



ALLIAD

Empower with enterprise



2024 Sustainability Report



Contents

2024 Sustainability Highlights

Governance and Business Operations



Started operations in Papua New Guinea through a new catering contract under our Laba International Joint Venture



Developed and published a Sustainability Policy

11%

Revenue growth



Implemented a Supplier Code of Conduct in all operations

673

People completed mandatory ethics training with a 99% completion rate

People and Community Engagement



2,603

People completed training on Fair Labor and Human Rights

1,225

People benefited from our community initiatives

USD \$12,595

Invested into local communities in the form of direct financial investment

251,834

Hours of training provided to our people

428

New hires

38

Women in managerial positions

Environmental Stewardship



Solar panels installed on warehouses in the Democratic Republic of Congo and Central African Republic

100%

Greenhouse gas emissions reported in operations

44%

Of electricity consumption from renewable sources

4,637

Square feet of solar panels covering our warehouses in the Democratic Republic of Congo

1,000+

Solar panels in use across operations in the Democratic Republic of Congo and Central African Republic



CEO Message



I am proud to introduce Alliad's 2024 Sustainability Report – a reflection of our progress and our commitment to embedding sustainability into how we operate, lead and grow. Building on the foundation we set in 2023, this report reaffirms our purpose and shared journey toward a more sustainable future for our people and the communities we serve.

Over the past year, we have moved from intention to implementation – expanding our operations in Papua New Guinea, deepening our community engagement in Uganda and embedding sustainability into our governance, supply chains and daily operations.

In 2024, we launched our first group-wide Sustainability Policy alongside establishing cross-functional Sustainability Committees and holding our inaugural Sustainability Strategy Workshop.

On our supply chain, we now have a Supplier Code of Conduct in place in all operations, while 100% of labor suppliers have now signed a human rights agreement.

We have also introduced a Digital procurement onboarding system linked with ESG criteria.

What makes Alliad is our people, and we had 2,600 employees complete Fair Labor and Human Rights training, encompassing their commitment to sustainability within our culture. We view sustainability as a shared responsibility; we are on this journey together.

While we have made tangible progress, from full emissions reporting and increased renewable energy use to expanded community programs and over 250,000 hours of staff training, we know this is still just the beginning.

The road ahead is complex and shaped by climate uncertainty, social inequality and various operational challenges. But with our people and backed by our values, leadership and a sustainability mindset, we are confident in our ability to deliver.

This report reflects our commitment to transparency. With regards the community side, we are constantly expanding our community engagement through our business projects, with the aim of improving the life of the communities where we operate. This year we invested USD \$12,595 on community projects, positively impacting about 1,225 people.

We have refined our material topics, aligned our actions with the United Nations Sustainable Development Goals and introduced new tools to track our performance. These steps help us stay accountable and ensure our efforts are both credible and impactful.

To our employees: thank you for your passion, your resilience and your belief in what we are building. To our partners and clients: thank you for walking this path with us. And to our communities: thank you for trusting us to be part of your story.

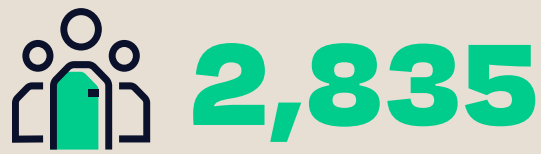
We still have much to do. But we are doing it step by step, with integrity, empathy and as a team.

Rashad Sinokrot
Global Chief Executive Officer

Alliad in a nutshell



Years of Operation



Employees at peak in 2024
1,319 Total Employees as of 31st December 2024*



Growth in Revenue in 2024



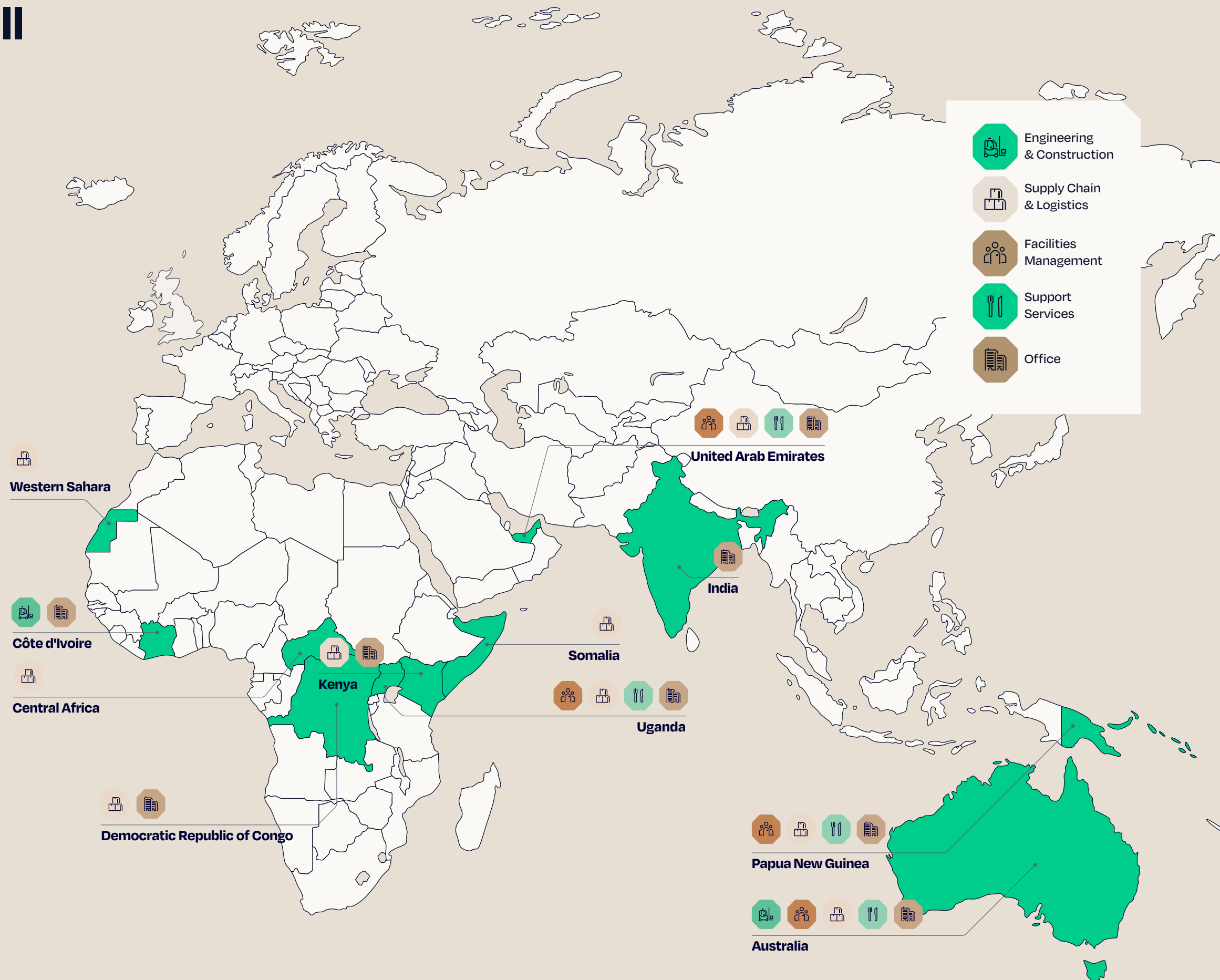
Women in managerial positions



Nationalities



Main services



Engineering & Construction

Supply Chain & Logistics

Facilities Management

Support Services

Office



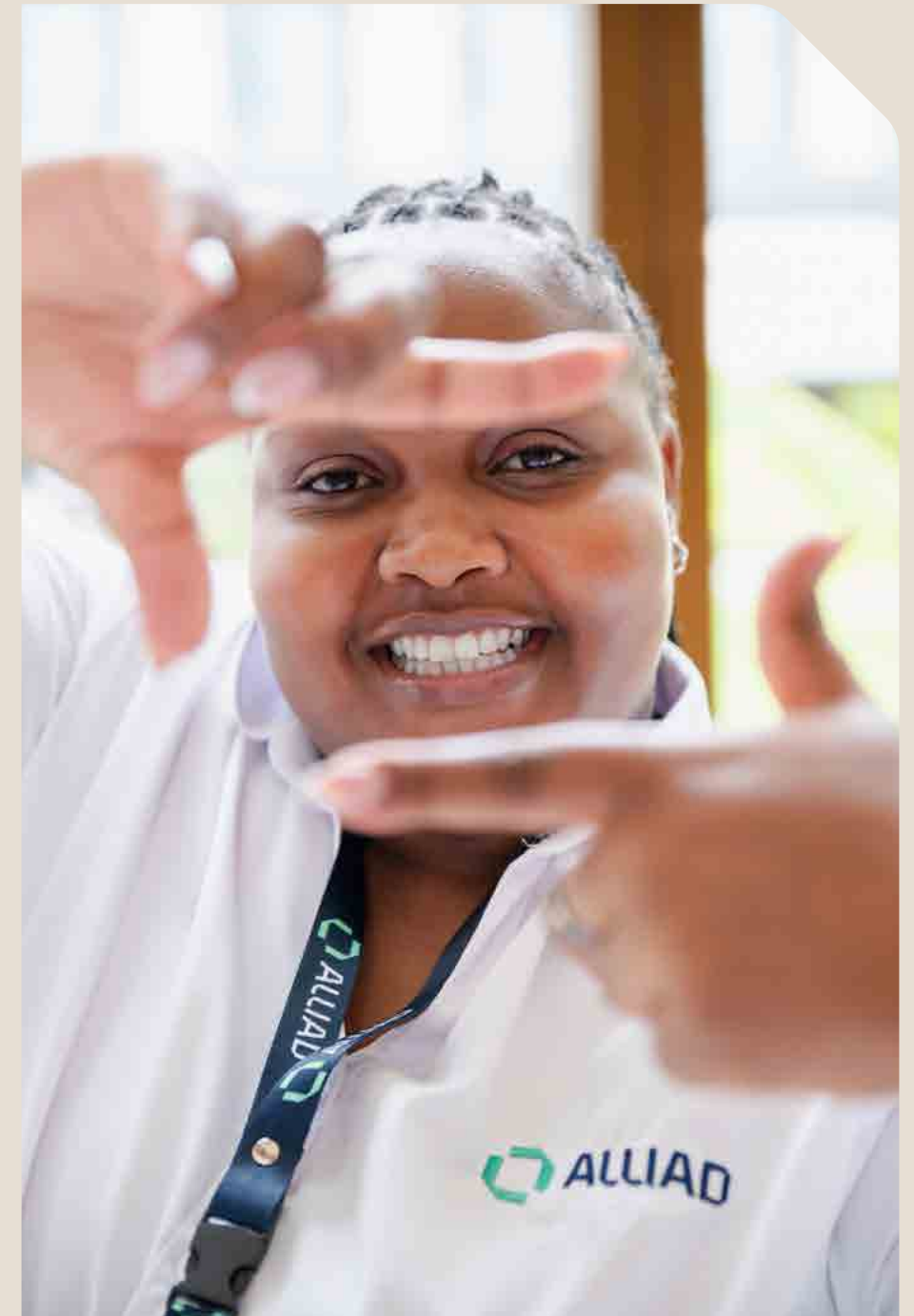
Vision

A global partner built on the power of human potential.



Mission

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



Purpose

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

Our global business

Alliad, formerly known as GCC Services, is a global leader in integrated services, specializing in engineering & construction, supply chain & logistics, facilities management, and support services.

With a strong focus on emerging markets, particularly in Africa, Alliad combines international expertise with local knowledge to deliver comprehensive solutions that drive economic growth and improve quality of life.

Committed to sustainable development and community empowerment, Alliad is proud to be the worldwide partner of choice for companies, governments and aid organizations operating in remote and challenging conditions.

A global partner built on the power of human potential

Alliad began as a food service provider in Kuwait in 2003 and has evolved into a global leader in integrated services, including engineering, construction, logistics, facilities management and support services.

For over twenty years, we have forged long term partnerships with governments, companies, and aid organizations, operating in remote and challenging environments. With a corporate base in the United Arab Emirates, our diverse team ensures seamless execution across our key geographies in Africa, Papua New Guinea and Australia. Committed to innovation, adaptability, and sustainability, we create thriving environments where businesses and societies prosper, upholding a global standard of excellence for clients, employees, and communities alike.



