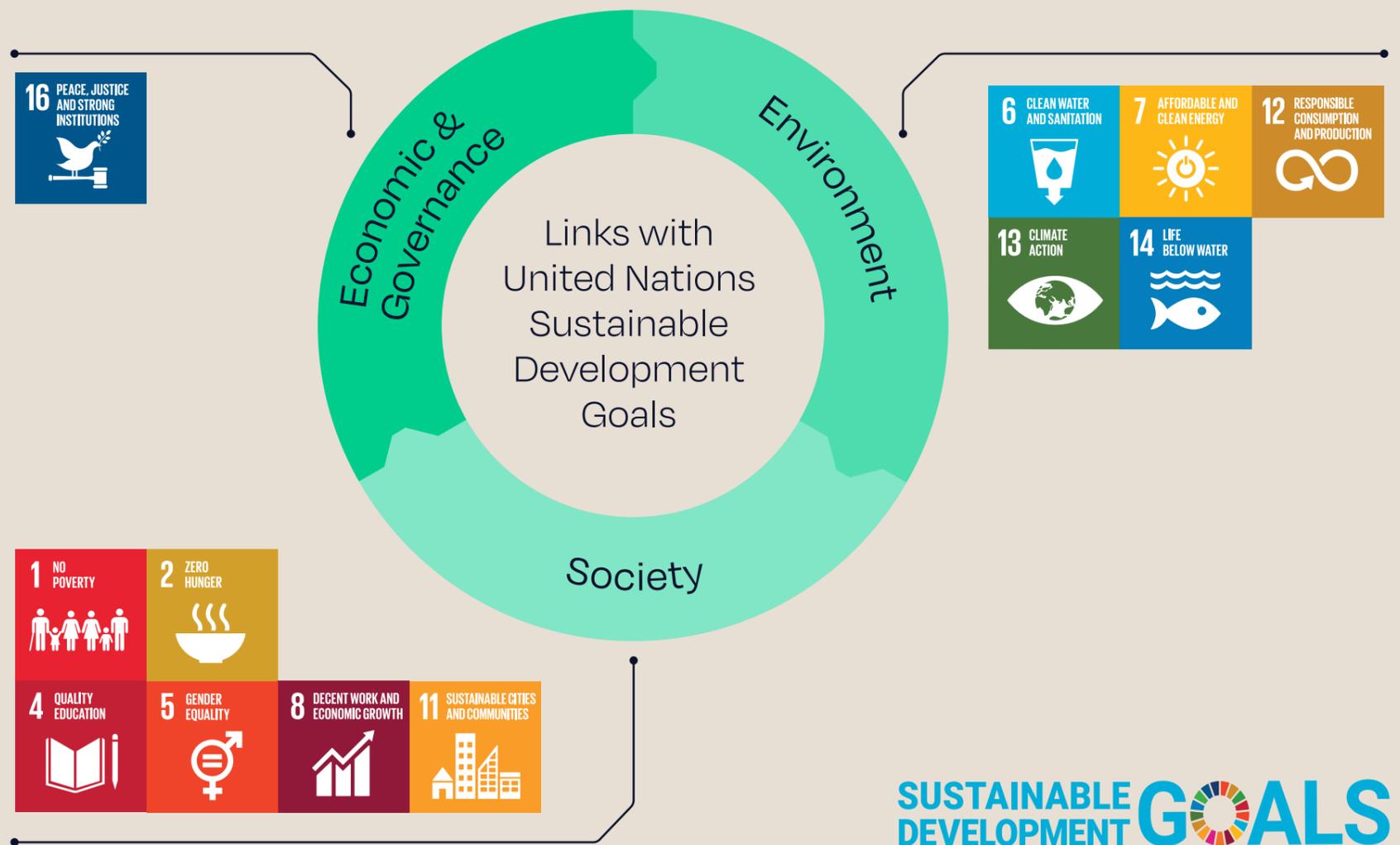
In the environmental pillar, circular economy and waste management, energy consumption, Infrastructure resilience, climate change were recognized as the most important, while resources and materials use has been identified as crucial from both the internal and external stakeholders.

This approach will help us develop our subsequent sustainability strategy and action plan moving forward.



Alignment with Global UN Initiatives

At Alliad, we ensure that our sustainability strategy aligns with both international and national goals while addressing the unique local challenges in the diverse markets we serve. To achieve this, we have identified how our material topics link to the United Nations Sustainable Development Goals (UNSDGs), enabling us to monitor our progress and overall contribution through our actions, policies, initiatives, and practices.



SUSTAINABLE DEVELOPMENT GOALS



Governance and Responsible Business Practices

At Alliad, we are dedicated to upholding the highest standards of governance and responsible business practices.

Our commitment to ethical conduct, culture, and reputation forms the cornerstone of our operations. We prioritize integrity and transparency in all our dealings, ensuring that our actions reflect our core values.

Our focus on risk and regulatory compliance is unwavering.

We have implemented robust policies and procedures to identify, assess, and mitigate potential risks, ensuring we meet all regulatory requirements and operate within legal frameworks.

This proactive approach helps us maintain trust with our stakeholders and ensures the longevity of our business.



Corporate Governance Model and Systems

Alliad's Corporate Governance model ensures transparency, ethical operations, and accountability, fostering stakeholder trust through clear policies and procedures for decision-making, oversight, and control.

Our governance structure and framework include robust internal controls and policies aimed at preventing corruption, supported by a vigilant board of directors and transparent reporting practices.

Regular internal audits and the involvement of a steering committee further reinforce our commitment to maintaining high governance standards.



Composition of the Board Members 100% Male

Count	Role	Tenure as of end of Dec. 2023
2	Global Chief Executive Officer	13.33
1	Global Chief Financial Officer	8.86

Composition of the ExCo (Executive Committee) 100% Male

Count	Role	Tenure as of end of Dec. 2023
2	Global Chief Executive Officer	13.33
1	Global Chief Financial Officer	8.86
2	Global Chief Operating Officer	12.69
1	Senior Vice President, Global Business Development & Sustainability	7.13
2	Senior Vice President, Global Engineering & Construction	1.80
1	Managing Director Australia	15.14
1	General Counsel	14.75

Composition of the DIRCO (Directors Committee) 50% Male 50% Female

Count	Role	Tenure as of end of Dec. 2023
2	IT Director	1.42
1	Finance Manager	0.65
2	Logistics and Procurement Director	20.41
1	Sr. Qhse Director	15.74
2	Senior Director Group Finance	5.50
1	Group Head Of Contract Management	17.61
2	Director Business Development & Sustainability	12.86
1	Group Hr Director	0.99

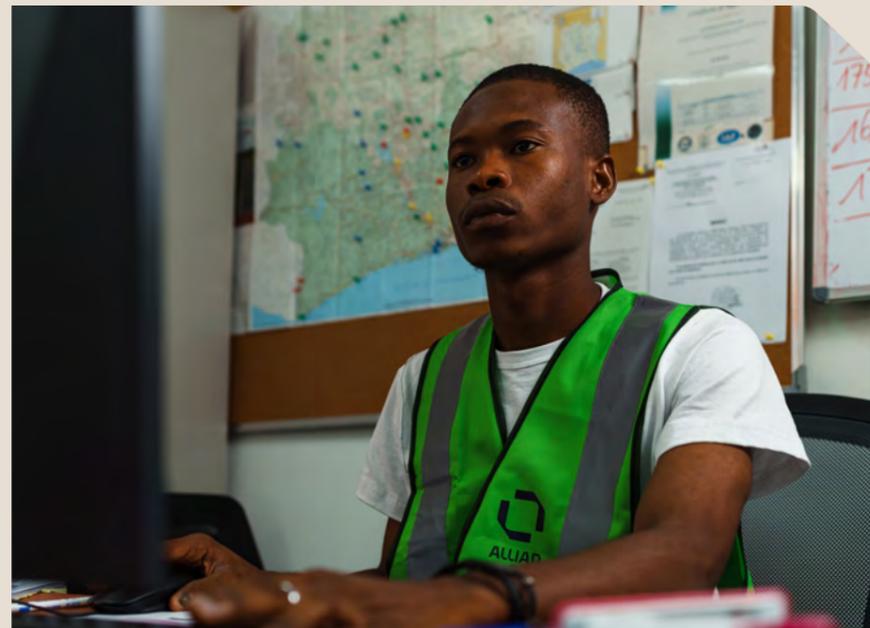
Management Systems and Process Streamlining

In 2023, we embarked on a significant transformation to optimize operations and enhance service delivery. We are committed to innovation and continuous improvement in our management systems and process streamlining.

We implemented practices to enhance operational efficiency and optimize quality, improve time investments and resource intensive tasks.

By automating key tasks and improving data accuracy, we've reduced operational costs and increased productivity.

Furthermore, our focus on employee training and development has fostered a culture of innovation, empowering our workforce to identify opportunities for process improvements and contribute to our growth strategy.



We initiated a number of innovation-led workstreams in 2023:

<p>Complete the move to fully carbon neutral operational systems by 2025.</p>	<p>Migration of on Premise data centers to carbon neutral hosting in Microsoft Azure.</p>	<p>Electronic Accounts Payable (AP) invoice capturing using AI driven Optical Character Recognition platform and integrating automatic 3 way matching, error reduction.</p>	<p>IT involvement with Exco is the highest governance body of Alliad for better strategic positioning of technology offerings.</p>
<p>The HR Department shifted to TalentLMS Learning Management System which was launched on 1st Dec. 2023 to ensure better and more flexible content management options, supporting a wide range of file types and learning materials, and scalability.</p>	<p>Alliad migrated its automated business processes across different departments (HR, IT, Finance, QHSE) from TRANSFORA v1 platform to TRANSFORA vNext on 1st Nov. 2023. Enhanced features include Single Sign-On option and WhatsApp notifications for viewing and approving requests on the go.</p>	<p>Revamped the deployed Power BI Dashboard to enhance decision-making, engagement, compliance, and motivate a data-driven HR function.</p>	<p>Starting in May 2023, we began deploying the Oracle Payroll Module at operational sites and Corporate office in the UAE. This aims to streamline payroll processes by automating complex tasks, ensuring accuracy and compliance, and reducing errors.</p>
<p>Monthly Cybersecurity Awareness Series since 2022 to reinforce best practices and keep security top of mind for employees.</p> <p>Topics include phishing, ransomware, passwords, file-saving, scam avoidance, password reuse, QR code attacks, handling confidential data, SMiShing, Vishing, and safeguarding services.</p>	<p>In May 2023, the HR Department migrated employee records to Oracle HRMS to take advantage of Oracle's advanced data integration and scalability and support our innovative business strategy with robust platforms.</p>	<p>This resulted in modeling and soft launching a separate Learning & Development Dashboard in 2023 and planning for remodeling the comprehensive HR People Analytics Dashboard in the following year.</p>	<p>The implementation of new advanced procurement software has begun for supplier relationship management and procure-to-pay processes.</p>
		<p>Security In Numbers" (since August 2022):</p> <ul style="list-style-type: none"> • 1,283 Security Incidents investigated • 3 Large-Scale Cyberattacks thwarted • 11 Impersonation attempts reported 	

Ethics and Culture

At Alliad, we believe that a strong ethical foundation and a positive corporate culture are essential for our long-term success, therefore, we are committed to fostering a working environment in which ethical behavior, integrity, and respect are the norm.



Ethics Training

Ethics courses are hosted on the NAVEX Platform and are mandatory for all computer-user employees. The purpose of the training is to enhance employee awareness of the organization's core values, as outlined in our Code of Business Ethics and Conduct. Management and support-level employees are enrolled in the training upon joining the Company. Fifteen courses are automatically assigned, and these, along with any newly introduced courses, must be completed within the calendar year:

1. Anti-Money Laundering
2. Antitrust & Competition law
3. Confidential Information and Intellectual Property
4. Conflicts of Interest
5. Cyber security
6. Environmental, Health & Safety
7. Ethics and Code of Conduct
8. Ethics Street Social Media
9. Financial Integrity
10. Global anti-bribery & corruption
11. Global data privacy
12. Combat Trafficking in Persons
13. Insider Trading
14. Records Management
15. Global Workplace Harassment

The Agility Ethics team monitors progress through a monthly completion report. To ensure compliance and increase completion rates, the CEO has mandated that all compliance-related trainings account for 5% of every employee's annual performance goals.