Part of Agility Global

Alliad is part of Agility Global, a subsidiary of Agility and a global leader in supply chain services, infrastructure and innovation.

With a presence across six continents and with **65,000+** employees, Agility specializes in scaling businesses and owns Menzies Aviation, Tristar and Agility Logistics Parks. Its portfolio also includes companies in customs digitization, remote-site infrastructure, defense, ecommerce logistics and waste management. Agility invests in supply chain innovation, sustainability and resilience, with minority holdings in listed and private firms.

Recognized for sustainability leadership by Forbes, Agility supports Alliad's sustainability efforts through reporting, industry insights, environmental recommendations and program guidance.



Our main countries of operation

Alliad is present in the following countries:

> Kenya		
> Uganda		
> Democratic Republic of Congo (DRC)		
> Central African Republic		
> Cote d'Ivoire		
> Australia		
> United Arab Emirates		
> India		
> Western Sahara		
> Somalia		
> Papua New Guinea		

Across our services, our key priority is to keep strengthening sustainable growth by:

- > Guaranteeing the safety of our employees, customers and suppliers
- > Promoting employee and supplier welfare
- > Selecting the right partners across our supply chains aligned with sustainability principles
- > Fostering a culture of integrity through robust governance systems
- > Engaging with local communities
- > Leveraging innovation and technology
- > Ensuring the implementation of environmentally sustainable practices in our operations

Key milestones of our journey



Economic performance

Despite the multiple challenges and risks that our business entails in the diverse markets where we operate, in 2024 we experienced **11% growth** in revenue compared to 2023, attributed to rising demand for our services driven by a significant increase in the number of large-scale projects undertaken by the business.



Spotlight on our services

At Alliad, we focus on increasing our market share, expanding our services in new emerging markets, building stakeholder trust and loyalty, and enhancing our current service portfolio to serve our customers better.

In 2024, we continued to prioritize our operations in emerging markets by leveraging the expertise of our global teams in effectively managing projects in complex environments.

Our Service Portfolio



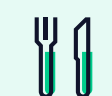
Engineering and Construction



Supply Chain and Logistics



Facilities Management



Support Services



Engineering and Construction

Alliad is dedicated to delivering customized solutions in the areas of Engineering, Design and Construction by securing the best global talent.

We specialize in mobilizing teams of licensed and internationally experienced architects and engineers who have experience delivering fast-track 'turnkey' projects across different countries. In addition, by collaborating with strategic partners for specialized projects, we ensure each project benefits from the highest level of expertise.

Our approach incorporates knowledge of local market conditions, availability of materials and industry best practice.



90

Hospitals being built to provide accessible and advanced healthcare in Côte d'Ivoire



10

Schools being built to enhance educational opportunities with high-quality facilities



11

Logistics parks built to transform supply chain and distribution in Côte d'Ivoire

Case Study

Alliad helps transform healthcare in Cote d'Ivoire

We are developing **90 hospitals** with advanced medical equipment to improve maternal and child healthcare and transform the health and wellbeing of local communities. The project entails the following services: engineering, procurement, construction, renovation of hospital buildings and supply of new medical equipment.

Project:

Engineering, procurement, construction and renovation of **90 hospital buildings** and supply of new medical equipment

Service Capabilities



Logistics Parks and Warehouses

Architecturally designed hubs for seamless storage, distribution and management of various materials and equipment.

Social Infrastructure

From hospitals to schools and offices, we tackle emerging market challenges with expert planning, design and development, including comprehensive site management and equipment supply.

Turnkey Accommodation

Turnkey facilities created for temporary housing in challenging environments, providing fully equipped amenities for immediate use.



Supply Chain and Logistics

From aid delivery in challenging locations to providing necessary food and equipment to peacekeeping operations, any disruption within a supply chain has significant repercussions.

Our network of international and local suppliers and partners provides robust and dependable logistical solutions when delivering food and non-food items to our customers and projects.



1,000+
Suppliers



20 million
Kilograms of Food Materials Handled Monthly



59+
Countries sourced from for materials and food



43,000+
Peacekeeping troops supported

Case Study

Supporting Peacekeeping troops in the Democratic Republic of Congo

Developed adaptive multimodal transportation for essential water and food supplies to support peacekeeping missions in difficult conditions.

Project:
Procurement, storage and distribution

Service Capabilities



Sourcing and Procurement

We use top-tier suppliers for food and non-food items, ensuring high standards while maintaining quality and negotiating fair prices.

Supply Chain

From inventory management to after-sale services, our end-to-end solutions offer real-time data and enhanced communication for optimal efficiency.

Warehousing

Comprehensive warehousing solutions across Africa provide secure storage and efficient distribution, supported by advanced management systems.

Freight Services

Global ocean, air and road freight services, including a market-leading trans-African service, ensuring timely and compliant delivery through licensed transport services.

Customs Expertise

We streamline customs processes with our document handling, cross-docking and consultation services, ensuring smooth transit and compliance with customs procedures.



Facilities Management

Tough working conditions require operational and living conditions which are both reliable and comfortable.

Given our experience providing facilities in remote areas, our full range of hard and soft services – ranging from comprehensive asset management to remote camp communications, catering and landscaping – ensures both needs are met.



835,000 m2

of facilities cleaned and maintained across our global operations, spanning malls, remote camps, and critical infrastructure.



Case Study

Providing high quality facilities management services in the UAE

Through its UAE operations, Alliad provided cleaning and janitorial services to key entertainment parks in the capital:

- > Ferrari World
- > SeaWorld
- > Warner Bros World
- > Yas Waterworld

As brand new venues, these installations required high-quality services and solutions that could adapt to seasonal fluctuations and event-driven surges in activity, while ensuring full compliance with public health and sanitation regulations.

In addition, Alliad was entrusted with the facilities maintenance of the Reem Mall, one of the latest malls built in Abu Dhabi.

Service Capabilities



Janitorial and Cleaning

We specialize in meticulous cleaning tailored to a clients' space, blending eco-friendly practices with customized schedules.

Operation and Maintenance

We offer maintenance services that cover asset care, emergency response, and ensure seamless business continuity.

Sanitation and Pest Control

Our specialists use both eco-friendly solutions and chemicals that comply with local regulations and maintain a safe and clean workplace.

Waste Management

We offer a range of waste disposal options, including the management of hazardous materials that help formalize our client's waste management strategies.



Support Services

At Alliad, our role is to ensure seamless operations and guarantee that our client’s daily work remains uninterrupted.

Our extensive global experience on the ground means we can anticipate needs before they arise, such as providing Wi-Fi in remote environments, daily clean laundry when there is no nearby vendor, and even solving visa problems and airport services, however remote it is.

In parallel, we abide by a farm-to-fork strategy, ensuring the food we source, supply, or serve is safe for human consumption and meets the highest food quality standards.



Created and developed The Social Hub®: a modern, high-quality foodservice concept designed to combat food boredom and enhance the dining experience in UAE universities.



70,000 meals+
Per day at peak delivered in Papua New Guinea, supporting 22,500 guests.



#1
Oil development project in Uganda where Alliad provides full camp support services.



85%
Local ingredients in our Papua New Guinea and Uganda operations.

Case Study

Alliad Secures ExxonMobil Contract in Papua New Guinea

At Alliad, we have successfully secured a major contract with ExxonMobil in Papua New Guinea, marking a significant expansion into a key energy-rich region.

This deal strengthens our position as a leading service provider in the oil and gas sector, reinforcing our expertise in facilities management, catering, logistics and infrastructure support.

This contract not only expands our Asia-Pacific presence but also positions the company for future multi-phase projects and long-term partnerships with major international energy corporations further solidifying our market footprint.

Service Capabilities



Catering services

Personalized customizable cuisine options, tailored to client preferences, budgets, and safety standards.

Labour solutions

Seamless process for accessing top talent, from sourcing and vetting to onboarding.

Telecommunications

Our telecommunications services bridge communication gaps and provide seamless connectivity, particularly in emerging markets.

Laundry services

Our professional teams handle laundry with meticulous care, using eco-friendly practices and top-quality chemicals to ensure safety and sustainability.

Case Study (continued)

Across all services, at country level, during this reporting period:**Kenya:**

We have strengthened our global logistics capabilities by establishing partnerships within independent freight networks, enabling access to a trusted international pool of agents and streamlined coordination across key trade routes. This is further enhanced by the digitalization of our transport operations through advanced telematics and AI-powered monitoring systems. These tools allow us to:

- › Improve route optimization and delivery accuracy
- › Ensure compliance and safety through real-time driver behavior tracking and vehicle monitoring
- › Reduce operational risk and downtime by enabling preventive maintenance and live alerts
- › Enhance visibility and control across the entire transport chain
- › Leverage data for better decision-making, continuous improvement, and cost efficiency

In addition, we have expanded our services portfolio to include Humanitarian and Relief services.

**Uganda:**

We currently run 8 main projects:

- › 5 operations are focused on the provision of catering and maintenance services for oil and gas and energy sectors.
- › 3 projects are performed for the intergovernmental organization in their Entebbe Support Base.

**Democratic Republic of Congo:**

- › We continue our collaboration with one of the largest peacekeeping missions with over 11,000 troops from 16 contributing nations, responsible for 4 warehouse operations since June 2024.
- › Supplied approximately 700 tons of assorted food with over 400 lines per month.

**Côte d'Ivoire:**

- › Our client, Agility Logistics Parks, is bringing modern warehousing, storage, processing and logistics solutions to Africa through warehouse parks which provide ready-built, flexible spaces available for lease to both international and local companies. Alliad is responsible for the engineering and construction of these warehouses which takes place in several phases.
- › We finalized the first phase of the hospital project, leading to the signing of Phase 2, set for completion in October 2028.
 - › Phase 2 of the warehouse project received Excellence in Design for Greater Efficiencies (EDGE) certification, reflecting our ability to deliver smarter, more sustainable and resource-efficient warehouse facilities while maintaining cost-efficacy and aligning with internationally recognized sustainability standards

Memberships and Commitments

At Alliad, we participate as members in numerous business associations, chambers of commerce and other organizations across all the markets where we operate.

Our goal is to engage more actively with our stakeholders in discussions that have an impact upon the community, the sector, our business, operations and sustainable growth.

At an organizational level, we have been a signatory of the UNGC since 2010 and recently of the UN Women's Empowerment Principles.



Conferences and events

In 2024, we actively participated in key conferences, summits and specialized events across our operational regions to monitor industry developments and showcase our expertise.

These engagements underscore our ongoing commitment to staying at the forefront of major trends impacting on our operations while further strengthening our relationship with key stakeholders:

- › Global Trade Review Conference "Charting on Africa's export and infrastructure trajectory", United Kingdom
- › International African Energy, Oil and Gas Summit, Namibia
- › Dubai International Food Safety Conference, UAE
- › 13th Annual Mineral Wealth Conference, Uganda
- › 5th Annual National Content Conference organized by the Petroleum Authority of Uganda, in partnership with the Uganda Chamber of Mines and Petroleum
- › 9th Oil and Gas convention held by Uganda Chamber of Mines and Petroleum
- › CIO Leaders Conference, panel on "The impact of generative ai on digital transformation"
- › CXO DX Future Workspace Summit and Awards, panel regarding "Cybersecurity in the era of gen AI and hybrid work"



Awards

In 2024, we received various awards and recognition from esteemed national and international organizations, underscoring our unwavering pursuit of excellence.

Awards and Recognitions

› **2024 International Safety Award with Distinction** - British Safety Council

› **RoSPA Merit Award** - The Royal Society for the Prevention of Accidents

› **Membership Award** - Uganda Chamber of Mines and Petroleum

› **National Content Achievement Award on the Tilenga project in Uganda** - McDermott International, Ltd

› **Excellence in CIO Leadership at the Sustainability** - Leap Media

› **Excellence in IT at the CIO Connect Summit and Awards** - Leap Media

› **Future Workspace Summit and Awards 2024** - Leap Media

› **CIO Leadership Award 2024** - Tahawul Tech (formerly Computer News Middle East)



Several awards have also recognized Alliad's diverse teams and individual leaders across our regions, including the following:

› **Rashad Sinokrot**, Alliad's CEO, received the **"Sustainable Impact Award"** at the 14th African Peace Award



› **Aggrey Ashaba** (General Manager of Alliad Uganda) received the **"Trailblazing Initiatives Award"** at the 14th African Peace Award



› **Luis Rodrigues** (Construction Senior Vice President) was awarded the **"Impactful Projects Award"** at the 14th African Peace Award



Our approach to sustainability

Stakeholders increasingly expect businesses to address complex global sustainability challenges.