As the course is available only on the platform, employees who are non-computer users or only understand their native language, receive in-house training on The Code of Business Ethics and Conduct, which includes topics on Anti-Bribery & Corruption. This process is going to be further refined.

In 2023, out of our 2681 employees, 462 were computer users.

In addition, managers have to attend and pass training on **"Global Workplace Harassment"**. **100%** of all enrolled (**93**) managers was achieved in 2023



Proud supporter of the Call-to-Action on the 20th Anniversary of the UN Convention Against Corruption

As a proud signatory to UN Global Compact's initiative "Call to Action", Alliad has reaffirmed its commitment to anti-corruption efforts, ahead of the December 2023 Anti-Corruption Convention in Atlanta, aligning with global efforts to promote integrity, transparency, and accountability in line with the UNCAC and Sustainable Development Goal 16.

Under this context, we call on governments to strengthen anti-corruption measures and governance for a future rooted in ethical business practices and social responsibility.

Anti-corruption and Anti-bribery

At Alliad, we uphold a robust framework against corruption and bribery, supported by comprehensive training programs that promote integrity and transparency across our organization. We have thus established multiple channels for voicing concerns or questions, allowing employees to report any arising issue to their manager, a Compliance Officer, or the Human Resources department.

Actions include the following:

Alliad Alert Line:
alliad.com

The below provide employees and stakeholders with a secure channel to report ethical misconduct, including bribery and corruption, while enhancing a culture of accountability and transparency across the organization

Confidential whistleblower hotline and the option to make anonymous reports online (<https://secure.ethicspoint.com/domain/media/en/gui/23433/index.html>).

Diverse Regulatory Requirements at Countries of Operation

Alliad operates in a multitude of countries, each with its own set of regulatory requirements. Our finance and compliance framework promotes integrity and ethical conduct across the organisation.

Our commitment to compliance and transparency is evident through our strict adherence to International Financial Reporting Standards (IFRS) and comprehensive annual audits which validate the accuracy, credibility and reliability of our financial statements, providing assurance to stakeholders and regulatory bodies across all our operational regions.

We employ rigorous internal audit processes to meet diverse local regulatory requirements. Our audit team regularly assesses the effectiveness of internal controls, risk management, and compliance with each country's specific regulations.

Our emphasis on continuous improvement in financial processes and governance, is supported by regular training for employees.

This proactive approach mitigates risks and ensures adherence to best governance practices, while also ensuring our team understands both global standards and local regulations, fostering a resilient and compliant organizational culture.



Risk Management, Resilience, Compliance and Anti-Corruption

Risk Management

At Alliad we are on a journey to strengthen our risk management Framework and establishing a Risk Committee with members from the ExCo to lead and create a more robust structure was our first step. In addition, an internal audit committee started in 2023 including ExCo members.

Our approach includes:

Risk Identification and Assessment	regularly identify and assess potential risks in all areas of our business.
Mitigation Strategies	implement effective strategies to mitigate these risks and minimize their potential impact
Continuous Monitoring	monitor risk factors and update our risk management policies accordingly.

Resilience

Building resilience is crucial to our strategy, ensuring that Alliad can withstand and quickly recover from disruptions:

- Business Continuity Planning:** We develop and maintain business continuity plans to prepare for potential disruptions. We currently have a BCP for each project we operate.
- Adaptive Strategies:** We adopt strategies to enhance our ability to respond to changing market conditions and external threats.

Compliance

Compliance with regulations and industry standards is fundamental to our operations:

- Regulatory Adherence:** We strictly adhere to local and international regulations governing our operations.
 - Internal Audits:** We conduct regular internal audits to ensure compliance with our policies and procedures.
 - Training Programs:** We offer comprehensive training programs to ensure our employees understand and comply with regulatory requirements.
- We currently have a legal register for each project to identify the requirements applicable to us and we review it annually.

Anti-Corruption

Alliad is dedicated to upholding the highest standards of ethical conduct and has implemented strong anti-corruption measures:

- Zero-Tolerance Policy:** We have a zero-tolerance policy towards corruption, bribery, and unethical practices.
- Ethics Hotline / Whistle Blowing:** We provide a confidential ethics hotline for reporting any suspected violations of our anti-corruption policies.
- Due Diligence:** We carry out rigorous due diligence on all third-party relationships to prevent corrupt practices.
- Regular Training:** We continuously train our employees on anti-corruption policies and procedures to reinforce our commitment to ethical conduct.

By incorporating these risk management, resilience, compliance, and anti-corruption measures into our operations, Alliad ensures sustainable and ethical business practices that protect our stakeholders and enhance our corporate reputation.

Customer Relations and Satisfaction

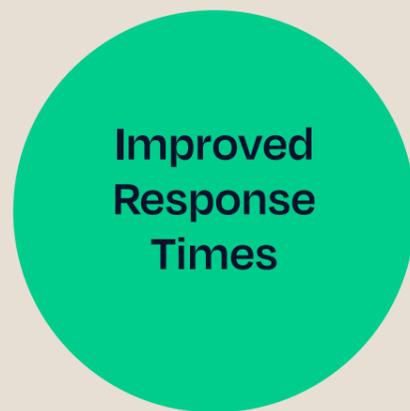
Our goal is to build long-term, trust-based relationships with our customers. We believe in going beyond transactional interactions to foster genuine partnerships.

Through personalized service, proactive communication, and consistent delivery, we aim to be a trusted advisor and partner to our clients.

Alliad uses a Customer Relationship Management software (CRM) leading to:



The CRM consolidates customer information, providing insights into behavior and preferences for personalized communication and stronger relationships.



It tracks inquiries efficiently, ensuring timely and consistent responses, which enhances customer satisfaction and fosters loyalty.

Building long lasting relationships



At Alliad, we recognize that strong, lasting relationships with our clients are essential for mutual growth and success. Our approach to customer relations and satisfaction is rooted in our commitment to excellence, transparency, and continuous improvement.

Our Employees ensure the quality of our services as they are directly in contact with our customers. Towards that goal, we are investing in their professional development to help them maintain operational excellence and client satisfaction.

Joining forces with our clients



In partnership with our client Total Energies and the Tilenga Project, Alliad Uganda achieved **20 million** person-hours without Lost Time Incidents (LTI).

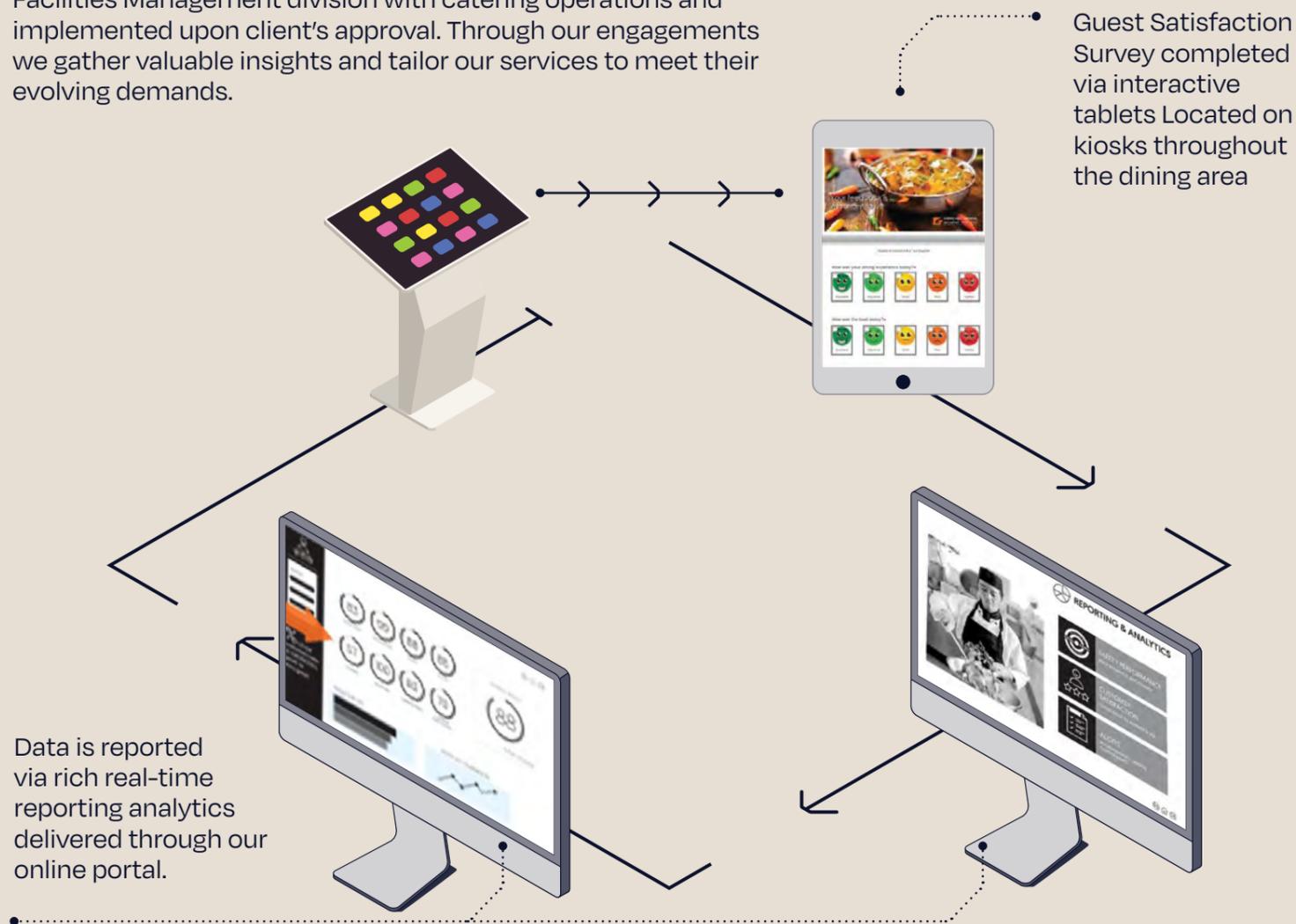


Working together with client Tecnicas Reunidas (TR) at the Bu Hasa Integrated Field Development Project area, our team in Abu Dhabi achieved **70 million** safe person-hours without Lost Time Incidents (LTI) over the past 4 years of the project.

Understanding and responding to Customer Needs

Understanding the unique needs and expectations of our customers is paramount. We actively engage with our clients through various channels, including regular meetings, surveys, and feedback sessions.

Towards that end, we have established a user-friendly feedback mechanism that allows us to promptly be informed and address concerns. This platform is proposed to all our clients in the Facilities Management division with catering operations and implemented upon client's approval. Through our engagements we gather valuable insights and tailor our services to meet their evolving demands.



Quality and Reliability

We strive to deliver the highest quality products and services consistently. Our stringent quality control processes and robust operational standards ensure that we meet and exceed our customers' expectations.

Reliability is a cornerstone of our customer relations strategy, and we are dedicated to providing timely and dependable solutions.

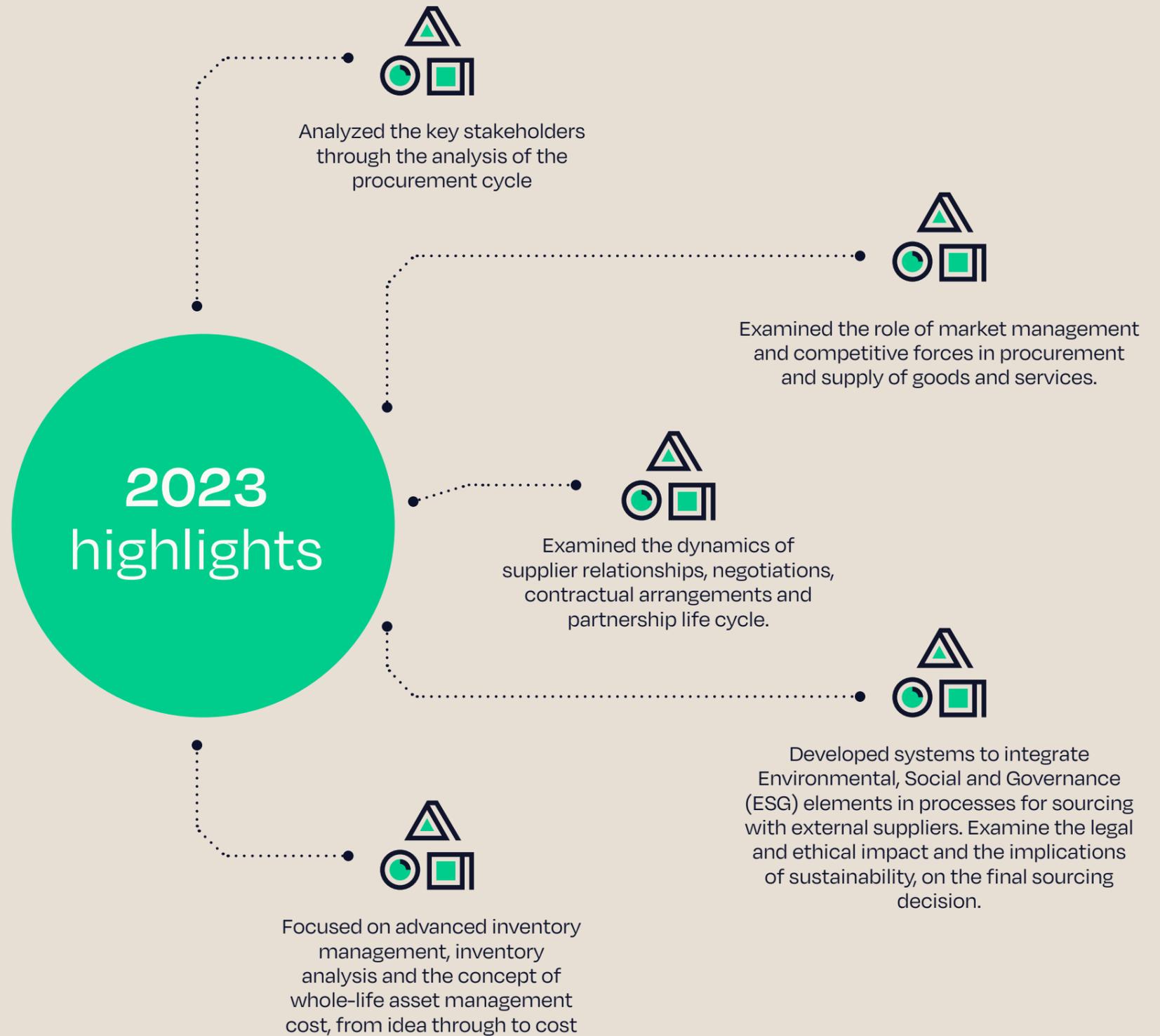


Value Chain Approach

Our value chain approach integrates every aspect of our business operations, from sourcing and procurement to service delivery and customer satisfaction.

By optimizing each link in the chain, we ensure seamless, efficient, and sustainable solutions that drive value for our clients.

Our commitment to innovation, transparency and sustainability, allows us to deliver results while meeting the evolving needs of our customers across all markets.



Responsible Supply Chain

Supply chain management is at the core of our Supply and Logistics division.

Compliance of Suppliers

All our suppliers must undergo a compliance check, which involves meticulous verification of essential documents, such as trade licenses, registration certificates, and VAT (Value Added Tax) certificates, to ensure validity and compliance. We also conduct thorough checks against international sanctions lists.

The process includes annual assessment and from 2024 onwards, it will be automated through our procurement digital onboarding system.

Furthermore, our compliance checks address corruption and anti-bribery, with specific sections in supplier contracts detailing actions to be taken in case of breaches. We categorize suppliers into critical and non-critical categories based on specific criteria to streamline our processes and ensure thorough evaluations.

We have set targets aimed at enhancing our relationships with suppliers to maintain a sustainable and ethical supply chain. We are also planning to incorporate ESG criteria by requiring all suppliers to complete a Self-Assessment Questionnaire covering supplier details and mandatory QHSE & ESG information.



Supplier Appraisal

Supplier appraisal is an important process that we follow to evaluate and monitor the performance and quality of the suppliers that provide goods and services to us.

This process ensures that suppliers meet our contractual requirements and expectations. Additionally, supplier appraisal helps us identify and mitigate any risks or issues related to the supply chain, such as delays, defects, or non-compliance.



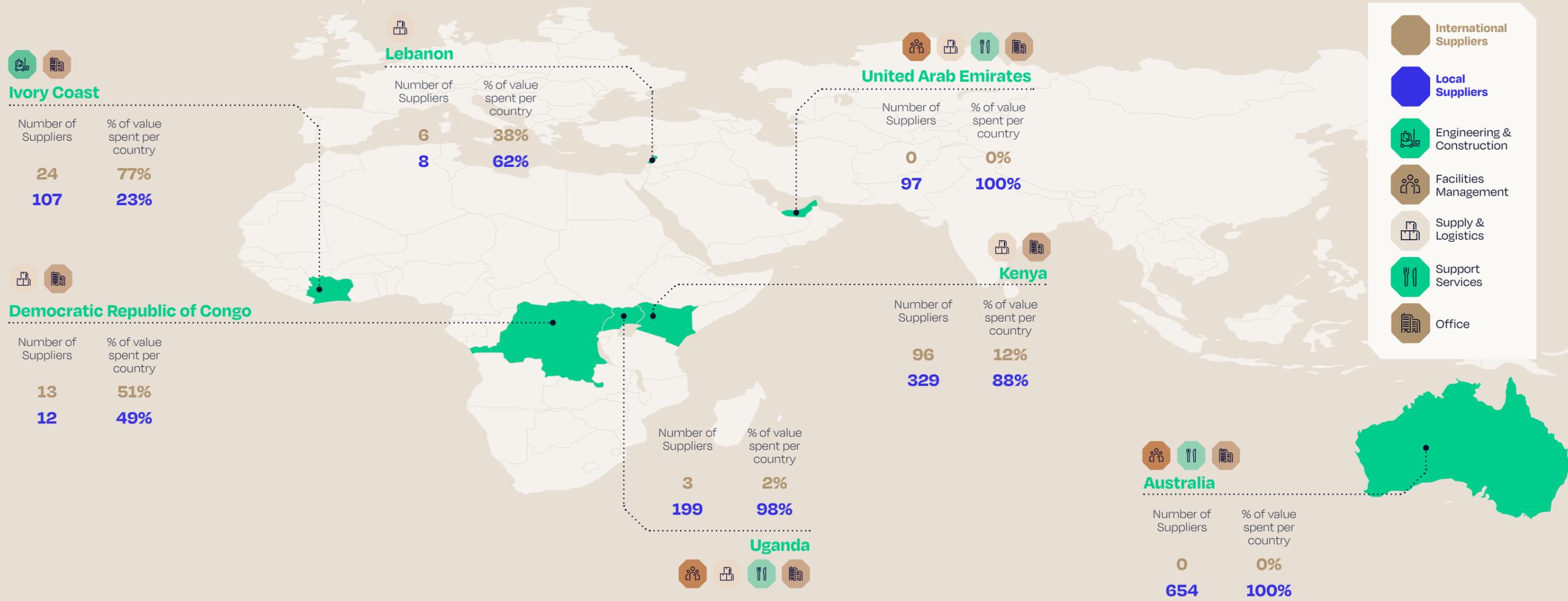
Supplier appraisal methods include:

- › Reviewing the supplier's credentials, certifications, and accreditations
- › Conducting site visits and audits to verify the supplier's facilities, processes, and standards
- › Collecting and analyzing data and feedback on the supplier's delivery, quality, and service levels
- › Establishing and communicating key performance indicators (KPIs) and Service Level Agreements (SLAs) with its supplier
- › Holding regular meetings and consultations with suppliers to discuss performance, arising issues, and improvement plans

Results of the supplier appraisals are used to:

- › Rate and rank the suppliers according to their performance and quality
- › Provide feedback and recognition to the suppliers for their achievements and strengths
- › Identify and address any gaps or weaknesses in the supplier's performance and quality
- › Negotiate and revise the terms and conditions of the contract with the supplier
- › Reward or penalize the supplier based on their performance and quality
- › Select or terminate the supplier based on their performance and quality

Responsible Supply Chain



Local is defined as a supplier being based and registered in the same country as the country of operations. This excludes subcontractors.

Partnering with Labor Suppliers Committed to Fair Labor Standards

We prioritize collaborating exclusively with labour suppliers who adhere to our Code of Business Ethics and Conduct and Fair Labour standards. We had 50% of labor suppliers who signed our code in 2023.

This commitment is crucial, ensuring that all our operations remain legally compliant at local, national, and international levels.

By partnering with suppliers who share our dedication to ethical practices, we uphold our reputation as a responsible business that guarantees a sustainable and ethical supply chain, ensuring fair treatment for all workers involved.

This strategy also mitigates the risk of unethical labour practices that could negatively impact our company and our partners.



Active Labor suppliers

2

Labor suppliers

99.23%

% of labor hired by labor suppliers who signed our Code as of 31 December 2023

Cybersecurity and Awards

Cybersecurity and data privacy

In 2023, we recorded no Cybersecurity breaches, thanks in part to the following measures:

Our Robust Security Measures

Establishing a robust Security Incident Response process, which addressed 1,333 potential incidents

Introducing multifactor authentication for all domain administrator accounts.

Implementing Single Sign-On (SSO) authentication with Azure Active Directory and multifactor authentication for all compatible applications.

Utilizing advanced threat detection and response technologies.

Encrypting all endpoint data.

Restricting enterprise application access to corporate devices only.

Monthly awareness campaigns and phishing simulations

In 2024, cybersecurity training will become mandatory for all computing users. Currently our Cybersecurity training course has a completion rate of **47.22%** and is being rolled out to computer users across the business units (excluding Kenya).

Our senior IT personnel regularly attend industry events that raise awareness of emerging threats. In November 2023, our IT Director delivered a keynote speech to industry peers at the CIO Leaders Conference in Dubai entitled "Cybersecurity in the age of Digital Transformation".

Awards and recognitions

Won International Safety Award in 2024 with a distinction from the British Safety Council for the safety performance during 01/01/2023-31/12/2023

**A global partner
built on the power of
human potential**



Won the RoSPA (Royal Society for the Prevention of Accidents) Merit Award for health and safety performance during 01/01/2023-31/12/2023.





Our People and Community Engagement

At Alliad, we view our people and the engagement with our communities as a foundational element of our business strategy.

Our approach is centered on fostering sustainable and ethical business practices that positively impact our employees and the communities we serve.

We are dedicated to building strong relationships with local stakeholders, supporting community initiatives, and ensuring our operations contribute to societal well-being.

Our commitment is reflected in our comprehensive policies and actions aimed at promoting human rights, environmental stewardship, and economic development within and outside our immediate business.



Our People

Our employees are our most valuable asset, and we are dedicated to ensuring their well-being and professional growth.

They are driven by teamwork, entrepreneurial spirit, and a passion for taking on challenges. Our aim is to direct this spirit towards solutions that benefit both our company and our stakeholders.

We have created a culture committed to promoting people's well-being and safety while fostering inclusive growth, mutual respect and ethical behavior, enabling us to remain creative, service-oriented and resilient in the face of any challenge.



Our People

Fair Labor

We are committed to maintaining fair labor practices, promoting an inclusive culture, and fostering leadership development. We uphold the highest standards for fair labor across all our operations.