Thus, business success today goes beyond making profit and encompasses ways to enhance positive environmental and social impact. At Alliad, we combine ethical practices, compliance and operational excellence to advance sustainable growth.

We recognize we are at the early stages of our sustainability journey and are determined to work towards achieving our long-term sustainability vision and goals while remaining committed to turning those goals into actionable plans, enhancing transparency, deepening stakeholder engagement and embedding sustainability across our core operations to create lasting value in every region we serve.



Rolling out our sustainability strategy

During this reporting period, we advanced our sustainability strategy by leveraging insights from our 2023 global materiality assessment and ongoing stakeholder engagement.

In 2024, we held our first Sustainability Strategy workshop with active participation from members of our Sustainability Committee, fostering cross-functional collaboration and aligning group-wide priorities.

The session enabled open dialogue, clarified where we can make the greatest impact, and laid the foundation for a shared vision, realistic goals and alignment with leading regional and international practices.



Key milestones

Publication of our first Sustainability Report



Publication of our first Sustainability Policy



Sustainability Strategy Workshop



2024 Materiality Review 2024



A significant milestone, enabling us to enhance transparency, engage stakeholders and align with global best practices.

Issued at the group level, confirming our commitment to embedding sustainability in all our processes.

A crucial step forward in the implementation of our sustainability strategy and action plan.

A comprehensive reassessment of our chosen material topics, aimed at ensuring alignment with all recent regional and international developments as well as internal advancements and sector priorities.

Given our extensive geographical reach, we are aware of the importance of monitoring our environmental and social performance, including risks and opportunities across our value chain with a view to continually refining our sustainability approach.

Our focus lies on identifying and acting on key priorities by aligning key performance indicators, setting targets and enhancing stakeholder engagement in line with our commitment to support both our communities and clients within challenging environments.

By further solidifying sustainability and integrating it into our core operations, we continue to contribute meaningfully to global sustainability efforts.



Stakeholder engagement

At Alliad, stakeholder engagement is fundamental to our long-term strategy and allows us to better understand the depth of our impact as a global business.

We prioritize open, transparent communication with diverse groups of stakeholders across the markets where we operate, ensuring our sustainability strategy and subsequent initiatives address the evolving needs of direct and indirect stakeholders, ultimately enhancing accountability and trust.



Stakeholder Group	Frequency and method of Engagement	Topics of Interest	Value created for Stakeholder Group
 Strategic Partners	› Weekly meetings › Support with sustainability governance and attending committee sessions › Debrief sessions	› Good corporate governance › Transparent and effective performance disclosure › Identification of new opportunities and expanding collaborations	› Opportunity for information sharing and collaboration › Guide the implementation of sustainable business practices in diverse markets and geographies
 Customers and Clients	› One to one meetings with key clients/customers › Conferences and Exhibitions › Emails/Quarterly progress reports › Satisfaction reports	› Further improve services › Foster ongoing dialogue with clients to better understand and respond to their needs	› Strengthening relationships, offer better services to clients across all geographies
 Banks and Creditors	› One to one high level meetings	› Good corporate governance › Transparent and effective performance disclosure › Reinforcement of business competitiveness	› Financial and economic stability › Ethical business operations › Long-term partnership
 Accreditation Bodies	› One-to-one high level meetings with key auditing bodies › Reaccreditation of certifications (every 1-3 years depending on the certification)	› Maintain compliance and improvement by aligning with regulatory standards › Promote innovation by obtaining leading accreditations › Compliance with relevant laws and regulations	› Ethical business operations › Compliance with local/global regulations
 Government, Regulatory Bodies and Agencies	› Awareness sessions on upcoming regulations	› Compliance with relevant laws and regulations › Building a healthy business ecosystem	› Financial and economic stability › Development of the country's infrastructure › Ethical business operations
 Academic institutions	› Engagement through annual programs › Collaborative Forums › Partnerships with local universities	› Local employment › Foster partnerships/enhanced dialogue for local innovation and leadership	› Fostering innovation and research through collaboration with academic institutions and research bodies › Supporting the next generation of leaders in our markets of operation
 Community organizations, NGO's and Humanitarian Relief	› Participation in advisory panels for sectoral discussions › Sectoral conferences and speaking engagements › Community outreach initiatives and partnerships with local organizations › One-off campaigns to support humanitarian relief for natural disasters/global conflict	› Good corporate governance › Strong corporate culture › Impact from business operations on societies, local communities and the environment	› Aligning with community needs and promoting our vision › Gathering insights for addressing community well-being and crisis relief
 Employees (including local hires and expatriates)	› Townhall meetings › Open HR Forum at corporate office › Employee Council › Teambuilding events › Leadership meetings › Personal and professional growth support › Regular employee surveys	› Capacity development and career advancement support › Implementation of human rights principles › Workplace environment, occupational health and safety	› Empowering and aligning our workforce to drive organizational success › Stability in profession and career growth opportunities › Knowledge and skills for growth › Safety and equality
 Suppliers and Vendors	› Regular reviews and alignment meetings › Emails/Quarterly progress reports › Collaborative Forums	› Sustainable supply chain › Supplier capability development › Protection of human rights and reduction of environmental impacts › Fair business operations	› Promoting sustainable procurement and best practices across the value chain › Fostering innovation › Supplier knowledge and capability development › Competitiveness in the global market › Security of the global food system › Environmental protection and preservation
 Local Communities and Society	› Community outreach initiatives and partnerships with local organizations › Employment training	› Participation in improving community quality of life › Employment promotion in communities › Impact from business operations on societies, communities and environment	› Employment within communities › Strong societies and communities › Environmental protection and preservation
 Media	› Frequent communication › Opportunities for one-to-one interviews by local media outlets with our leadership on key projects/business developments › Events and conferences	› Full and transparent disclosure of information through articles and press releases › Social, community and environmental impact of operations › Business development › Employee attraction	› Ethical business operations › Transparent disclosure of information

Materiality assessment

At Alliad, we conducted a global materiality assessment in 2023, spanning 10 countries and engaging 163 internal stakeholders alongside 28 external stakeholders.

This helped provide invaluable insights into:

- › The maturity levels across our business units with regards to sustainability
- › Readiness to address material ESG topics
- › Priorities identified by internal and external stakeholders
- › Perceptions of our sustainability priorities
- › Future plans and strategic direction



Through in-depth interviews with senior executives, including our CEO, as well as major clients and suppliers, we gained an understanding of both internal and external sustainability maturity.

Stakeholder discussions highlighted the renewed urgency for specific topics, including increasing pressure from external social and regulatory drivers and the current capability of our systems and processes. This input was instrumental in reassessing our material topics and direction and in shaping our sustainability strategy, ensuring it is responsive to stakeholder expectations and reflective of our vision, ensuring alignment with global best practices and standards.

Our overall materiality methodology aligns with the Global Reporting Initiative (GRI), the AA1000 Accountability principles, UN Global Compact (UNGC), UN Sustainable Development Goals (SDGs), international guidelines, and global best practices. It is tailored to reflect our operations, culture, stakeholder expectations, regional needs, national commitments and sector benchmarks.

By incorporating principles of financial and impact materiality, we identified the impact of these topics on our business performance and on sustainable development, including financial implications.

2024 Materiality Review

In 2024, we undertook a reassessment of our chosen material topics in line with established sustainability reporting frameworks including the Global Reporting Initiative (GRI) and the Sustainability Accounting Standards Board (SASB).

The review of our material topics was conducted with the aim of ensuring alignment with all recent regional and international developments, as well as internal changes and evolving sector priorities.



Step 1

Review of identified material topics



› We evaluated our existing material topics, considering significant external and internal developments such as the company's rebranding, the evolving awareness and maturity levels of our internal stakeholders, and rising external pressures.

Step 2

Strategic discussions with CEO and management



- › We engaged in strategic dialogue with our CEO and management team, defining the company's vision for sustainability.
- › This alignment ensured our corporate and sustainability priorities were harmonized, with a focus on both environmental and societal impact.
- › We identified the key topics we need to prioritize in the near term to actualize our sustainability vision.

Step 3

Validation and approval



› The reassessment led to an updated set of material topics and focus areas, securing alignment across the organization with our long-term vision and strategy for sustainability.

Material Topics Review

As a result of this exercise, and with the aim to inform the strategic direction of our internal approach to sustainability reporting and implementation, our material topics were condensed from 33 to 21 material topics.



Focus area	Topic
Climate uncertainty	› Climate change risks › Climate change opportunities
Environmental impacts	› Energy consumption › Circular economy and waste management › Water management › Biodiversity

Focus area	Topic
Local community engagement	› Local employment › Community uplifting
Fair and supportive employment	› Workforce training and development › Employee and contractor health and safety

Focus area	Topic
Ethical conduct, culture and reputation	› Corporate culture
Risk and regulatory compliance	› Human rights safeguarding › Governance systems › Anti-corruption and Anti-bribery › Risk management Value chain stability and resilience
Business performance and operational success in remote areas	› Human rights safeguarding › Governance systems › Anti-corruption and Anti-bribery › Risk management Value chain stability and resilience
Technological advancements	› Cybersecurity and data privacy › Innovation in business
Sustainable value chain	› Supplier selection, Environmental and Social impacts across the supply chain

Our Value Creation Model



Alignment with Global UN Initiatives

Our commitment to the UN SDGs reflects our vision for a sustainable world and our commitment to sustainable growth.

Since 2010, Alliad has also been a signatory to the UNGC, further demonstrating our commitment to upholding sustainable and responsible business practices. *(Please see our UNGC Index on [page 94](#) of the report.)*

In line with our corporate mission and the priorities of our stakeholders, we ensure our targets and initiatives align with the SDGs.

Our Contribution to UN Sustainable Development Goals

Environment

Climate change risks

- > Monitoring CO₂ emissions as part of our roadmap to achieving carbon reduction targets by 2026
- > Implementing a Resilience Framework to embed climate resilience into planning and infrastructure investment

Climate change opportunities

- > Building internal expertise in green buildings
- > Investing in innovative, environmentally friendly technologies to enhance service
- > Using digital platforms to monitor and manage environmental data

Energy consumption

- > 29% increase in energy consumption sourced from renewables
- > Reporting on greenhouse gas (GHG) emissions by 100% of our operations, with 15,563 tons of CO₂ reported in total
- > Two locations partially powered by renewable energy sources
- > LED lighting replacement, solar panel installations and motion-sensing security lighting in camps to reduce energy use, fossil fuel dependence and operational costs
- > Preventive fleet maintenance
- > Ongoing employee training and awareness programs to drive behavior change



Circular economy and waste management

- > Implemented initiatives to limit waste and increase recycling
- > Introduced food waste reduction measures
- > Applied FIFO (First In, First Out) and FEFO (First Expired, First Out) practices in procurement and meal portioning
- > Recycled waste streams including used oil, scrap metals, packaging materials, warehouse waste and wooden pallets

Water management

- > Investment in reliable equipment
- > 7% reduction in water consumption in 2024 compared to 2023
- > Investment in employee awareness and efficient use of equipment

Biodiversity

- > Raised employee and stakeholder awareness on biodiversity protection



Our Contribution to UN Sustainable Development Goals Continued

Social

Local employment

- › Developed policies to promote local employment in line with client priorities
- › Invested in training programs to upskill local workforce

Community uplifting

- › Delivered humanitarian relief initiatives
- › Partnered with Evolv'n Women in the UAE to support inclusive opportunities
- › Launched an Inclusive Skills Development Program in Kenya
- › 1,225 beneficiaries reached through our community partnerships in 2024

Workforce training and development

- › 2,225 employees (includes Abu Dhabi operations) trained in 2024, delivering 52,630 total training hours on non-QHSE topics
- › Provided open training access to all employees via our Learning Management System (LMS)
- › Included career planning and skills gap analysis in performance management reviews



Employee and contractor health and safety

- › Conducted QHSE training
- › Provided user-friendly digital tools to encourage hazard reporting
- › Embedded QHSE reporting as a shared objective in performance reviews for all employees starting 2025