Our fair labor program includes:

- › Systematic self-assessment to ensure compliance with our standards.
- › Risk-based audits tailored to specific locations to identify and mitigate potential issues.
- › Comprehensive training programs to educate employees about their rights and responsibilities.
- › Performance measurement and reporting mechanisms to track progress.
- › Implementation of corrective actions when necessary to address any discrepancies.

Fair Labor Data (31/12/2023)

Employees completed Fair Labor training **2,166**

% Employees completed Fair Labor training **80.79%**



Our People

Diversity and Inclusion

We strive to build a workforce that reflects the diversity of the communities we serve. Alliad is laying a special emphasis on gender-related issues. We have launched an awareness raising program that focus on eliminating biases against women in the workplace and society and provides tools to challenge and combat these biases.

The Alliad Leadership Team fully supports this program, working together to make Alliad a prime employer for women.

1. Promoting an Inclusive Culture

Foster an environment that values and respects diversity.

2. Investing in Local Talent

Provide opportunities for skills development, focusing on training and development opportunities, on diversity and inclusion in the community (Women's Empowerment Principles (WEPs): Principle 4 and 6)

3. Increasing Female Representation

We have reached almost 18% female employees and aim to surpass Agility's goal of at least 20%.



Retention Rate
≈ **93.6%**



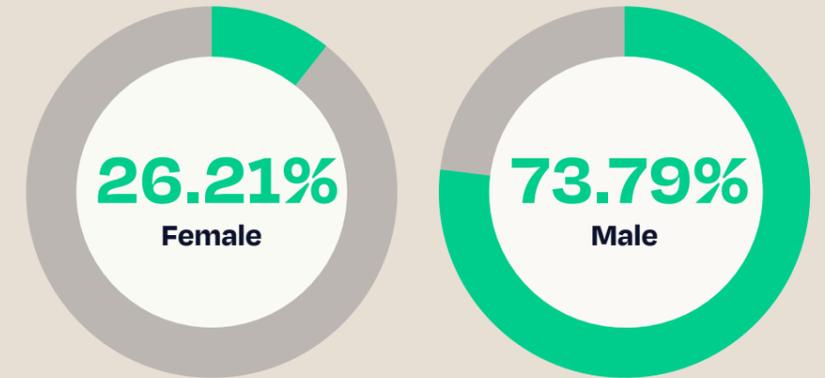
Female Workforce
17.94 %

of the total headcount



26.21%

of the total managerial positions



	Count	
Female	38	26.21%
Middle Management	33	22.76%
Upper Management	5	3.45%
Male	107	73.79%
Middle Management	87	60.00%
Upper Management	15	10.34%
Top Management	5	3.45%
Grand Total	145	100.00%

Employees (31/12/2023)

481
Female employees



17.94%
% Female employees

2200
Male employees



82.06%
% Male employees

26.21%
% of Female in management

22.76%
% of Female in top management

3.45%
% of Female in upper management

0%
% of Female in top management

Employees retained = Number at end of year – Number of exits = 2714–641=2073=2073 Employees retained

The retention rate: Retention Rate=(Number at start of year/Employees retained)×100%
Retention Rate=(2215/2073)×100%≈(0.936)×100%
Rate≈93.6%

Engagement and Development

We are dedicated to the continuous development of our employees. Towards that direction, our initiatives include:

Regular "Know Your Leader" webinars

The webinars showcase different aspects of our business. They are held approximately 5 times per year and are very popular amongst employees.

Agility Leadership Transformation Program (ALTP)

The program prepares employees for leadership roles, ensuring a smooth transition. Since its inception in 2022, 50 of our employees from various business units have successfully completed the program.

We also continue to provide access to professional development courses and coaching programs to support career growth.



Crisis Response and Humanitarian Initiatives

Participated in a Donation Drive for the Employees through the World Food Program under the umbrella of our mother Company to assist the survivors of the 6th of Feb. 2023 earthquake.

Participated in a Donation Drive for the Employees through the World Food Program under the umbrella of our mother Company to provide food baskets to war-affected civilians in Gaza.

Human Rights

Alliad is unwavering in its commitment to human rights. Our policies are aligned with international standards, and we actively work to ensure that our operations and supply chains respect and promote human rights.



Our human rights initiatives include:

Assessments:

Conducting regular human rights risk assessments to identify and address potential issues.

Training:

Implementing training programs for employees and suppliers on human rights and ethical practices. Developing an e-learning module on Human Rights, Fair Labor and CTiP (Combatting Trafficking in Persons) Combating Trafficking in Persons Essentials (available since Dec. 1st, 2023). Delivering a dedicated Human Rights Awareness session to the Global HR Team. Enrolled 2 Corporate employees in the UN Business and Human Rights Accelerator program for 6 months.

Systems and mechanisms:

Establishing grievance mechanisms to allow employees and community members to report concerns and protect them from retaliation.

Partnerships:

Partnering with local and international organizations to support human rights initiatives and promote fair labor practices.

Training and Development

We believe in the power of continuous learning and development.

Our training and development programs are designed to enhance the skills and knowledge of our employees, ensuring they are well-equipped to meet the challenges of our industry.

Our specific goals include:

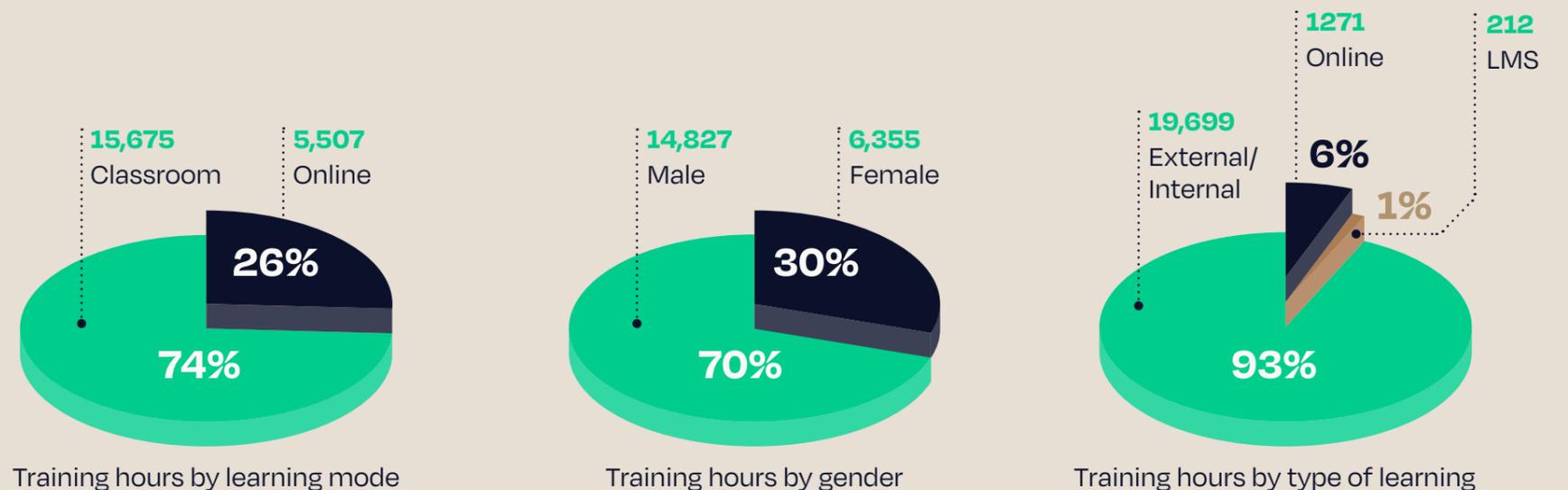
- › Offering a comprehensive range of training programs, from on-the-job training to advanced professional development courses.
- › Implementing leadership development initiatives to cultivate the next generation of leaders within our organization.
- › Encouraging lifelong learning by providing access to educational resources and opportunities for further education.
- › Providing scholarships to employees in Corporate Office. Supported 1 employee to pursue a master's program in 2023 by financially sponsoring, providing flexible working time and 10-day study leave.



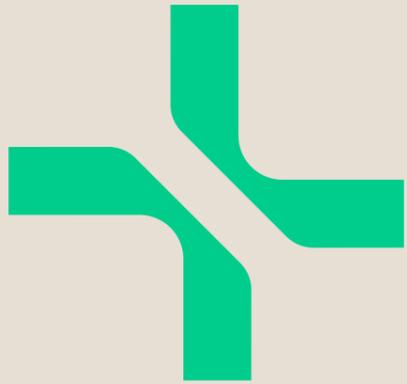
In 2023, our commitment to continuous professional development was demonstrated through the advanced educational and certification programs undertaken by our Senior People Managers.

These initiatives aimed to enhance their knowledge and leadership skills within their respective domains.

We have provided training to **1,591 (59.34%)** employees with a total of **21,182** training hours in 2023.

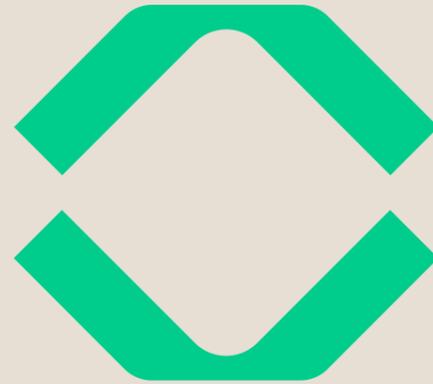


The 4 Pillars Of Learning



Alliad Foundations

The courses are addressed to all employees, and they include online ethics training that develops employees' moral awareness, which underpins daily decisions and actions, assisting them in identifying and resolving ethical dilemmas



Personal Effectiveness

The program focusses on the development of skills like communication, teamwork, problem solving, etc. and are targeted training to improve key competencies that employees may need in any employment function.



Functional Development

The courses are designed specifically to improve the technical abilities needed for job roles.



Leadership and Management

The program supports a culture of excellence in People and Operational performance; thus, people managers are enrolled in leadership development programs



Learning Management System

To better support the growth and development of our employees, Alliad launched the TalentLMS, a Learning Management System on December 1, 2023.

The platform aims to transform how we learn and grow as a team, reinforcing our commitment to continuous learning, enhancing accessibility and flexibility.

A month after its launch, **587 employees** have already used the platform, contributing a total of **340 training hours** in just one month.

Scholarships to employees in Corporate Office.

Alliad offers scholarships to employees at the Corporate Office to support their professional development.

In 2023, the company provided financial sponsorship, flexible working hours, and study leave to one employee to pursue a master's program.

Culture

Our corporate culture is built on the principles of respect, collaboration, and a shared commitment to excellence.

We strive to create a positive and inclusive work environment where every employee feels valued and empowered.

Our cultural approach includes:

- › Promoting open communication and transparency at all levels of the organization.
- › Encouraging teamwork and collaboration across departments and geographies.
- › Celebrating diversity and fostering an environment where different perspectives are welcomed and valued.
- › Recognizing and rewarding employee achievements to motivate and inspire continued excellence.



Global Employee Engagement

Our Global Employee Engagement Survey 'The PULSE' is biannual, and the most recent survey was conducted in October 2022.

- › Online, anonymous survey
- › Available in **10** languages
- › **1,668**, respondents/overall response rate of **76%**.

The results were communicated by the CEO to all employees in March 2023.

- › **38%** increase in 2020 survey responses
- › **11** business units
- › Overall satisfaction **84%** Very Satisfied and Satisfied

The PULSE aims to:

- › measure employees engagement; seek employee feedback and opinion
- › create an open channel of upward communication,
- › identify areas of strength & areas of attention,
- › create transparent communication,
- › develop action plans (global and local) for priority issues, and
- › measure company performance as an employer of choice / place to work

The results showed that the company excels in areas such as, career development, manager intent, communication and collaboration, work environment, performance management, company reputation and values. However, there is room for improvement in pay and benefits.

Alliad has developed a detailed action plan spanning from **March 2023** (Communications at global and local business unit levels) to **August 2024** (Launch of the new PULSE cycle) which includes global and local action plans, communication activities and initiatives to measure effectiveness.

To ensure that all feedback was thoroughly considered and acted upon, the entire Directors' Committee was actively engaged in finalizing each step of the plan.

Local Employment

Supporting local employment is a key priority for Alliad. We are committed to creating job opportunities in the communities where we operate and contributing to local economic development.

Our specific goals include:

- > Prioritizing the hiring of local talent and providing competitive wages and benefits. 22.82% out of the 885 new hires in 2023 were local employees.
- > Collaborating with local educational institutions to offer internships and training programs (2 internships in 2023 in UAE and India).
- > Supporting local businesses and suppliers by prioritizing their products and services in our procurement processes.
- > Monitoring and reporting on our local employment initiatives to ensure we are meeting our targets and making a positive impact.

Business Operations	Total count of 2023 new hires	% of employees hired in 2023 who are EXPAT	% of employees hired in 2023 who are LOCAL*
Australia	110	0%	100%
Democratic Republic of Congo (DRC)	41	37%	63%
Ivory Coast (IVC)	47	62%	38%
Kenya	18	0%	100%
Lebanon	2	0%	100%
United Arab Emirates (UAE)	577	99%	1%
Uganda	95	0%	100%

**The above numbers represent full time employees only*



Internal Initiatives

Town Hall Meetings



A practice that was initiated by the CEO to address key company issues such as performance, budget, challenges, new policies, job security concerns deriving from the Employee Satisfaction Survey, has now been evolved into global virtual meetings, becoming a standard practice.

Open HR Forum at our Corporate Office



As part of the Company's PULSE Satisfaction/Engagement Survey action plan, we launched a new initiative in November 2023 to foster open communication, collaboration, and idea-sharing between HR and each department within our Corporate Office (87 employees). Starting January 2024, our HR department will host regular open forums to provide a platform for employees to voice their concerns, offer feedback, and contribute to our continuous improvement as a cohesive organization. Eight employees (9.19%) will be selected from different departments (one person from each department) to meet with HR monthly, with follow-up meetings held quarterly.

These forums aim to:

- › Provide a safe and confidential space for employees to discuss any issues or suggestions.
- › Enable HR to identify and address potential problems promptly.
- › Foster open communication and trust between employees and management.

Employee Council and Team Building Events



We have an active Employee Council in the Corporate Office (UAE) that is comprised of 6 employees who organize various team-building events to strengthen relationships and enhance collaboration among employees.

These events include:

- › Outdoor activities and retreats to promote teamwork and camaraderie.
- › Workshops and seminars focused on developing interpersonal skills and fostering a positive work environment.
- › Regular social events to encourage informal interactions and build a sense of community outside work premises. In some events, employees' families are invited which fosters a family-friendly culture, strengthens employee loyalty, and enhances team cohesion by recognizing and supporting the importance of work-life balance.

Lunch and Cake Celebrations



To celebrate the achievements and milestones of our employees, we host lunch and cake celebrations in the Abu Dhabi, Dubai, Nairobi and Kampala offices.

These events:

- › Recognize and celebrate birthdays, work anniversaries, and other significant milestones.
- › Provide an opportunity for employees to connect and socialize in a relaxed setting.
- › Reinforce a sense of appreciation and recognition within the workplace. By prioritizing ethics and fostering a positive corporate culture, we ensure that Alliad remains a place where employees feel valued, respected, and motivated to contribute their best.

Health & Safety

At Alliad, our mission is to protect people, property, and the environment while ensuring customer satisfaction.

With the theme "Creating a Positive HSE Culture," we never compromise on safety, compliance, and quality. All employees are engaged, understand their responsibilities, and are empowered to act in protecting clients, employees, and the environment.

We address challenges proactively by implementing a comprehensive QHSE system that includes HSE orientations, worker committee meetings, toolbox talks, trainings, hazard observations, inspections, risk assessments, drills, and monitoring with Key Performance Indicators (KPIs).

We invest heavily in QHSE and Food Safety training to ensure employees' knowledge and skills meet relevant standards. Most locations have shown improvements in safety culture awareness, supported by safety campaigns, HSE Day celebrations, timely incident reporting, and safety alert systems.

Our effective health and safety management system encourages hazard identification and reporting as part of normal work practices.

Workers are urged to report unsafe conditions to promote workplace safety and prevent accidents before they occur.

This proactive approach reflects our commitment to a positive HSE culture, where the safety and well-being of our people are paramount.

The occupational health and safety management system of Alliad was upgraded from OHSAS 18001 to **ISO 45001 OHSMS in 2022**. A recertification audit was completed in 2023

7,794,703 manhours were worked by **2,681 employees** on average in 2023

Zero Food poisoning incidents reported from the food we served/supplied

280 emergency exercises conducted in 2023 (240 in 2022)

DRC operations: 6 warehouses certified to **ISO 45001** Occupational health and safety management system

Zero fatalities reported

Improved Hazard reporting culture:
3,357 hazard observations
145 near misses were reported in 2023

Zero major environment pollution/spill incidents reported.

Increased HSE Training Hours: **136,176** hours in 2023 compared to 69,774 in 2022.

Low Health & Safety incident rate:
3 lost time injuries (LTI) and
8 recordable injuries recorded.
The incidence rate for lost time injuries was **0.077**
The total recordable injury rate was **0.282**



**Creating a positive Health,
Safety & Environment
Culture.**

Quality Health and Safety

Alliad is laying special emphasis on QHSE and Food Safety Training management.

Effective training and education that is dedicated to ensuring our employees' knowledge and skills are aligned and compliant with our relevant requirements.

Many of our locations improved in the Safety culture awareness. Continual improvement is supported by safety campaigns, the celebration of HSE Day, timely incident reporting, and utilizing safety alert/lessons learned systems.

We believe Nothing is more important than the safety & wellbeing of people who work with and for us.

Health and Safety Achievements in 2023

Lost Time Injury (LTI) for Alliad food service projects



LTI for Alliad engineering and construction projects



Certificate Total Energy for Alliad Uganda's Contribution to Tilenga project for achieving **10 million working hours without any LTI**

Certificate McDermott for Alliad Uganda's Contribution to Tilenga project for achieving **1 million working hours without any LTI**

Certificate Technicas Reunidas for Alliad UAE's Contribution to TR Habshan project for achieving **60 million working hours without any LTI**

Alliad's 6th Global Health and Safety Day

On May 4th, 2023, Alliad celebrated its 6th Global Health and Safety Day. The event included a wide array of actions and initiatives such as the following: A team healthy breakfast, a Health and Safety Pledge and an address from senior leaders, a talk on Health & Safety Culture, while the global QHSE report, including 2023 HSE statistics, was shared with the participants. A photo booth captured memorable moments, an online safety quiz was conducted and the winners of the HSE Champion Awards were announced. The day concluded with a vote of thanks and a cake-cutting ceremony. Various programs across Alliad projects highlighted health and safety, reinforcing the company's commitment to employee well-being. Alliad hosted a number of QHSE related campaigns, including Earth Day, Clear and clean as you go, Health & Safety Day, PPE Campaign, and World food safety day.



Healthcare

Regular health check visits are conducted to ensure the well-being of our employees.

UAE

Ollie's Online Wellness Program: This program offers online wellness resources and support for our employees.

UAE

Awareness: In July 2023, we delivered an online global session titled "LOOKING AFTER YOUR MENTAL HEALTH" to raise awareness about "The Silent Pandemic," a term associated with undetected stress and mental health issues. This session aimed to highlight the importance of mental health and provide strategies for managing stress.

GLOBAL

Community Uplifting

Alliad is dedicated to uplifting the communities we serve through various initiatives and programs.

Partnering with the Evolvin' Women

- > On June 15, 2023, we collaborated with Evolvin' Women to enhance the hospitality skills of candidates in their employability program. We started by training one woman from Africa at our Abu Dhabi Head Office.
- > In Q4 2023, we attended the Evolvin' Women Forum, where the impact of these initiatives was evident during Suzan's evaluation by her mentor, Vikki. We also donated \$3,500 to support 30 women in Kenya, aiding their employment in Dubai.

UAE

Kenya

Internship programs

- > Supporting undergraduate and fresh graduate students by providing internship programs

UAE

Mentorship programs

- > In collaboration with the National Industrial Training Authority (NITA), we sponsored five differently abled students in ICT, Plumbing, and Food & Beverage courses, awarding them National Skill Certificates (NSC III). This initiative is part of our ongoing CSSR program, aligned with Alliad's sustainability and inclusivity vision, with a \$10,000 budget from May 2023 to May 2024 in Nairobi. The focus is on differently-abled youth, especially girls, in Nairobi. During Q3, \$1,479 was invested to support vocational and technical education.

Kenya



Healthcare

- > Alliad is dedicated to improving healthcare access and outcomes through various initiatives such as supporting local healthcare facilities, and health education programs, including local hiring and building hospitals.

Côte d'Ivoire

Local Community Engagement and Development Initiatives

Alliad is committed to enhancing community infrastructure and well-being through sustainable development projects.

Our efforts include improving access to clean water and sanitation and engaging with local organizations to identify and address specific community needs.



Alliad's Volunteering Actions

From September 2022 to February 2023, eight Alliad Uganda employees dedicated a total of **150 hours to a community project valued at \$20,000.**

Their contributions included:

- › Engaging stakeholders to identify Community Needs and prioritize CSR initiatives, including discussions with clients (McDermott and Total Energies) and district officials for project approval.
- › Project Coordination through sourcing subcontractors, coordinating supplies, and physically handing over donations to beneficiaries.

Project Milestones:

- › Donated school materials to students at Kijangi, Kisiabi, Kisomere, and Kibambura primary schools, and Ngwedo Seed Secondary School.
- › Conducted menstrual health hygiene sessions for girls and community women.
- › Handed over classroom blocks with electricity to the school administration.
- › Donated ICT facilities (desktops, laptop, and network printer) to Kisiabi Primary School.

Donation Matching

We provide disaster relief and humanitarian aid to support communities affected by crises, including donations for earthquake relief and assistance for those impacted by conflicts in Ukraine and Gaza.

Agility matches any funds collected for these purposes, doubling the impact of our community support efforts. These initiatives underscore our commitment to supporting and giving back to the communities where we operate.

Partner Organisation	Initiative
Lebanon & Burj Chemaly Municipality	Donating to Burj Chemaly Municipality Olive Trees which symbolize peace and prosperity.
	Organisation of a beach cleaning day of the Tyre Public Beach, next to Alliad's premises
Uganda with TotalEnergies & MCDERMOTT	Following meetings with different stakeholders to establish a clear priority of the community needs, the following initiatives were identified for implementation: <ul style="list-style-type: none"> • Menstrual health and hygiene training • Donation of scholastic materials • Donation of plastic chairs • Power connection and donation of ICT facilities • Repair of boreholes • Donation of delivery beds
	Plant a Tree event In collaboration with the esteemed Emirates Environmental Group (EEG), we organized a tree-planting initiative at the Bee Farm in Ras Al Khaimah with the active participation of our employees in line with our dedication to making a positive impact on the environment
Dubai Corporate Office & Emirates Environmental Group (EEG)	

12,854 USD invested in Community projects in 2023

Beneficiaries - **1,095** % Female beneficiaries - **50.86%**
Female beneficiaries - **557** % Male beneficiaries - **49.14%**
Male beneficiaries - **538**

Category	Topic	Data Point	Q1	Q2	Q3	Q4
Social	Community investment	Amount (USD) invested in community projects	\$2,000	\$5,100	\$2,142	\$3,612
		Number of people that benefitted from community investments during the quarter	978	6	55	56
		Number of females that benefitted from community investments during the quarter	533	3	10	11
		Number of males that benefitted from community investments during the quarter	445	3	45	45
		% females benefiting from community investments	54.50%	50.00%	18.18%	19.64%
		% females benefiting from community investments	45.50%	50.00%	81.82%	80.36%

Alliad Uganda has been actively engaging local suppliers and farmers in the Albertine region since before the award and mobilization of the Buliisa and Tilenga project contracts. Our goal has been to develop a network of potential local suppliers for our operations.