1 NO POVERTY



2 ZERO HUNGER



4 QUALITY EDUCATION



5 GENDER EQUALITY



8 DECENT WORK AND ECONOMIC GROWTH



11 SUSTAINABLE CITIES AND COMMUNITIES



Our Contribution to UN Sustainable Development Goals Continued

Economic and Governance

Corporate culture

- › Ongoing online ethics training, including on AI and whistleblowing
- › Training and awareness sessions

Human rights safeguarding

- › Signatory of the UNGC and endorser of the 'Call to Action' initiative
- › 2,603 individuals (80% of those required) successfully completed the Fair Labor and Human Rights training
- › Regular internal audits
- › Completed the UNGC Business and Human Rights Accelerator Program in 2023
- › 100% of labor suppliers signed the Supplier Human Rights or Fair Labor Code

Governance systems

- › Developed and published a Sustainability Policy
- › Annual sustainability reporting in place
- › Dedicated ESG committees

Risk management

- › Integrated Resilience and Business Continuity approach
- › Resilience Framework to support long-term planning and infrastructure investment

“Value chain stability and resilience”

- 100% of labor suppliers have signed the Supplier Human Rights or Fair Labor Code
- › New digital procurement platform in place

Economic performance

- › Quarterly reporting aligned with yearly budget

Customer satisfaction

- › Customer surveys and high customer satisfaction ratings
- › Contract retention monitoring

Cybersecurity and data privacy

- › Zero cybersecurity breaches
- › Mandatory cybersecurity training for all computer users (except in Kenya)
- › 98% of employees required to complete the training (671 out of 682) did so successfully
- › 562 potential incidents addressed by Security Incident Response
- › Digital tools in place to protect Alliad and customer data
- › Advanced reporting on risks and actions required

Innovation in business

- › Launched a digital procurement platform to enhance supplier selection, onboarding and evaluation against ESG criteria
- › Developed online training platforms that offer on-demand learning modules
- › Integrated resilience into long-term infrastructure planning by embedding climate risk considerations into the design, construction and operational phases of infrastructure projects

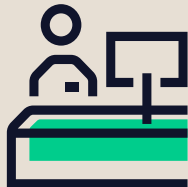
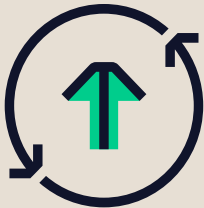
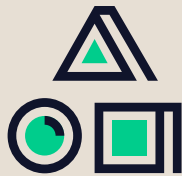
Supplier selection, environmental impacts across the value chain and social impacts across the value chain

- › Implementation of an organization-wide robust tool for supplier selection and onboarding
- › Sustainability training provided for the procurement team
- › Developed an improvement plan based on supplier initial assessment and zero tolerance for non-compliance



What's Next

Moving forward, we intend to focus on on the following priority actions over the next few months. This includes:

To remain committed to ongoing transparency and disclosure through the publication of an annual sustainability report detailing our ESG performance		To use insights gained from our strategy workshop to set tangible sustainability goals for the next reporting cycle		To undertake a second global materiality assessment in 2025/2026	
	To conduct an in-depth SDG mapping exercise to assess how each material topic relates to the global goals and their subsequent sub-targets		To improve our disclosure practices while prioritizing the automation of data collection processes		To focus on the right sustainability actions that will help us achieve real progress across all the markets where we operate
To continue engaging with internal and external stakeholders, seeking their input and collaboration		To an ISO 27001 information security certification an ISO 20 000 IT service management certification for the corporate office by the end of 2025		Working to integrate sustainability as a shared objective for all employees within the performance management system, to be effective in 2026	

Our approach to governance

At Alliad, our operations and governance models are underpinned by a strong code of ethical conduct driven by a dynamic corporate culture. We are committed to implementing rigorous policies and processes to identify, assess and mitigate potential risks across our entire value chain. This proactive approach reinforces our commitment to sustainable and ethical business, ensuring long-term resilience and stakeholder trust.

Focus Areas

- › Ethical conduct, culture and reputation
- › Risk and regulatory compliance
- › Business performance and operational success in remote areas
- › Technological advancements
- › Sustainable supply chains



Robust committee structure to support the Board of Directors



Developed and launched Alliad's first Sustainability Policy



Implemented certified management systems across all our operations



Zero instances of non-compliance with laws and regulations



673 Employees completed anti-bribery and corruption training



Digital procurement onboarding system linked with ESG criteria

Our Corporate governance model

Our corporate governance framework includes policies and procedures that facilitate effective decision-making, oversight and risk management.

Regular internal audits and anti-corruption measures backed by a vigilant Board of Directors, a dedicated steering committee and transparent reporting practices, ensures a robust commitment to the highest governance standards across the business.

Composition of the Board Members



Rashad Sinokrot
Role: Chairman of the Board
Relationship: Executive Member
Tenure (Years): 14
AGE: 50+



James Tracey
Role: Member
Relationship: Executive Member
Tenure (Years): 10
AGE: 50+

Executive committee



Rashad Sinokrot
Chair of the Board (Group Chief Executive Officer - CEO)
Tenure (Years): 14



James Tracey
Chief Financial Officer (CFO)
Tenure (Years): 10



Farazdak Altimimi
Chief Operations Officer (COO)
Tenure (Years): 14



Ric Bowers
Chief Commercial Officer (CCO)
Tenure (Years): 8



Marc Russo
Managing Director – Australia
Tenure (Years): 16



Said Azoury
General Counsel
Tenure (Years): 16

Selection Processes for the Highest Governance Body and Committees

The nomination and selection of the highest governance body, the Executive Committee (ExCo), follows a structured process to ensure leadership competence, strategic alignment, and adherence to governance best practice. The key steps include:



> **Identification of Candidates** – Candidates for the ExCo and its committees are identified through an internal assessment process of capability, competence and experience



> **Qualification Assessment** – Potential candidates are assessed based on their industry expertise, leadership experience, financial acumen and alignment with the organization’s strategic objectives, including sustainability and ESG priorities



> **Evaluation and Due Diligence** – Background checks, reference reviews and due diligence assessments ensure candidates meet ethical, professional and regulatory standards



> **Selection and Appointment** – The final selection is made by the CEO and, if required, support from Parent entities



> **Committee Assignments** – Once appointed, members are allocated to committees (Internal Audit, Sustainability etc.) based on their expertise

Role of the Highest Governance Body and Senior Executives in Strategy and Sustainability

The ExCo plays a critical role in shaping and overseeing Alliad's mission, values and sustainability agenda:

- › **Developing and Approving Strategy** – Collaborates with senior leadership to define the corporate strategy, ensuring sustainability goals are integrated into overall business objectives
- › **Policy and Goal Setting** – Reviews and approves ESG and sustainability policies, aligning them with global best practices
- › **Monitoring and Oversight** – Committees with ExCo sponsorship (e.g. the Sustainability Committee) review progress on sustainability initiatives and provide strategic oversight
- › **Sustainability Reporting** – Ensures transparent sustainability reporting, aligning disclosures with recognized standards, frameworks and principles including the Global Reporting Initiative (GRI), Sustainability Accounting Standards Board (SASB), UNGC and UN SDGs

Delegation of Responsibility for Managing Organizational Impacts

The highest governance body delegates responsibility for managing the organization's impact through:

- › **Executive Leadership** – Senior executives are tasked with integrating sustainability into corporate strategy and operations
- › **Sustainability and ESG Committees** – Specific committees oversee ESG initiatives, ensuring alignment with global standards and benchmarks
- › **Operational Teams** – Business units and project teams are assigned sustainability targets and KPIs to monitor and mitigate environmental and social impacts



Appointment of Senior Executives for Impact Management

The organization has appointed senior executives with specific responsibilities for managing sustainability and corporate impacts, including:

- › **Chief Executive Officer (CEO)** – Leads ESG strategy, stakeholder engagement and sustainability reporting
- › **Chief Commercial Officer (CCO)** – Ensures sustainability is embedded into commercial operations and stakeholder partnerships
- › **ESG and Compliance Teams** – Oversee sustainability compliance, reporting and impact assessment
- › **Operational Leaders** – Business unit heads are responsible for implementing sustainability initiatives at an operational level



Directors Committee



The Directors Committee is a newly established steering committee aimed at enhancing operational efficiency and innovation across the company.

It is designed to support the ExCo by addressing complex commercial challenges, driving process improvements and implementing new technological solutions. The committee consists of senior leaders from different functions, including Finance, IT, Human Resources, Procurement, Business Development, Sustainability, and Quality, Health, Safety and the Environment (QHSE).

Role of the Directors Committee

The purpose of the committee is to lead with integrity and accountability while empowering our teams to conquer complexities and deliver the best solutions. We strive to bridge communication between employees and top leadership, turning challenges into opportunities and goals into achievements. Our focus is to drive sustainable growth through innovative solutions and proactive engagement.

Objectives and Scope of the Directors Committee

-  **Resolve Technical Challenges:** Identify and address operational issues which hinder productivity and business efficiency
-  **Optimize Processes:** Streamline operations to eliminate inefficiencies
-  **Drive Innovation:** Introduce new technologies and strategies while removing outdated processes to support business growth
-  **Enhance Collaboration:** Engage employees and stakeholders to ensure transparency and alignment with company objectives
-  **Mitigate Risks:** Proactively identify and address potential issues before they escalate
-  **Boost Efficiency:** Implement best practices to reduce workload, automate workflows and improve working conditions
-  **Measure Impact:** Use clear performance metrics to track and evaluate the success of initiatives

Directors Committee Members:

Position	Gender	Tenure (Years)
IT Director	Male	2.4
Finance Manager	Male	1.7
Procurement Director	Male	21.4
Senior QHSE Director	Male	16.7
Senior Group Finance Director	Female	6.5
Group Head of Contract Management	Female	18.6
Business Development & Sustainability Director	Female	13.9
Group HR Director	Female	2.0

Sustainability management

At Alliad, we emphasise strengthening our sustainability management structures through robust policies and dedicated committees, with a view of embedding sustainability more effectively into our business strategy across all our markets.

In 2024, we:

- › Published Alliad's first [Sustainability Policy](#)
- › Organized an in-person workshop in Dubai with representatives from our sustainability committee, to contribute to Alliad's sustainability strategy
- › Have been working on defining priorities and action plans for each identified focus area
- › Approval of a dedicated full-time role to join the organization in early 2025, with a mandate to drive the rollout of our Sustainability action plan



Management systems and process

We continue to improve our management systems and processes, through investment in automation, improvement in data accuracy and the acquirement of certifications.

These improvements help us reduce operational costs, increase productivity, optimize operations and enhance service delivery. In 2024, we introduced and adopted the following key advancements in some of our markets:



Democratic Republic of Congo

- › Repurposed decommissioned mechanical handling equipment to boost warehouse efficiency at no additional cost to the business
- › Introduced a new Inventory Analyst Role to enhance inventory management
- › Obtained warehouse certifications for: ISO 22000:2018 and ISO 45001:2018
- › Warehouse security upgrades, such as extra safety measures in Goma and a perimeter wall in Bunia, to prevent theft and ensure security
- › Use of digital procurement software to streamline supplier and procurement activities

Kenya

- › Enhanced fleet management using real-time tracking
- › Real-time inventory updates, such as wireless barcode scanners and a warehouse management system, has improved accuracy and speed of stock updates
- › Airline partnerships – secured better credit terms, priority space and reduced costs with additional airlines.
- › Trained in-house Dangerous Goods Regulations (DGR) specialists, reducing reliance on external consultants and cutting associated costs
- › Use of digital tools for fleet tracking and logistics needs

Uganda

- › Adoption of AI to increase efficiency
- › Delivered AI-driven training via our Learning Management System and Agility's platform for enhancing procurement efficiency
- › Strengthened IT security for system protection
- › Received performance reviews via our online platform
- › Conducted supplier audits via weekly toolbox tracking
- › Use of digital tools for tracking bookings, procurement and business development opportunities
- › Vendor compliance in line with Alliad's Code of Conduct
- › Supplier diversity to increase competition and flexibility in pricing

Systems and Certifications

Alliad's unwavering commitment to excellence is demonstrated through its acquisition of globally recognized certifications, including ISO 9001, ISO 14001, ISO 22000 and ISO 45001, across the countries in which it operates.

These certifications reflect a robust and systematic approach to quality, environmental management, food safety, and occupational health and safety. By integrating these standards into every operational level, with the active involvement of top management, Alliad ensures consistent delivery of high-quality services and sustainable practices.

Country	Standard	Management System	Current Certification Date
UAE	ISO 9001:2015	› Quality Management System	2023
	ISO 14001:2015	› Environmental Management System	2023
	ISO 45001:2018	› Occupational Health and Safety Management System	2023
	ISO 22000:2018	› Food Safety Management System – Two projects	2023
Western Sahara	ISO 22000:2018	› Food Safety Management System	2022
Somalia	ISO 22000:2018	› Food Safety Management System	2023
	ISO 9001:2015	› Quality Management System	2022
Democratic Republic Congo	ISO 22000:2018	› Food Safety Management System	2023
	ISO 45001:2018	› Occupational Health and Safety Management System	2023
Australia	ISO 9001:2015	› Quality Management System	2022
	TQCSI HACCP Code:2013	› Food Safety Management System (certified by Total Quality Certification Services International)	2022
	ISO 45001:2018	› Occupational Health and Safety Management System	2022
	TQCSI HACCP Code:2003	› Food Safety Management System (certified by Total Quality Certification Services International)	2022
Kenya	AEO Certification	› Authorised Economic Operator (Customs & Supply Chain Compliance System)	2024
	ISO 9001:2015	› Quality Management System	2024
Uganda	ISO 9001:2015	› Quality Management System	2023
	ISO 14001:2015	› Environmental Management System	2023
	ISO 45001:2018	› Occupational Health and Safety Management System	2023
	ISO 22000:2018	› Food Safety Management System	2023

In 2024, the Central African Republic site undertook preparation for ISO 22000:2018 (Food Safety Management System) and ISO 45001:2018 (Occupational Health and Safety Management System) certifications, with the goal of achieving full certification in 2025.

Diverse regulatory requirements

At Alliad, we are aware that operating across multiple countries brings complex compliance challenges, arising from a range of diverse regulatory requirements.

Compliance with local and regional regulations, alongside demanding client specifications, is fundamental to the success of our operations. Continuous improvement is driven by rigorous internal audits, risk management assessments and regular compliance training for employees.

As part of good corporate practice, our central HR team systematically tracks compliance requirements across the organization ranging from local labor laws to financial disclosure requirements in our respective markets

Global HR

Ensures compliance with social and fiscal regulations related to employee management across jurisdictions

Compliance Team

Screens and validates that our business partners are upholding a high standard of integrity aligned with Alliad's values

Legal Team

Reviews and safeguards all agreements entered into by Alliad, ensuring liabilities are consistent with our capabilities and risk appetite

Regulatory Adherence



Strict adherence to local and international laws and regulations governing our operations.

Internal Audits



Regular internal audits to ensure effectiveness of internal controls, risk management mechanisms and compliance with legal and regulatory standards, policies and procedures.

Training Programs



Comprehensive training programs to ensure our employees understand and comply with regulatory requirements.

Compliance Culture



Our governance practices, management approach and ways of working foster resilience and promote a culture of compliance.

Risk management, resilience and compliance

At Alliad, we make every effort to mitigate risks, strengthen governance and foster a resilient, transparent and compliant organizational culture, providing assurance to stakeholders and regulatory bodies across all operational regions.

With that in mind, we place emphasis on the development of resilience and adaptive strategies as well as Business Continuity Plans (BCP) across all the regions where we operate.



Resilience

Crucial to our strategy – resilience ensures quick recovery from disruptions



Business Continuity Planning

In place for each project to prepare us for potential disruptions



Adaptive Strategies

Enhance our ability to respond to changing market conditions and external threats

Risk management approach

> Risk Identification and Assessment

Regularly identify and assess potential risks in all areas of our business

> Mitigation Strategies

Implement effective strategies to mitigate those risks and minimize their potential impact

> Continuous Monitoring

Monitor risk factors and update our risk management policies accordingly

Resilience and business continuity

In remote support services, resilience is key to sustaining operations and managing disruptions.

As a cornerstone of our sustainability strategy, resilience ensures service continuity across diverse environments. Guided by Alliad's **Resilience Framework**, we proactively integrate resilience into planning and invest in robust infrastructure to withstand challenges and drive long-term success.



Design for Durability

We design facilities and systems to withstand environmental stressors and operational disruptions by using durable materials, building redundancy into critical systems and tailoring designs to site-specific challenges. To mitigate supply chain risks from flood-prone transit routes, we partner with local suppliers near our camps to ensure uninterrupted operations during adverse conditions.



Innovative Technologies and Practices

We embrace innovative technologies and practices, such as the use of energy-efficient appliances, (i.e. LED lights, electrical equipment) which consume less electricity and can run on alternative power sources during outages.



Training and Preparedness

We conduct regular training to ensure all employees are equipped to respond swiftly to emergencies, maintaining service continuity. Monthly drills and protocol updates keep the team prepared for unforeseen challenges.



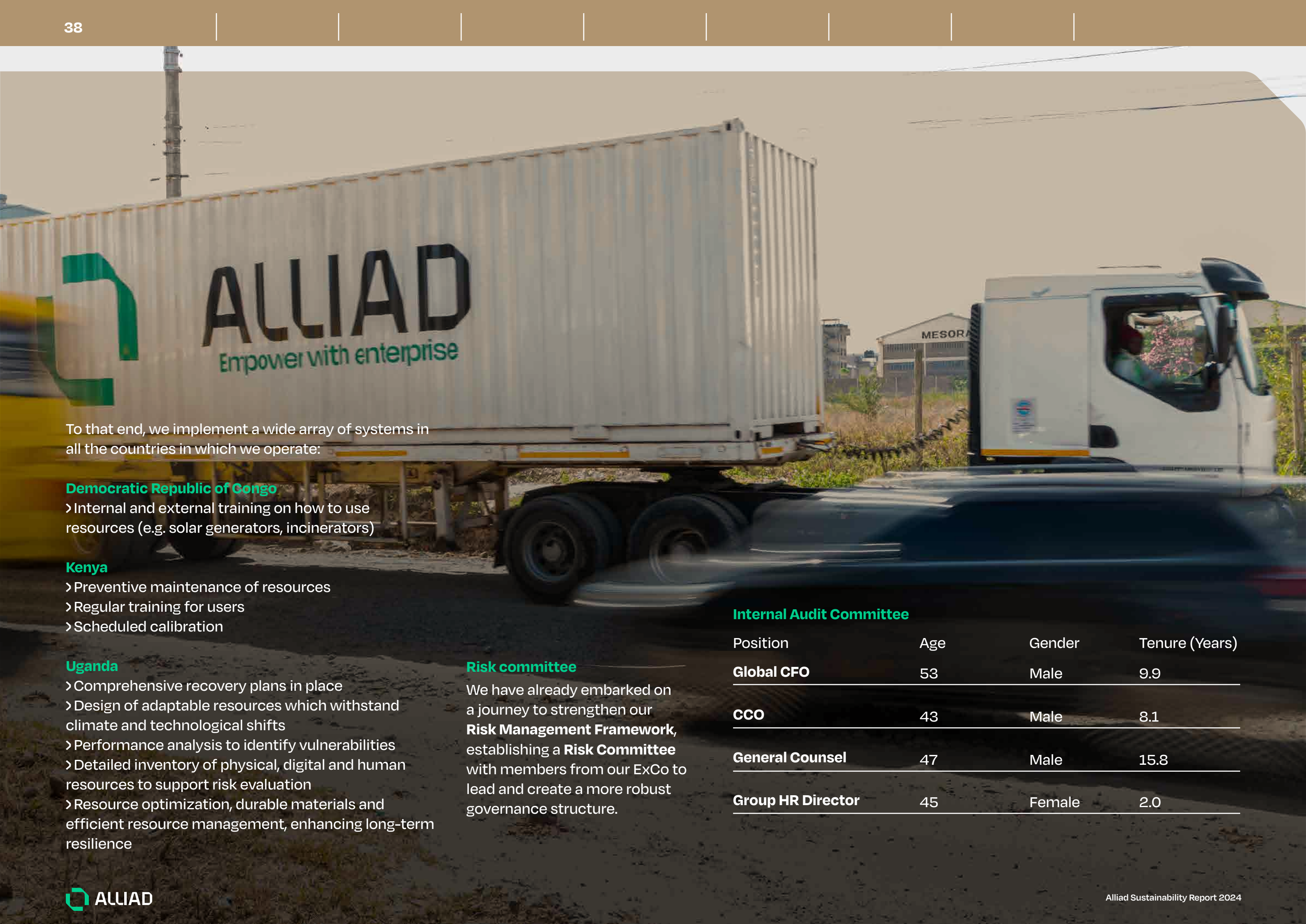
Robust Design and Preventive Maintenance

We prioritize durability and longevity in our installations which is reflected in strategic procurement, inspections, timely repairs and upgrades. In line with the ISO 14001:2015 life cycle approach, we integrate maintenance processes across every phase – from planning and design to operations – ensuring long-term resilience and efficiency.



Community and Stakeholder Engagement

We work closely with local suppliers, authorities and clients to create a network of support that encourages collaboration, resource-sharing and knowledge, helping to strengthen local resilience.



To that end, we implement a wide array of systems in all the countries in which we operate:

Democratic Republic of Congo

- › Internal and external training on how to use resources (e.g. solar generators, incinerators)

Kenya

- › Preventive maintenance of resources
- › Regular training for users
- › Scheduled calibration

Uganda

- › Comprehensive recovery plans in place
- › Design of adaptable resources which withstand climate and technological shifts
- › Performance analysis to identify vulnerabilities
- › Detailed inventory of physical, digital and human resources to support risk evaluation
- › Resource optimization, durable materials and efficient resource management, enhancing long-term resilience

Risk committee

We have already embarked on a journey to strengthen our **Risk Management Framework**, establishing a **Risk Committee** with members from our ExCo to lead and create a more robust governance structure.

Internal Audit Committee

Position	Age	Gender	Tenure (Years)
Global CFO	53	Male	9.9
CCO	43	Male	8.1
General Counsel	47	Male	15.8
Group HR Director	45	Female	2.0

Corporate culture and ethics

At Alliad, we are committed to building a strong ethical foundation and fostering a people-centered culture as the cornerstone of our long-term success.

Our workplace is defined by integrity, respect and inclusivity, encouraging open communication, cross-functional collaboration and celebration of diverse perspectives. We support employee growth through recognition, empowerment and a dynamic, inclusive environment.

Our financial and compliance frameworks ensure transparency and credibility, with strict adherence to International Financial Reporting Standards (IFRS) and annual audits. Ethics training is mandatory for all office-based staff, covering key topics such as anti-corruption, data privacy, human rights and responsible conduct, which reinforces our Code of Conduct and core values. We have introduced online training modules for AI ethics and whistleblowing as part of our broader ethics training curriculum.

Implementation of ethics training continues to be supported by the Agility Ethics team, who monitor 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.



In 2024, Alliad delivered a total of

 **52,630**

training hours on non-QHSE topics to

 **2,225**

employees, (including Abu Dhabi operations).

Anti-corruption and anti-bribery

At Alliad, we are dedicated to upholding the highest standards of ethical conduct by operating a robust framework against corruption and bribery, supported by comprehensive training programs which promote integrity and transparency across our organization.

There are multiple channels in place for voicing concerns or questions, allowing employees to report any issues of concern to their manager, local Compliance Officer or local HR department.

Whistleblowing channels include:

- › Alliad Alert Line: alliad.com
- › Confidential whistleblower hotline and the option to make anonymous reports online [here](#)
- › All employees and stakeholders have access to secure and confidential channels to report ethical misconduct, including bribery and corruption, without fear of retaliation – thus enhancing a culture of accountability and transparency

Anti-Corruption

Anti-Corruption measures

Our anti-corruption measures include:



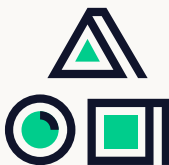
Zero-Tolerance Policy

Towards corruption, bribery and unethical practices



Ethics Hotline / Whistle Blowing

A confidential ethics hotline for reporting any suspected violations of our anti-corruption policies



Due Diligence

Rigorous due diligence on all third-party relationships to prevent corrupt practices



Regular Employee Training

In anti-corruption policies and procedures



Policy

Alliad's Code of Business Ethics and Conduct and supporting internal policies ensure a culture of ethics



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



673 out of **682 (98.6%)** employees required to take the training completed the Anti-Bribery and Corruption training

During this reporting period, there were zero incidents of corruption or non-compliance with laws and regulations.