A gap analysis revealed that none of the suppliers initially met our basic requirements, highlighting the need for their empowerment and development.

To bridge this gap, we provided training in areas such as statutory compliance (taxation, formal registration, acquiring licenses), financial literacy, quality management, and food safety, among others. Our journey together continues as we work toward mutual growth and success.

Disaster Response

Emergencies identified in the workplace (Fire, Chemical spills, Explosions, Workplace Incidents and accidents resulting in bodily harm, Loss of electric power etc.) and disasters can strike anyone, anytime, and anywhere.

Alliad has developed an Emergency Response Plan to enable Alliad personnel including subcontractors, suppliers, and visitors to understand the Emergency Response Procedure and effectively respond to all potential emergency incidents and situations while working at the site.

The plan has been designed to mitigate the impact and get operations back on stream as soon as possible.

The best way to protect ourselves, our workers, and our business is to expect the unexpected and develop a well-thought-out emergency action plan to guide us when immediate action is necessary.

The following elements are considered in the Emergency Response Plan

- › Means of reporting fires and other emergencies
- › Evacuation procedures and emergency routes and exits
- › Procedures to be followed by employees who remain to operate critical operations before they evacuate
- › Procedure to account for all employees to after an emergency evacuation has completed
- › Rescue and medical duties for those employees who are to perform them



Mock drills

- › Cover **various emergency** scenarios
- › are conducted **annually**
- › **280** mock drills conducted in 2023

The Emergency Response Plan is reviewed periodically, with an annual review conducted by employee committee members. This review incorporates feedback from yearly mock drills, HSE risk assessments, incident reports, best practices from similar operations, and suggestions from experts or workers.

The goal is to ensure the plan remains up-to-date and effective in addressing any changes or new insights. Lessons learned are documented and shared with everyone at the safety briefings, which usually take place at toolbox meetings.



Environmental Stewardship

At Alliad, our commitment is to lead by example in environmental stewardship, guided by our core principles of sustainability, community involvement, and ethical practices.

Our overarching environmental goals focus on minimizing environmental impacts to ensure a sustainable future for all stakeholders and the communities in which we operate in.

Our guiding principles ensure that every action we take, aligns with our commitment to environmental stewardship, contributes to fostering a sustainable and prosperous future.



Climate change Risks and Opportunities

At Alliad, we believe that economic growth and success should not occur at the expense of the environment, therefore, environment protection is an integral part of our operational excellence and hence paving the way to business excellence.

The majority of our operations locations are remote regions that are vulnerable to natural calamities, such as extreme weather events including extreme rain, high temperature, mudslides, drought, floods, among others.

With this regard, we believe that everyone in Alliad has a “duty of care” for the environment.

We are aware of the need to manage climate change risks and to recognize potential business opportunities that may arise for our business.

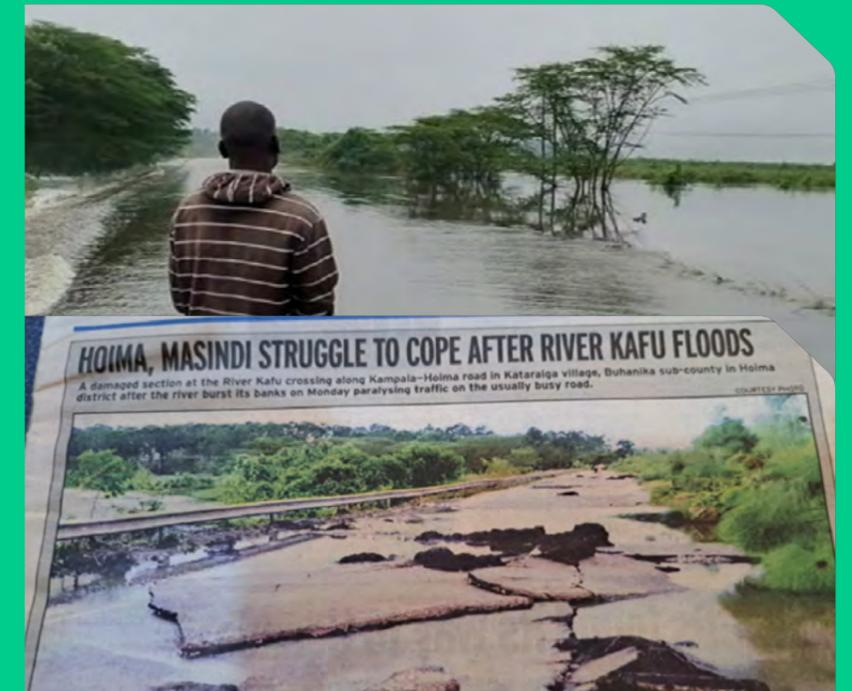
Impact of Extreme Weather on Alliad’s Supply Chain in Uganda

Unpredictable and extreme weather in Uganda, a key and growing market for Alliad, can have significant repercussions for the company’s supply chain management, leading to delays and shortages of essential goods, as well as damage to infrastructure.

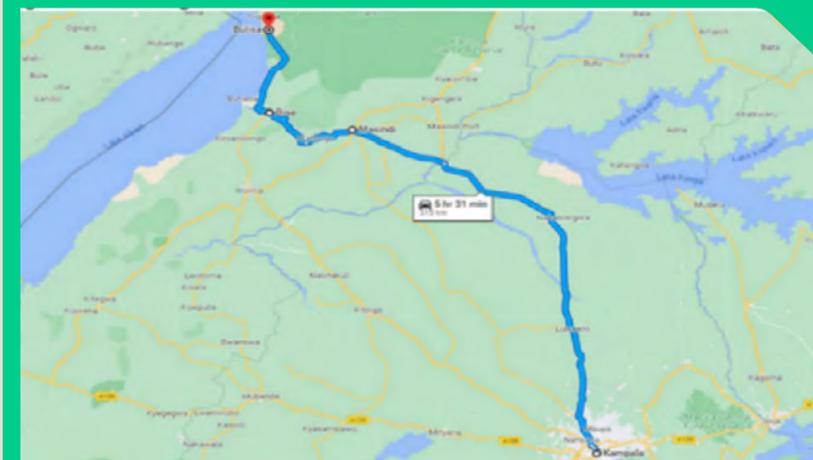
On November 7th, 2023, Kafu River broke its banks and swept away the Kalongo bridge, paralyzing the movement of supplies for two months, as all traffic had to be diverted to alternative routes.

These new routes resulted in increased fuel consumption, longer supply lead times, and higher supply costs.

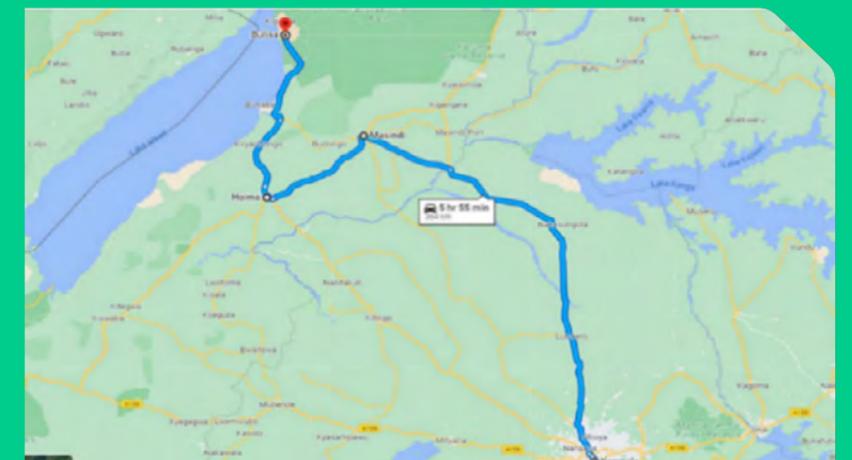
River Kafu overflowing bank



Light and crew change vehicle route



Heavy vehicle route



Climate Change Mitigation

To combat climate change, we have taken action to mitigate the negative effects of climate change by reducing greenhouse gas emissions and enhancing energy efficiency through the following measures:



Smart air conditioners using R410 refrigerant

Convectional cooking equipment (e.g., ovens and induction cookers)

Switching from fluorescent lights to LED lights

Transitioning from 9L to 3L and 6L smart toilets reducing amount of wastewater regenerated

Minimizing paper use through the ZNADOO digital system

Advancing from plasma screens to energy-efficient LED-lit LCD screens

Power laser printers for reduced cartridge waste and faster printing

Transitioning from polyester to 100% cotton uniforms

Switching flood lights to solar lights

Infrastructure resilience

In the dynamic landscape of remote support services which includes Facilities Management, Food Service, and Engineering and Construction, infrastructural resilience is a critical ingredient for long-term success.

Infrastructural resilience is a cornerstone of our sustainable operations handle the unexpected while maintaining the integrity of our services to our diverse clientele in various environments while also recovering from disruptions.

The Framework for Resilience

At Alliad, we proactively integrate resilience into our planning activities, investing in resilient infrastructure.

Training and Preparedness

To provide critical training on emergency preparedness and response to all employees is crucial, making sure that they are all well-versed in contingency plans and know how to react swiftly to maintain service continuity.

Monthly Emergency drills and updates to emergency protocols ensure that the team is always ready to face unforeseen challenges.

Designing for Durability

Resilient infrastructure in Camp Management and Catering involves designing facilities and systems that can withstand environmental stressors and operational shocks.

This includes using durable materials, incorporating redundancy in critical systems, and ensuring that facilities are built to cope with the specific challenges of the locations we serve.

As our transit routes to our camps are prone to flooding, we have sourced several suppliers based closer to the camp to allow for continued operation during adverse conditions.

Robust Design and Preventive Maintenance

As a Facility Management and Construction company, we prioritize the durability and longevity of the installations we manage.

This is reflected in the way we procure equipment and their spares, as well as in the way we anticipate and plan for future challenges through our inspections, our timely repairs, upgrades.

By adopting a life cycle perspective prescribed by ISO 14001:2015, maintenance activities are integrated throughout the entire lifespan of the infrastructure, from planning and design to operation and maintenance.

Innovative Technologies and Practices

We are embracing innovative technologies and practices as another key aspect of building infrastructural resilience.

This involves using energy-efficient appliances such as LED lights and electrical equipment that consume less electricity and can run on alternative power sources during outages.

Community and Stakeholder Engagement

Building resilience also involves engaging with the community and stakeholders. For Alliad, this means working closely with local suppliers, authorities, and clients to create a network of support.

Collaborative efforts can lead to shared resources and knowledge, enhancing the overall resilience of Alliad, the clients it serves and the project host community.

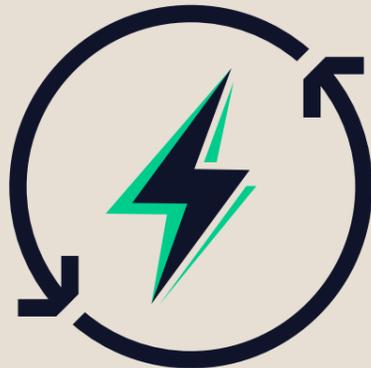
Energy Management

Service activities are notably energy-intensive, making energy consumption a vital aspect of the overall efficiency and sustainability across the various sectors within our company.

Kicking off our sustainability reporting efforts, reporting can provide significant insights to help us advance our sustainability efforts in the coming years. In this respect, we have also started reporting on energy consumption in 2021

The reporting process involves:

- > Monthly Data collection from the different countries of operations
- > Checking the data, questioning any surge or sudden decrease for data completeness
- > Capture all data in the Diligent Accuvio platform
- > Report on trends, guide business units.
- > Onboarding of new project and business units in the year following the start of operations.