There were zero public legal cases regarding corruption brought against the organization or its employees. No legal actions were pending or completed during the reporting period regarding anti-competitive behavior or violations of anti-trust and monopoly legislation in which the organization has been identified as a participant.

Upholding the UNGC's Ten Principles

As a proud signatory of the UNGC, we fully endorse the "Call to Action" initiative and we remain dedicated to supporting anti-corruption efforts globally.

Our commitment focuses on promoting integrity, transparency and accountability in alignment with the UNGC and SDG 16. We continue to encourage stakeholders to enhance anti-corruption measures and foster ethical business practices.

For more information, please see our UNGC Index on page 94 of the report.

Human rights

At Alliad, we are steadfast in our commitment to human rights. We continuously monitor international standards and best practices to align our policies and ensure ethical conduct across our operations and supply chains.

To that end, we conduct regular risk assessments, maintain grievance mechanisms that protect whistleblowers, and engage with broader external initiatives that support human rights and fair labor practices across our operations. We also provide comprehensive training for employees and suppliers via in-depth e-learning modules covering practices around human rights, fair labor, and human-trafficking, as well as targeted opportunities for our employees to join internationally recognized programs and sessions on these topics.

Our group-wide [Human Rights Policy](#) which we implement internationally also makes explicit our commitment to the UN Guiding Principles on Business and Human Rights and other international standards.

UNGC’s Business and Human Rights Accelerator Program

Following the completion of the UNGC Business and Human Rights Accelerator Program, Alliad has been embarking on an educational campaign to engage people across the organization on the importance of human rights risks.

The overall goal is to strengthen training on the topic and engage external assurance providers to carry out a Sedex audit for our operations, assisting with alignment to key global frameworks while identifying gaps. In addition, we are on track to issue a security policy and are advancing our efforts to ensure the health and safety of all employees and contractors.



Commitment to fair labor

At Alliad, we uphold fair labor practices by fostering an inclusive culture and developing strong leaders.

Our commitment is reinforced through self-assessments, risk-based audits and training programs which empower employees with knowledge of their rights and responsibilities. We continuously monitor performance, report progress and take corrective action to maintain compliance and uphold a workplace of integrity and equity.

Employees who have completed the Fair Labor training program

	2024	2023
	2,603	2,166
	80%	80.79%

Upholding to fair labor standards

At Alliad, we are committed to collaborating exclusively with local recruiters and partners who share our values, principles and high standards. By engaging with those dedicated to ethical hiring practices, we strengthen our reputation as a responsible business while ensuring a sustainable and ethical supply chain that upholds fair treatment for all workers. This approach not only ensures compliance with local, national and international regulations, but also mitigates the risk of unethical labor practices that could harm both our company and our partners.

Building long-lasting client relations

At Alliad, strong, trust-based client relationships are the foundation of mutual success.

We go beyond transactions to foster genuine partnerships, through personalized service, proactive communication and consistent delivery in line with our commitment to excellence and integrity.

In parallel, rigorous quality control and robust operational standards ensure that we consistently meet and exceed expectations.

Our employees, being on the front line of client engagement, play a vital role in maintaining service excellence. To empower them, we invest in their personal and professional development, ensuring they deliver dependable, high-quality solutions.

Digital Tools to Manage Client Relationships

- > **Enhances Customer Insights**
Consolidates customer information, providing insights into behavior and preferences for personalized communication and value adding relationships.
- > **Improves Response Times**
Tracks inquiries efficiently, ensuring timely and consistent responses, which enhances customer satisfaction and fosters loyalty.

Understanding client needs

Gaining clarity and understanding our client’s unique needs is essential to ensuring the highest standards of service delivery.

We engage our clients through regular meetings, surveys and feedback sessions, supported by a user-friendly platform for prompt issue resolution.

This system is available to all facilities management clients with catering operations and is implemented upon internal approval.

Client satisfaction is assessed via interactive digital surveys at dining area kiosks, with real-time analytics accessible through our online portal.

These insights help us refine our services to meet evolving demands, ensuring a responsive and client-focused approach.

Some additional measures which we implement across our operations include:

- > Utilizing client feedback and data analytics to predict trends and improve customer service
- > Virtual training classes or curated tasting experiences and skills development for remote corporate clients

Engineering & Construction



- > **Côte d'Ivoire, hospital project:**
Phase 2 of the project has been signed based on the satisfaction of multiple stakeholders involved in the completion of Phase 1
- > **Côte d'Ivoire, Agility warehouse:**
Zero liquidated damages retained upon the completion of Phase 3 of the Agility Warehouse

Supply Chain



- > **98% delivery** compliance rate across all operations
- > **Zero reported** major customer complaints
- > **Zero food safety incidents**

Facilities Management & Support services



- > Uganda (Buliisa), Camp management, equipment rental, catering and hospitality services: **88% client satisfaction rate**
- > **Zero reported** customer complaints
- > **Zero food safety incidents**

Cybersecurity, data protection and data privacy

In today's digital landscape, data privacy and cybersecurity are critical to business continuity and customer trust.

We implement robust IT security processes and comply with privacy regulations to safeguard customer data across all markets.



› Our comprehensive IT Asset Management Policy governs the full lifecycle of our IT assets, ensuring proper acquisition, tracking, maintenance and disposal. High-value items are tagged with unique identifiers and detailed, up-to-date inventories are maintained and regularly audited for accuracy.

› Our Social Engineering Fraud Risk Management Strategy strengthens resilience against social engineering attacks through prevention, detection, response and recovery measures. This strategy also promotes a strong culture of security awareness and vigilance among employees and stakeholders.

› Our Data Protection Policy ensures lawful and secure processing of personal data across all operations. A designated Data Protection Officer ensures compliance with applicable laws and internal standards. We collect only essential data, with clearly defined purposes. Technical and organizational safeguards are in place and data is not retained longer than necessary. We uphold data subject rights and obtain consent where required. Regular audits ensure policy effectiveness and mitigate data-related risks.

Some cybersecurity and data protection practices across our areas of practice include:

- › Abiding by group-wide IT policies
- › Frequent updates for team members on phishing/cybercrime and the importance of data protection
- › Group-wide training on cybersecurity
- › Use of multifactor authentication
- › Blocking USB ports on computers
- › Use of anti-virus and anti-malware tools
- › Backup and disaster recovery planning in case of breach or cyber attacks

Cybersecurity exercise

Between June and July 2024, we conducted targeted social engineering simulations with key teams across the organization to assess user awareness and resilience against cyber threats. The initiative recorded high engagement levels across key teams. Ongoing monthly vulnerability assessments and penetration tests are conducted across all corporate networks, with identified high and medium risks promptly mitigated by the IT team.

2024 Key Achievements

- › **Zero cybersecurity breaches**
- › **Cybersecurity training mandatory** for all computer user employees (excluding Kenya)
- › **671 out of 682 employees (98%)** completed mandatory cybersecurity training
- › **Security Incident Response process** in place addressed **562** potential incidents

Case Study

- › **Tech Adoption Project:** Launched to enhance user proficiency in Office 365 tools. Nominated staff participate in training on OneDrive, SharePoint, Teams and Planner, and then cascade knowledge to their teams
- › **Carbon Neutral Server Hosting:** Leverages renewable energy and energy-efficient practices to reduce environmental impact
- › **Administration Department Digitization:** Digitized the administration department with a ticketing system to improve task tracking, team oversight and reporting using existing software
- › **Digital fleet management for Kenya:** Replaced outdated digital solutions to deliver enhanced functionality, efficiency and productivity

Our value chain approach

At Alliad, our approach to managing our value chain integrates every aspect of our business operations, from sourcing and procurement to service delivery and customer satisfaction, with a view to ensuring seamless, efficient and sustainable solutions that drive value for our clients.

Responsible supply chain

Supplier Compliance and Assessment

Our business is supported by a supply chain made up of hundreds of local businesses and contractors. As we operate across multiple locations, upholding a high level of supplier due diligence is paramount.

All new suppliers to Alliad undergo a rigorous compliance check that includes verifying trade licenses, registration certificates, VAT documentation and adherence to international sanctions lists. Existing suppliers of goods and services undergo regular assessment and appraisals, which are key to monitoring performance and quality, ensuring contractual requirements are met and mitigating supply chain risks such as delays, defects or non-compliance. Our structured approach reinforces supplier accountability, quality and ethical standards across our procurement processes.



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 KPIs and Service Level Agreements (SLAs) with suppliers
- › Holding regular meetings and consultations with suppliers to discuss performance and improvement plans

Outcomes of the supplier appraisals are used to:

- › Rank suppliers according to their performance and quality
- › Provide feedback and recognition to suppliers for their achievements and strengths
- › Identify and address any gaps or weaknesses in suppliers' performance and quality
- › Negotiate and revise contractual terms and conditions of contracts
- › Select or terminate suppliers based on their performance and quality
- › Ensure ESG priorities are aligned across our own operations and supply chain, and throughout the partnerships' life cycle

To streamline supplier evaluation:

- › Suppliers are segmented into critical or non-critical categories based on specific criteria.
- › We set targets to strengthen supplier relationships, fostering a sustainable and ethical supply chain.
- › We are proactively integrating ESG criteria, requiring suppliers to complete a self-assessment questionnaire covering QHSE and ESG topics.
- › We focus on advanced inventory management and analysis, incorporating whole-life asset management practices from ideas to cost.

Streamlining supplier evaluation

In 2024, we accelerated automation through the introduction of a digital procurement onboarding system which automates supplier registration and incorporates ESG criteria into the supplier onboarding process.

The platform was rolled out during this reporting period, followed by a phased approach to supplier onboarding.

This new digital procurement platform is designed to streamline and optimize procurement processes across the organization, replacing manual and fragmented workflows with a centralized solution. The system manages the entire procurement lifecycle, from requisitions to supplier contracting, enhancing efficiency and transparency and fostering greater vendor collaboration.

By eliminating manual paperwork, the system minimizes errors, accelerates processing times, optimizes procurement spending and enhances vendor negotiations while strengthening financial and regulatory compliance.

It also provides a clear audit trail for all transactions, allowing for stronger supplier relationships through collaborative contract management and improved communication and transparency.