Energy Consumption

Our total energy consumption data for 2023 is as follows

Energy Source	2023	2022
Total Electricity (kWh)	1,162,468	2,067,463
Total Diesel (liters)	3,896,146	3,030,951
Total Gasoline (liters)	88,414	28,660
Total Gaseous Fuels (liters)	252,106	342,361

Electricity Consumption

Country	2023	2022
Australia	13,941	13,967
Democratic Republic of Congo (DRC)	207,047	
Ivory Coast (IVC)	133,302	
Kenya	112,452	56,019
United Arab Emirates (UAE)	665,683	1,985,597
Uganda	30,042	11,880
Total Consumption	1,162,467	2,067,463

In 2022, the UAE represented 96% of the total electricity consumed by Alliad. The central kitchen operations in the UAE was the main source of this electricity. With this operation being closed in the first quarter of 2023, the electricity consumption of that business unit dropped by 66% generating an overall decrease

of the energy consumption that the added reporting of new operations (Congo & IVC) did not compensate. The operational sites primarily use diesel generators for electricity generation rather than purchased electricity. As a result, there has been a significant increase in diesel consumption (30%) from 2022 to 2023.

Energy-efficient practices

At Alliad, we incorporate energy-efficient designs and technologies in our buildings (active and passive) allowing us to achieve lower energy consumption and operational costs, contributing to a reduction in greenhouse gas emissions. We also ensure that we use high-efficiency air conditioning systems and LED lighting in most of our projects.

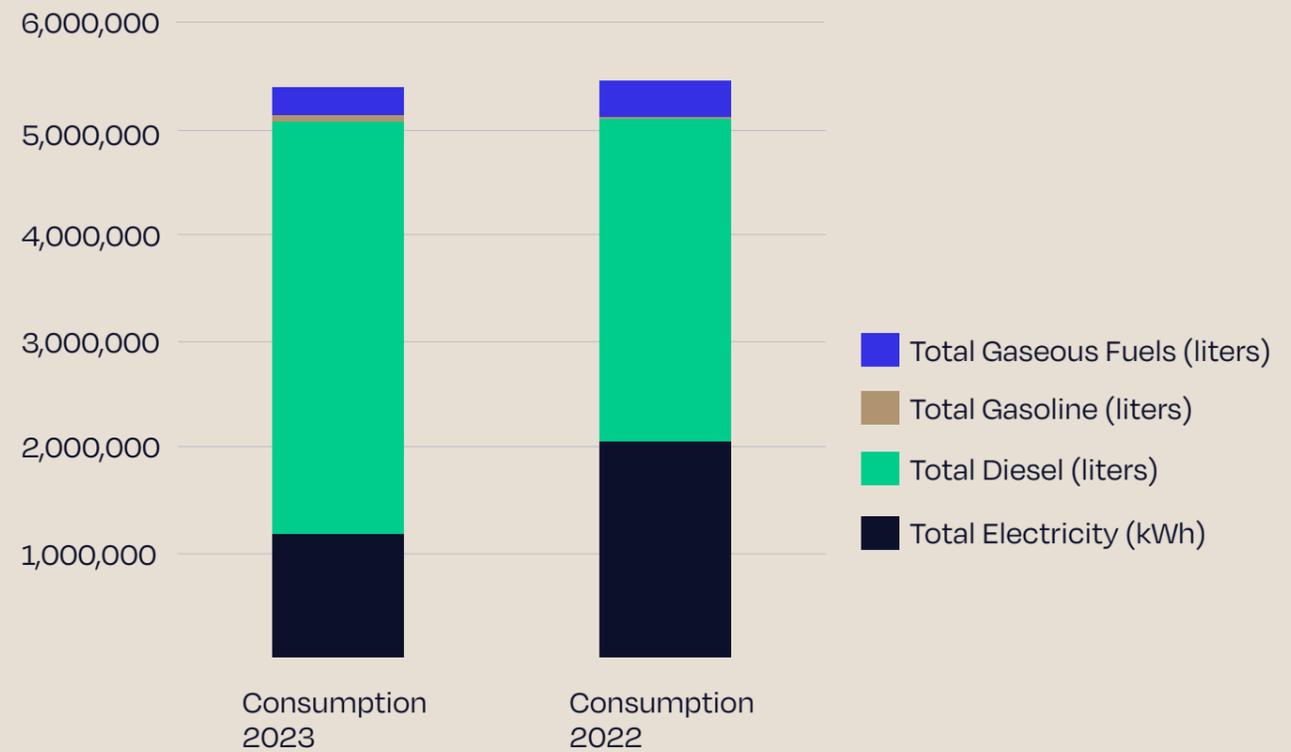
Initiatives to reduce energy consumption in our sites



Installation of photocell (motion sensing) lighting system for camp security lights



Awareness campaigns to encourage all residents to use natural lighting as opposed to artificial lighting during the day



Use of renewable energy

2023

Purchased Electricity (KwH)	986,121*
Renewable Energy Consumed (KwH)	176,346*
Total	1,162,467*
Percentage of Renewable Energy	15.17%*

Renewable energy

- > Produced from solar PV panel installed on the roofs of warehouses in Congo
- > Installation includes batteries allowing for energy storage

Integrating renewable energy sources can significantly reduce carbon footprint and operational costs. Towards that end, installing solar panels on the rooftops of warehouses and distribution centers in 2023, resulted in reduced electricity costs and reliance on grid power and an access to clean and renewable energy.

Emissions

Alliad collects emissions data from its operational stakeholders on a quarterly basis. Data from each operational stakeholder is entered into the Diligent application, a software implemented in 2021 and in use since 2022.

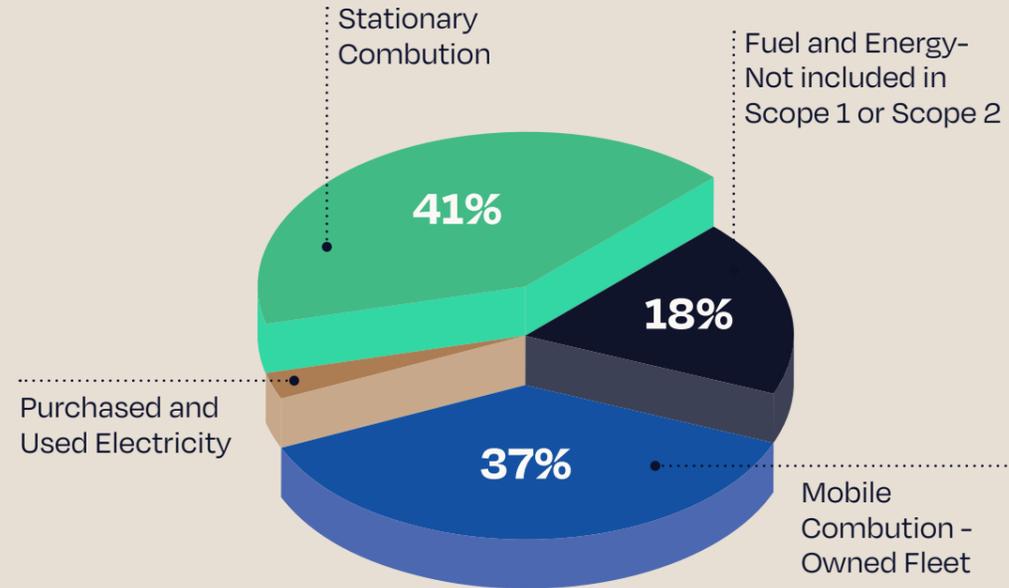
The primary function of this application is to compute carbon dioxide emissions based on energy consumption. It also features the ability to create dashboards for GHG emissions on a yearly, quarterly, and monthly basis, and tracks energy utilization. Each quarter, we input monthly data from operational stakeholders.

The collected energy consumption data is validated against invoices or usage data from the previous quarter and confirmed with stakeholders. The verified data is then categorized into Scope 1, Scope 2, and Scope 3 emissions.

Breakdown of emissions by 2023

Scope	Tonnes	%
Scope 1	11,343	78.58%
Scope 2	375	2.60%
Scope 3	2,716	18.82%
Total	14,434	100%

Scope of Emission	Tonnes CO2e		Change in CO2e	
	2023	2022	Tonnes	%
Scope 1	11,343	8,261	3,082	37%
Scope 2	375	1056	-681	-64%
Scope 3	2,716	2,262	454	20%
Total Tonnes CO2e	14,434	11,579	2,855	25%



Scope	Source Category
Scope 1	Mobile Combustion - Owned Fleet Stationary Combustion
Scope 2	Purchased and Used Electricity
Scope 3	Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2 Purchased goods and services
% of headcount covered by CO2 reporting 100%	

Initiatives to reduce emissions

At Alliad, every operating site employs a different approach to reduce consumption.

- > The IVC site has initiated an internal awareness campaign to encourage users to take action to cut back on their use of water and power.
- > The operational site in DRC have begun using solar PV for warehouse electricity, reducing the need for diesel-powered generators. Reporting the energy use from the operational location quarterly, allowing for tracking of consumption.

Circular economy and waste management

Circular economy

In our effort to eliminate waste and promote the continual use of resources, we initiated a 5-year plan in 2023, focusing on four areas.

- › Production or Acquisition
- › Responsible Consumption
- › Waste management
- › From waste to resources

Production or Acquisition focuses on improving the design, manufacturing, and sourcing of products and services, to reduce their environmental impacts and increase their durability, reparability, and recyclability.

Responsible Consumption focuses on enhancing the awareness, behavior, and participation of consumers and users, to reduce their demand for and waste of resources, and to increase their reuse, repair, and recycling of products and services.

Waste management focuses on improving the collection, sorting, and treatment of waste, to minimize its environmental and health impacts and to maximize its value and potential as a resource.

From waste to resources focuses on enhancing the recovery, transformation, and utilization of secondary raw materials, to create new value chains and markets, and to reduce the dependency on primary resources.

Circular Economy adoption

We have implemented several circular economy initiatives, as per the adopted circular economy concept across all our work processes.

- › 2022-2023: Sustainability Committee formed in Alliad. 6 month long Leadership training attended by selected staff members completed a project on Sustainability Reporting frame works.
- › 2023: In Democratic Republic of Congo, started association with regional and local suppliers for sourcing of Vegetables from Local sources in addition to regional (bordering countries) sources.
- › We have implemented the Life Cycle Perspective as prescribed by the ISO 14001:2015 and exercised great care through green procurement to responsible waste disposal.
- › Reusable packaging has been introduced in catering services, including water jumbo bottles and liquid soap containers.
- › Food waste reduction techniques are actively practiced by managing portions during servings and implementing FIFO (First In, First Out) and FEFO (First Expired, First Out) to ensure items are used before they expire.
- › Resource recovery has been achieved through effective STP (Sewage Treatment Plant) management to enhance water reuse.
- › We have also prioritized sustainable sourcing and eco-friendly procurement. This has been supported through training sessions, inductions, supplier engagements, and audits, ensuring that both the workforce and suppliers are educated and actively engaged in our sustainability efforts.
- › Partnerships with waste management organizations to enhance recycling rates and sustainable waste solutions have been advocated for. AS an example, composting food waste at Buliisa camp Uganda which is supplied to the tree nurseries and the camp flower gardens.

Waste Management

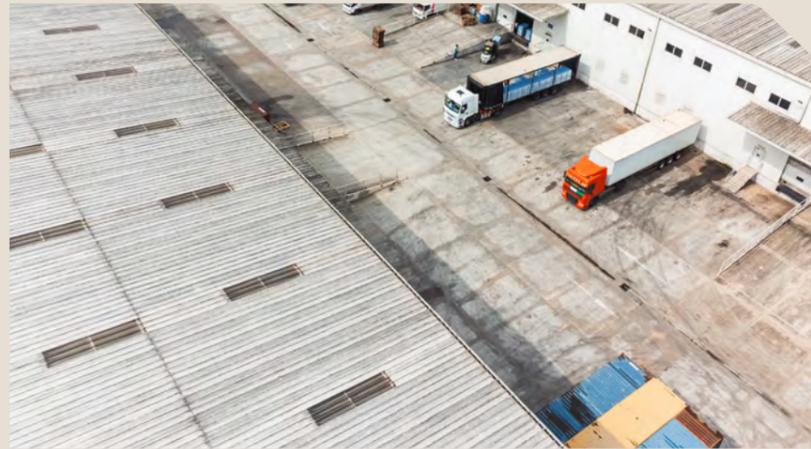
All divisions of Alliad are producing various types of waste and work on reducing them, the scope of work impacting the capability to act on collected waste is different depending on the operations of each division:

Engineering and Construction



Alliad is responsible of its own waste including removing it from the site we work in giving us more opportunities to manage waste,

Supply and Logistics



Client in this sector have shown increased concerns about waste management requiring that our operations focus on minimizing waste.

Facilities Management



Alliad works on site where the waste management can be the responsibility of a third party, where recycling practices are managed by our client, limiting our capacity to have an impact.

However, clients have shown an increasing interest for environment friendly consumables.

Waste Management Initiatives

Organic Refuse Conversion Alternative (ORCA)

Introducing the Organic Refuse Conversion Alternative (ORCA) is an innovative solution we offer in partnership with our client to help them achieve their sustainability goals.

We are supporting our client in Abu Dhabi on a project aimed at reducing food waste through Organic Refuse Conversion Alternative (ORCA), that harnesses cutting-edge technology for food waste recycling.

This innovative solution is utilizing a combination of air and water and transforms food waste into an environmentally safe liquid that can be easily disposed of through sanitary sewer infrastructure.

Implementing ORCA throughout the project, involves managing waste generated from our kitchen and dining halls, which is then transferred to the ORCA Machines.

To ensure seamless operations, we have three dedicated ORCA champions within Alliad to oversee the entire process and ensure proper waste management.

Uganda Operations

The waste generated from our camps in Uganda that cater to and house nearly 2,300 people, is segregated at the point of disposal using color-coded receptacles.

A Waste Consolidation Area (WCA) is in place to further segregate and prepare waste for disposal, handled by a certified waste management company accredited by the National Environment Management Authority (NEMA) Uganda.

Single-use plastics such as water bottles and metals are sent for recycling, food waste is composted, and non-biodegradable waste is sent for incineration.

This process limits community interaction with waste and reduces environmental impact.

Compost from food waste is used in tree nurseries and camp flower beds.

In addition, our offices are equipped with water dispensers that use reusable containers, and all single-use plastics are sent to recycling plants.

Resources and materials use

At Alliad, particularly in our Engineering and Construction projects in Côte d'Ivoire, we are committed to sustainable practices that minimize waste and reduce our environmental footprint.

Our ISO 14001 certification reflects our dedication to compliance, efficiency, and sustainability across all project phases.

We focus on reducing waste by selecting eco-friendly, durable materials, utilizing modular construction components, and employing prefabricated building elements.

Through careful planning, innovative technologies, and recycling practices, we optimize resource use, limit waste, and promote responsible construction that meets current needs while conserving resources for future generations.

Food handling



Alliad handling food materials weighs 20,000,000 Kg on monthly basis originated from 59 countries and 76 load ports. For planning, sourcing, and handling of these materials Alliad use advanced technologies and continually upgrading them to the latest technologies for effective utilization of resources and waste management and reduction.

Our processes encompass developing a solid demand plan, ensuring ethical and local sourcing with supplier compliance, managing packaging, shipment handling, product inspection, and lab testing.

Additionally, we focus on effective inventory management, utilizing a Warehouse Management System (WMS) with Radio Frequency capabilities, conducting cycle counts, managing disposals, handling non-conformities, and maintaining a systemized workflow.

Water management

Water management is a crucial aspect of Alliads' operations in facility management, food catering, and service provision.

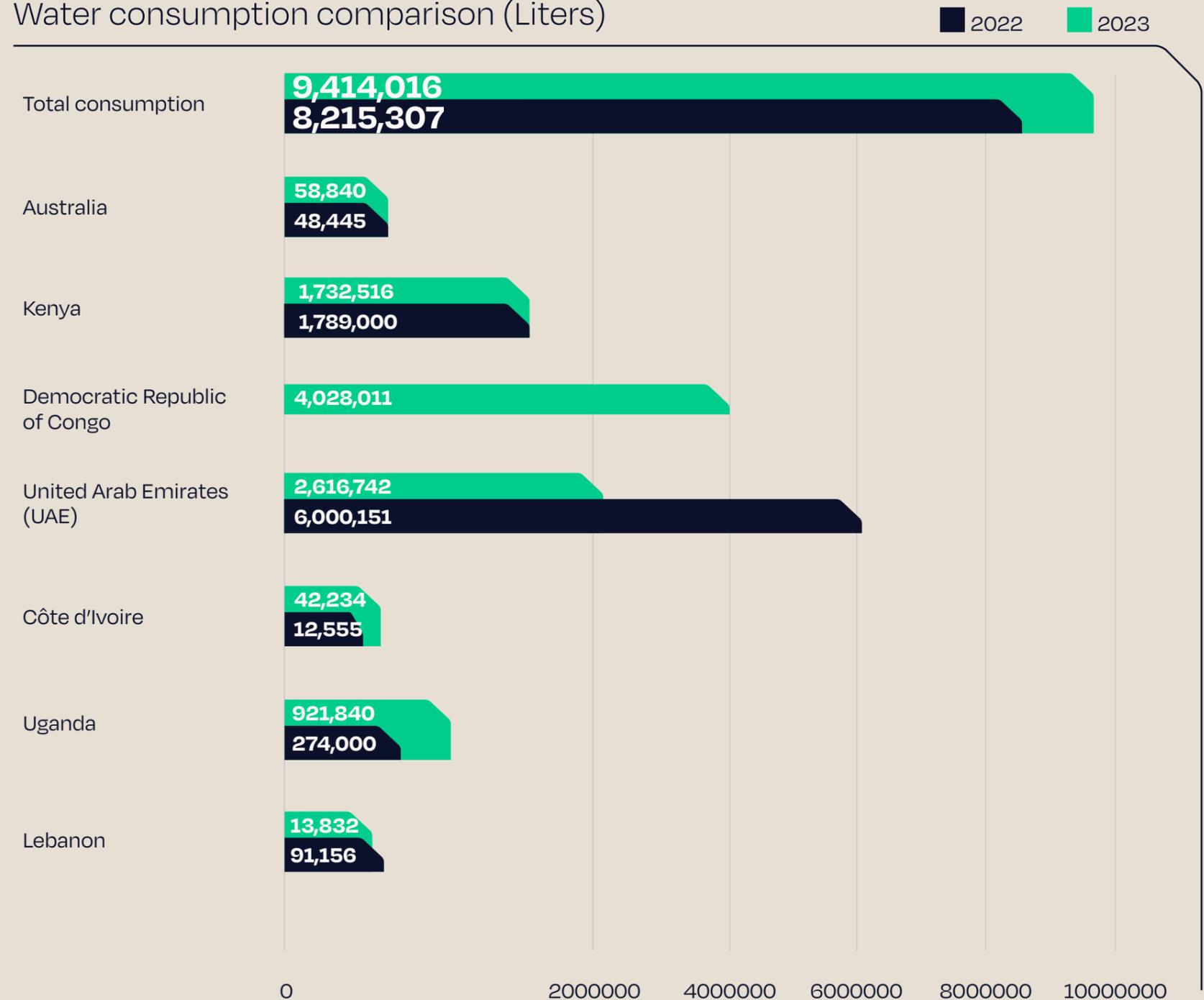
Operating in remote areas presents ongoing challenges in accessing fresh water, a situation exacerbated by climate change. The operational site's water consumption has been steadily rising every day, partly due to an increase in new projects.

General information about the water consumption evolution:

- > Operations in DRC started in 2023 leading the overall increase of water consumption.
- > The closure of the our central kitchen in Abu Dhabi (UAE) explains the important decrease in water consumption for that country.
- > The Ugandan increase in water consumption in 2023 is mainly due to larger office space and a swimming pool emptying and refilling occurring in Q2 and Q3 respectively for our client site.



Water consumption comparison (Liters)



How we improve water management in Uganda

Uganda faces major threats from water scarcity, hydrological uncertainty, and extreme weather events such as floods and droughts, posing significant risks to the country's food security, prosperity, and stability.

Recognizing the role that water scarcity and drought play in aggravating the country's fragility, we are committed to managing water resources responsibly as a conscientious company.

Under this context, our project significantly shifts the consumption patterns of the host community

Daily borehole abstraction limits of 80 m³ in Buliisa Camp and 500 m³ in Tilenga Camp in line with the National Environment Management Authority to ensure sustainable consumption.

Use of High-quality water supply equipment that is resistant to rust and breakage, minimizing the chances of leaks and water wastage.

Washing of vehicles through the use of rejected water from the RO Water Treatment Plant and limit car washes to once a week.

Increase the sizes of holding tanks to help reduce the burden on boreholes.

All wastewater is treated before discharge, and the treated effluent is used for watering the compound.

Water reuse practices in all our operations. i.e. by installing Water-Saving Fixtures such as smaller toilet cisterns and urinals.



Education and Awareness raising actions targeting employees and the wider stakeholders.



Moving forward

Moving forward, at Alliad, we have taken up commitments and set targets regarding our impacts on which we are currently working or planning to focus our efforts on the next few months:



Sustainability Reporting

- › Continue to be committed to transparency and disclosure through the publication of sustainability reports and continuously improving them while prioritizing automation of data reporting processes

Stakeholder Engagement

- › Focus on external stakeholders- an area identified by the materiality assessments

Human Capital

- › Reach 100% of labor supplier working with us with executed Code of Conduct
- › Internship Program in partnership with the American School of Dubai (ASD) in June 2024
- › Aiming to hire another woman through the Evolvin' Women in the Corporate Office in the second half of 2024.
- › Implementation of new tools to support decision-making process through real-time data:
 - › Power BI Learning & Development Dashboard to be launched in Q1 2024
 - › Power BI comprehensive People Analytics Dashboard revamping in the second half of 2024

Human Rights/Governance

- › Evaluating and publishing Security Plan and Protocols as a part of the UN Human Rights Course Enrollment output in the second half of 2024
- › Planning in 2025 to complete an independent Fair Labor audit by a certified auditor. The purpose of this audit is to ensure we adhere to SEDEX 2-pillar SMETA (or equivalent) standards
- › Enrolling 2 HR Managers from non-corporate business units in the UN Business and Human Rights Accelerator program for 6 months in the upcoming 2 years to conduct due diligence and identify salient human rights risks more specific to their operations.



Moving forward

Digitalisation

- › Further digitalise our operational systems in terms of applications used to manage the day-to-day operations for UN (Infor), iSupply/iOperate (FMC) and COINS for ECD.
- › The operational systems that the IT department are in charge of (Infor, iSupply/iOperate, COINS (coming for ECD in 2025)

Sustainable Value Chains

- › Sustainable Procurement: New advanced procurement software implementation is expected to go live in May 2024.

Environment

- › Complete move to fully carbon neutral operational systems by 2025
- › **Waste Disposal:** Support Customers in dialogue and leadership regarding effective recycling facilities and waste disposal in remote areas

Cybersecurity and Data privacy

- › Red team exercises: 1 month exercise to perform social engineering activities to test defenses and users against various threat vectors
- › Monthly vulnerability analysis and penetration testing on all corporate networks
- › ISO 27001 information security certification for the corporate office: certification by end of 2024
- › Mandatory Cybersecurity training for all employees
- › Employment of a dedicated Cybersecurity expert

Additionally, senior IT personnel regularly attend industry events that raise awareness of emerging threats. In November 2023, our IT Director delivered a keynote speech to industry peers at the CIO Leaders Conference in Dubai entitled "Cybersecurity in the age of Digital Transformation".



Empower
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