972
Total number of suppliers



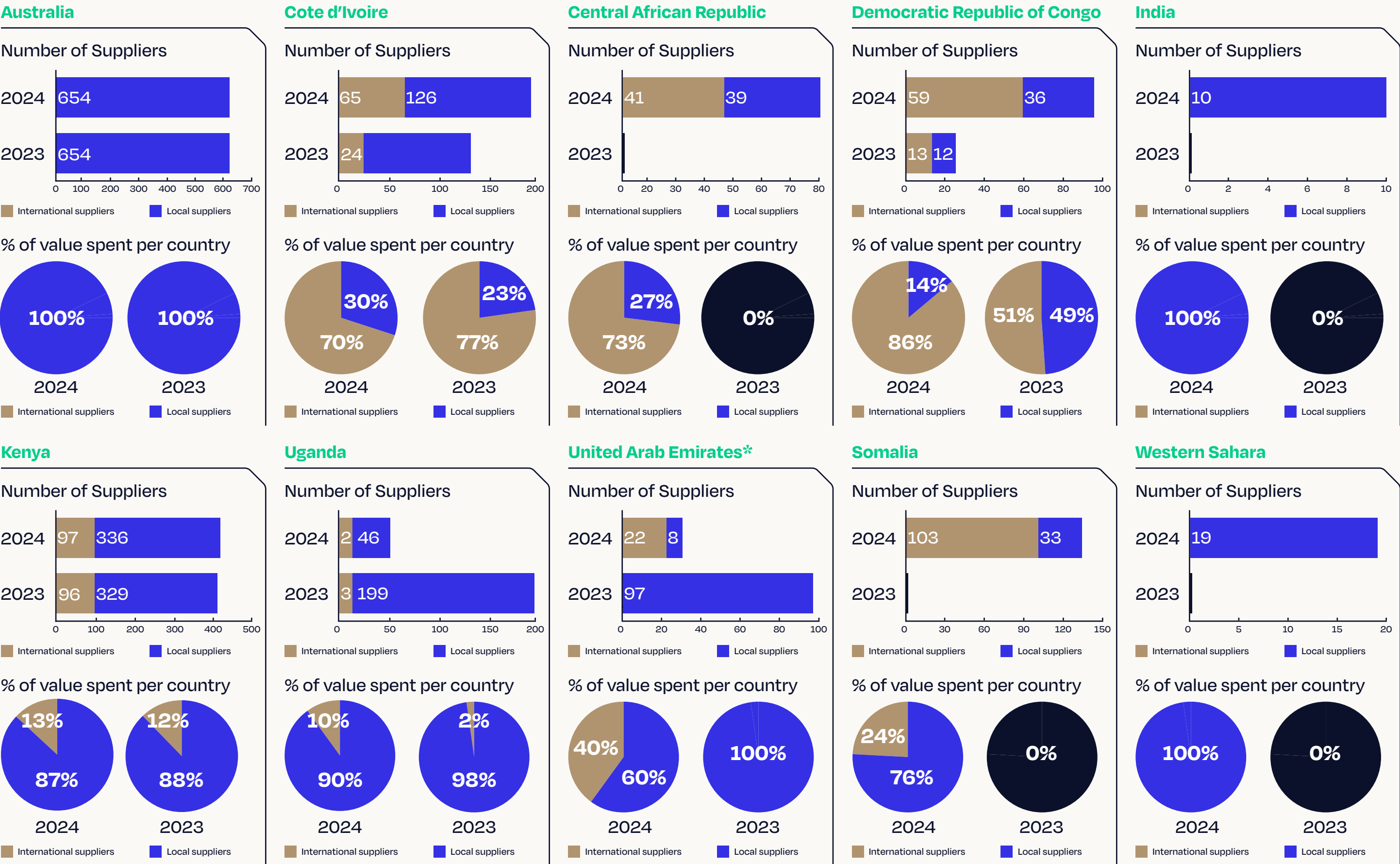
121
Total number of critical suppliers



100%
Of labor suppliers have signed a Supplier Human Rights or Fair Labor Code



Overview of supplier network



* For 2024 only Dubai Head Office is included

Suppliers Acknowledging Human Rights

Major suppliers that have signed a Supplier Human Rights or Fair Labor Code (or equivalent)	100%
Procurement spent on suppliers that have signed a Supplier Human Rights or Fair Labor Code (or equivalent)	100%

Suppliers' Governance

Major vendors or suppliers have formally certified their compliance with the Alliad's Code of Conduct	100%
Procurement spent on major suppliers that have been assessed for risks related to corruption and/or ethics issues	100%
Major suppliers assessed for risks related to corruption and/or ethics issues	100%



In the Democratic Republic of Congo

- › **Supporting Local* Farmers** – Fresh fruit and vegetables supply integrated with local suppliers to strengthen local businesses and the economy
- › **Increased Local Sourcing** – Local procurement expanded by 24%, purchasing 207 tons of produce worth USD 210K in a year

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



In Uganda:

- › Organization of supplier site visits to ensure adherence to our code of conduct
- › 6 critical suppliers audited to be in line with Alliad's standards

Alliad's Sustainable Supply Chain Forum Uganda 2024



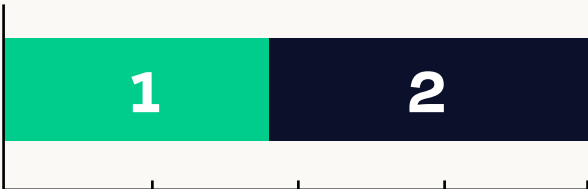
The Alliad Supplier Forum 2024 took place in Kololo, Kampala, Uganda, bringing together 64 participants including key suppliers, executives and industry experts.

Organized by Alliad Uganda Ltd. in collaboration with Alliad Corporate and Agility, the event aimed to strengthen partnerships and address industry challenges. A key focus was introducing Alliad Uganda Ltd. and its transition from GCC Services, highlighting business growth, expanded operations and new market opportunities. The forum also launched Alliad's supplier onboarding platform, streamlining registration and compliance while introducing participants to procurement practices and standards. Presentations from senior directors explored food ration supply opportunities in the Democratic Republic of Congo and beyond. Discussions addressed supplier development, export opportunities, financial challenges and solutions.

Working with local recruiters

2024 2023

Number of local
recruiters



% of labor hired by labor suppliers who signed our Code



Responsible
Communications



At Alliad, we adhere to the highest standards of ethical communication and marketing, ensuring our marketing communications are free from harmful or misleading content and in line not only with local regulations but international best practices in every market where we operate.

Guided by our policies, we focus on ethical practices and take all necessary actions to prevent misleading communications towards our customers and partners.

To this end, we ensure transparent, ethical and inclusive communication by clearly disclosing services, pricing and policies, and proactively updating clients on progress or changes. Information is accessible across channels and documented for accountability.

We involve stakeholders, welcome feedback and conduct regular audits to ensure compliance with advertising, consumer protection, data privacy and accessibility laws. Our teams receive ongoing training to align communication practices with evolving regulatory and ESG standards.

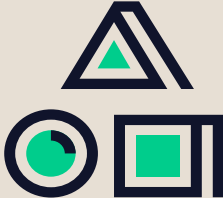
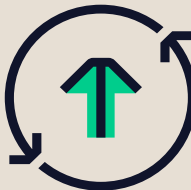
What's Next

At Alliad, we are committed to enhancing our corporate governance and operational efficiency by strengthening accountability, transparency and streamlined systems.

To that end, we aim to further integrate sustainability into our procurement practices, while actively engaging and educating suppliers on our rigorous standards in sustainability, quality, and health and safety.

In parallel, we are investing in leadership development and succession planning to ensure long-term organizational resilience, and will mandate comprehensive training in Business Ethics and Fair Labor for all new employees.

Key actions moving forward:

	Issue a corporate-level Security Policy by the end of 2025		
Complete an independent Fair Labor audit by a certified auditor, adhering to the SEDEX 2-pillar SMETA (or equivalent) standards planned for 2026		Establish clear environmental and social criteria to evaluate and score our suppliers, with the dual goal of encouraging continuous improvement and over time, prioritizing procurement with those who demonstrate strong alignment with our sustainability standards	

Our approach to people and the community

At Alliad, our people and communities are central to our business, and we actively seek ways to harness the uniqueness of every colleague and draw on our individual experiences to deliver a better service for our clients. We foster ethical practices that support individual professional growth and wider community well-being while ensuring our operations drive positive societal impact. Our commitment is reflected in policies which promote wellbeing and respect for human rights, environmental stewardship and economic development.

Focus Areas

- > Local community engagement
- > Fair and supportive employer



Published our first Wellbeing Policy



1,319
Employees



100%
Of performance assessments and career development reviews completed



199,204
Hours of QHSE-focused training completed



427
Safety drills conducted



84%
Employee Survey: Very Satisfied and Satisfied



Our people

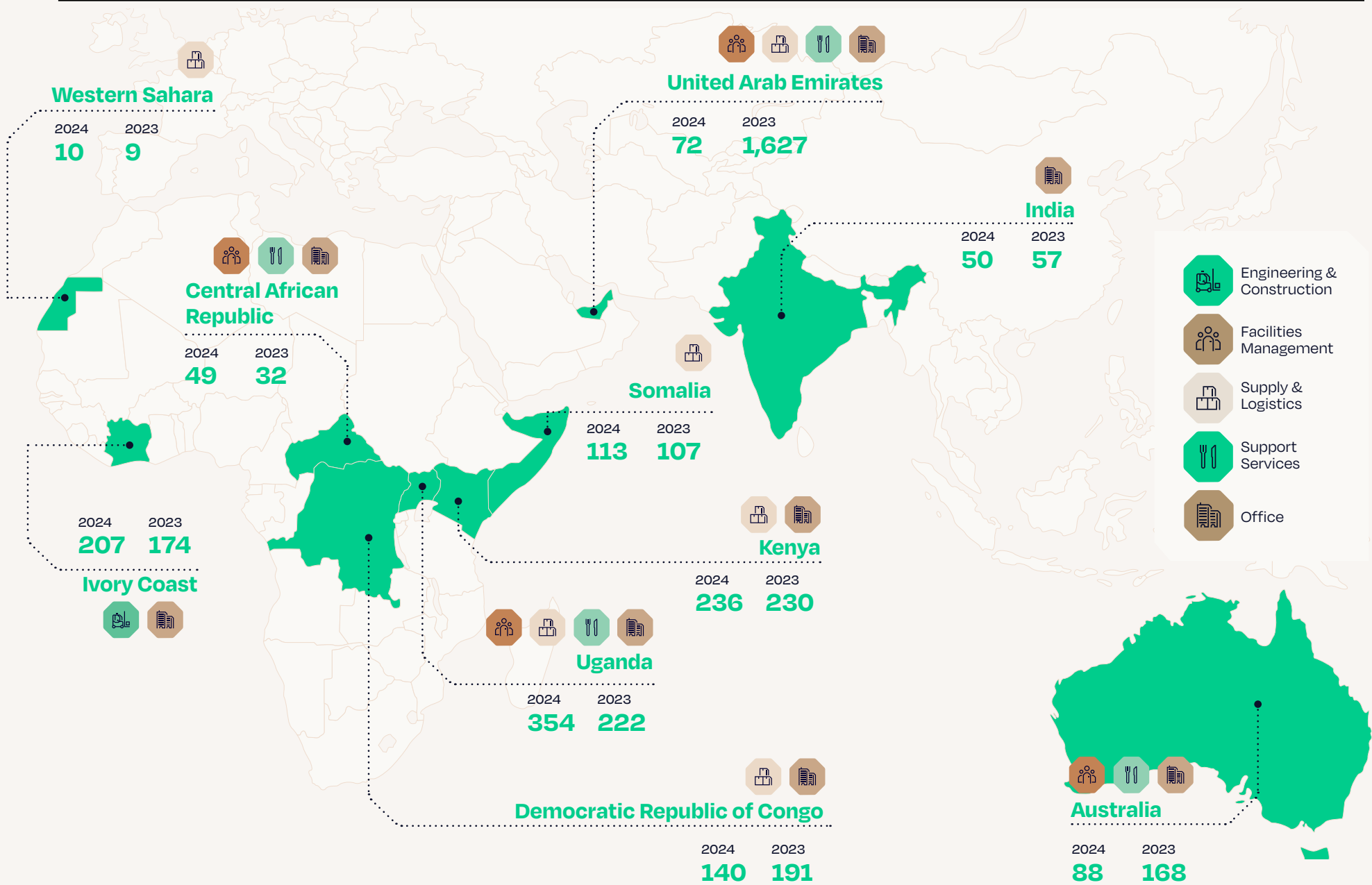
Being our most valuable asset, at Alliad we invest in employee well-being and professional growth by fostering a culture of teamwork, entrepreneurial spirit, and drive to overcome challenges.

We have established a workplace environment that promotes health and safety, mutual respect and ethical behavior and which facilitates personal and professional development, creativity, inclusion and resilience across all our teams in different locations.

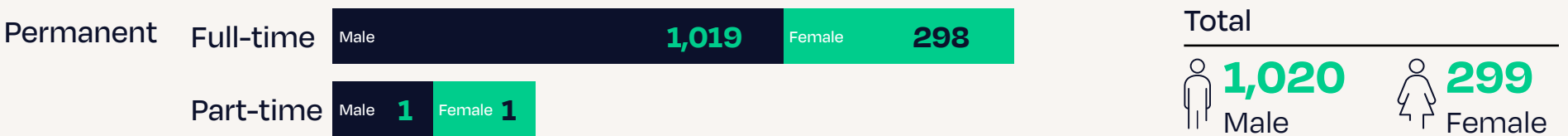
 **100%** of employees received performance assessments and career development reviews



Total Employees Headcount by Country (31 December 2024)



Total employees by employment type (31 December 2024)



As of 31 December 2024, Alliad’s total number of employees stood at **1,319**.

The reduction in head count compared to the 2023 figures is attributable to the separation of the Abu Dhabi operations from the Alliad group. While the Abu Dhabi office continues to operate under the Gulf Catering and Support Services (GCSS) brand, it is no longer affiliated with Alliad.

At its peak in 2024, Abu Dhabi operations accounted for 1,563 employees – comprising 1,354 men and 209 women, all full-time and permanent staff. The exit of the Abu Dhabi operations resulted in the departure of 1,552 male and 275 female employees from Alliad. As of the reporting date, Alliad’s presence in the UAE is limited to the Dubai office, which employs 72 individuals.



Managerial positions by gender (number)
– full time employees

	2024		2023	
	Male	Female	Male	Female
Middle Management	101	33	87	33
Upper Management	15	5	15	5
Top Management	7	0	5	0
Total	123	38	107	38

Managerial positions by gender (%)
– full time employees

	2024		2023	
	Male	Female	Male	Female
Middle Management	75%	25%	73%	28%
Upper Management	75%	25%	75%	25%
Top Management	100%	0%	100%	0%

Employee hires and turnover by gender and age

	Hires		Performance based or voluntary departures*	
	Male	Female	Male	Female
<30 years	98	44	42	29
30 – 40 years	132	31	113	31
40 – 50 years	75	14	62	18
50 – 60 years	21	4	28	8
> 60 years	4	5	8	13
Total	330	98	253	99

*The Abu Dhabi entity is excluded from this table. Employees who exited the organization as a result of the change in Abu Dhabi operations ownership are not classified as departing employees.

Employee benefits

As part of our commitment to employee well-being, we ensure full compliance with all applicable labor laws regarding compensation and benefits. Beyond these legal requirements, we provide all employees – regardless of their role or location – with additional protection by subscribing to comprehensive life insurance and workplace compensation insurance. These benefits, while not mandated by law in all jurisdictions in which we operate, reflect our dedication to creating a safe, secure and supportive work environment. We provide a range of benefits for our employees according to their position and ranking both at group and country level.

Parental leave by gender

	2024		2023	
	Male	Female	Male	Female
Employees entitled to parental leave	235	51	-	-
Total number of employees who took parental leave	12	4	2	4
Employees who returned to work after parental leave ended who were still employed 12 months after their return to work	12	2	1	2
Return to work employees who took parental leave	3	2	-	-

Creating a positive health and safety culture

At Alliad, health, safety, compliance and quality are our top priorities, to ensure the protection of people, property and the environment.

Our robust QHSE system includes extensive training, regular audits and risk assessments, and KPI monitoring, with significant investment in QHSE and food safety upskilling to ensure compliance.

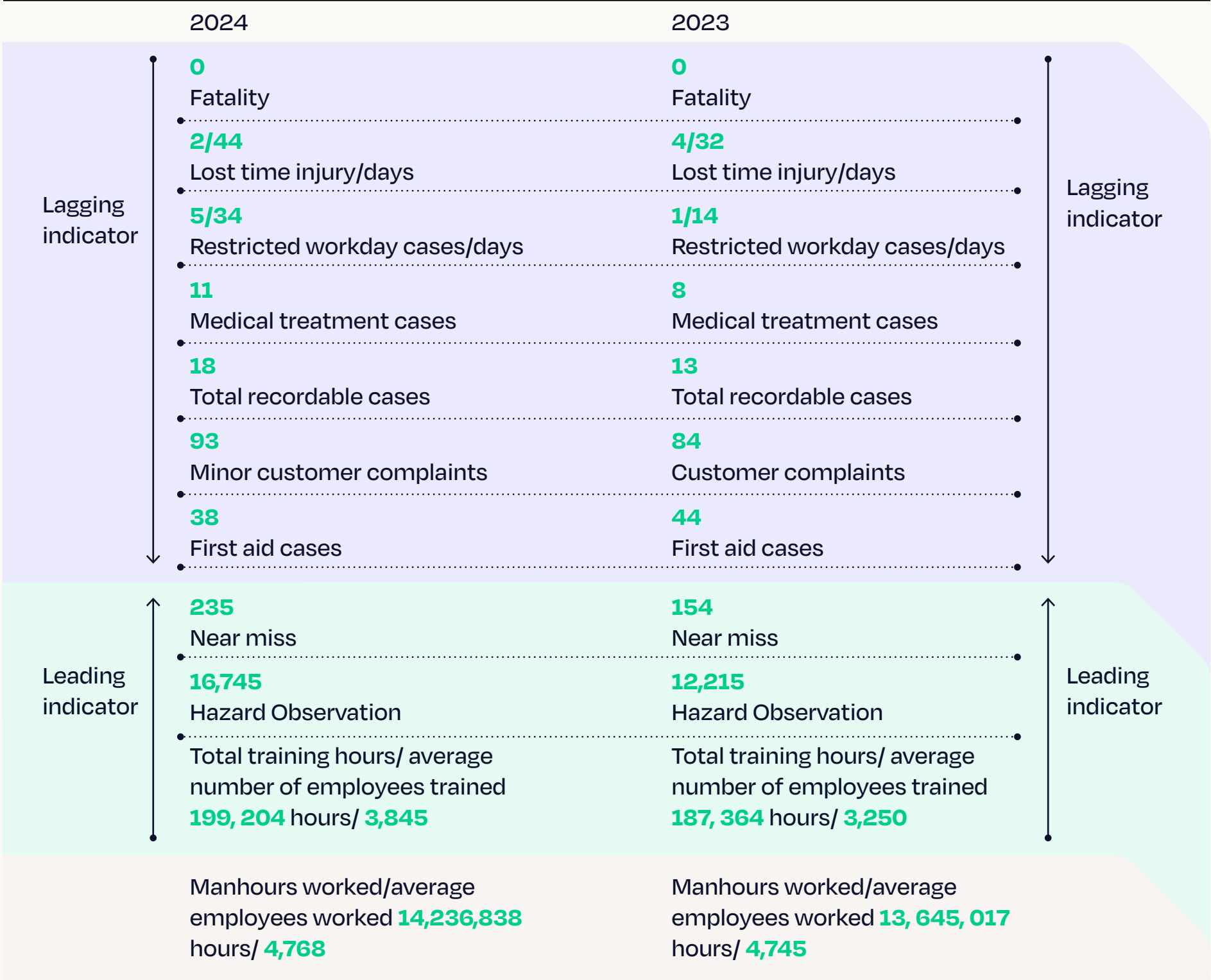
Safety awareness has strengthened across the countries we operate in through dedicated, tailored campaigns, HSE Day celebrations, enhanced incident reporting and safety alerts.

Above all, we remain committed to the well-being of our employees and the people we serve.

2024 key facts and advancements:



Health, Safety and Environment Performance Overview - Comparison Pyramid 2024 vs 2023



Year 2024 incident rate for LTI = 0.028

Serverity rate for LTI= 0.618

Total recordable case frequency rate = 0.239

Year 2023 (Overall) incident rate for LTI = 0.058

Serverity rate for LTI= 0.469

Total recordable case frequency rate = 0.190

Health and Safety performance

US Industry Average

	2024	2023
Lost Time Injury (LTI) for Alliad food service projects	0.9 LTI	0.9 LTI
Lost Time Injury (LTI) for Alliad engineering and construction projects	1.0 LTI	1.0 LTI

Alliad

	2024	2023
Lost Time Injury (LTI) for Alliad food service projects	0.000 LTI	0.06 LTI
Lost Time Injury (LTI) for Alliad engineering and construction projects	0.100 LTI	0.16 LTI



Alliad Global Health and Safety Day

Alliad celebrated its 7th Global Health and Safety Day on May 7, 2024, under the theme “Be a safety hero, score an accident zero”, highlighting the goal of a zero-incident day.

Held annually in May, the event promotes workplace safety, injury prevention and employee well-being. Activities included a healthy breakfast, leadership speeches, a themed photo booth and a hazard identification exercise.

The 2023 global QHSE report was shared and the HSE Champion Award winners were announced. An interactive safety quiz concluded the event, reinforcing key HSE concepts in an engaging way and celebrating Alliad’s ongoing commitment to health and safety.



Digital Tool Launch and Implementation

In 2024, we successfully implemented comprehensive QHSE software to streamline QHSE processes in all our operations.

This tool assists all employees in reporting any incidents or hazards related to QHSE, enhancing both QHSE reporting and safety culture.



Mental Health Support Initiative

Our newly launched “Mental Health Support Initiative” reiterates our commitment to employee well-being through the provision of confidential mental health resources including counseling, group sessions and AI-driven support.

Key Features

- › **One-on-one Counseling** – Employees can access professional mental health coaching and therapy tailored to individual needs
- › **Group Sessions** – Live expert-led discussions on mental health awareness, stress management and emotional wellbeing
- › **AI Coach (Ollie AI)** – 24/7 multilingual virtual mental health coach, offering real-time emotional support via voice and text
- › **Mental Health Quizzes** – Self-assessment tools to help employees monitor their emotional well-being



Engineering and Construction Conference dedicated to Safety in Cote d'Ivoire

Safety is a core value that we uphold by actively engaging stakeholders, addressing their concerns and integrating their insights into our projects.

As our Cote d'Ivoire team has grown, we hosted the annual Engineering and Construction Conference under the theme "Working Towards Goal Zero," reinforcing our commitment to health and safety. The event focused on key QHSE requirements, risk management and proactive strategies to eliminate unsafe behaviors. It also marked the launch of the Best Contractor of the Year initiative, recognizing subcontractors committed to health and safety excellence. A key highlight was a collaborative session with contractors, clients and consultants where their expertise and perspectives contributed to strengthening QHSE practices and fostering a culture of continuous improvement in our construction projects.



Emergency Response Plan: How we manage emergencies in the workplace

Emergencies in the workplace, such as fires, chemical spills, explosions, workplace accidents and power outages, can occur anytime, anywhere. To ensure a swift and effective response at Alliad, we have developed an Emergency Response Plan for all personnel, including subcontractors, suppliers and visitors, aiming to minimize the impact of emergencies and restore operations as quickly as possible. A well-structured emergency action plan protects employees and the business by guiding immediate actions during crises.

Key components of our preparedness plan include:

- › Reporting procedures for fires and emergencies
- › Evacuation routes and exits
- › Protocols for personnel managing critical operations before evacuation
- › Employee accountability post-evacuation
- › Rescue and medical responsibilities

The plan undergoes annual review by an employee committee, incorporating insights from mock drills, risk assessments, incident reports and expert recommendations. Lessons learned are shared during safety briefings at toolbox meetings to ensure continuous improvement and a safer workplace for all.



Diversity, equity and inclusion

At Alliad, we are committed to fostering a diverse workforce that reflects the communities we serve, with a strong emphasis on gender equality.

To support this commitment, we have implemented an awareness program, backed by Alliad's Leadership, aimed at eliminating workplace biases against women while equipping employees with the tools to recognize and challenge them.

Despite the challenges of hiring women due to the nature of our business and operations in remote areas, we remain dedicated to advancing female representation and empowerment across the organization. We continue to make progress toward our overall goals, which include:



Promoting an inclusive culture

- By continuing our efforts to foster an environment that values and respects diversity.
- Issued a Diversity, Equity and Inclusion Policy in April 2024 to communicate our commitment.



Increasing female representation

- In line with Women's Empowerment Principles (Principle 4 and 6):
- Female representation in the workforce increased from 18.97% in 2023 to 22.73% in 2024, exceeding Agility's target of 20%. This represents 300 women out of 1,319 permanent employees.
 - The proportion of women in supervisory and management positions decreased from 25.88% to 23.6% in 2024, representing 38 women out of 161 total management positions, despite our continued efforts to promote gender diversity in leadership roles.



Female Workforce

22.73%

of the total headcount

23.60%

of the total managerial positions



Investing in local talent

- Providing opportunities for skills development, focusing on training and development opportunities and promoting the hiring of local talent.
- On March 7, 2024, in commemoration of International Women's Day, we held a special event in Uganda to honor the contributions of our women. The celebration highlighted their achievements and included a financial literacy session.

Local employment

At Alliad, supporting local employment is a key priority, reflecting our commitment to job creation and long-term economic development in the communities where we operate.



Prioritizing the hiring of local talent and providing competitive wages and benefits

Local recruitment accounted for **74.3%** of all new hires in 2024.

In Uganda, 10 employees were employed following a community balloting process to aid equitable community employment.



Internships and training programs

We collaborate with local educational institutions, offering internships and training programs.



Supporting local businesses and suppliers

We prioritize local products and services in our procurement processes.



Monitoring and reporting on our local employment initiatives

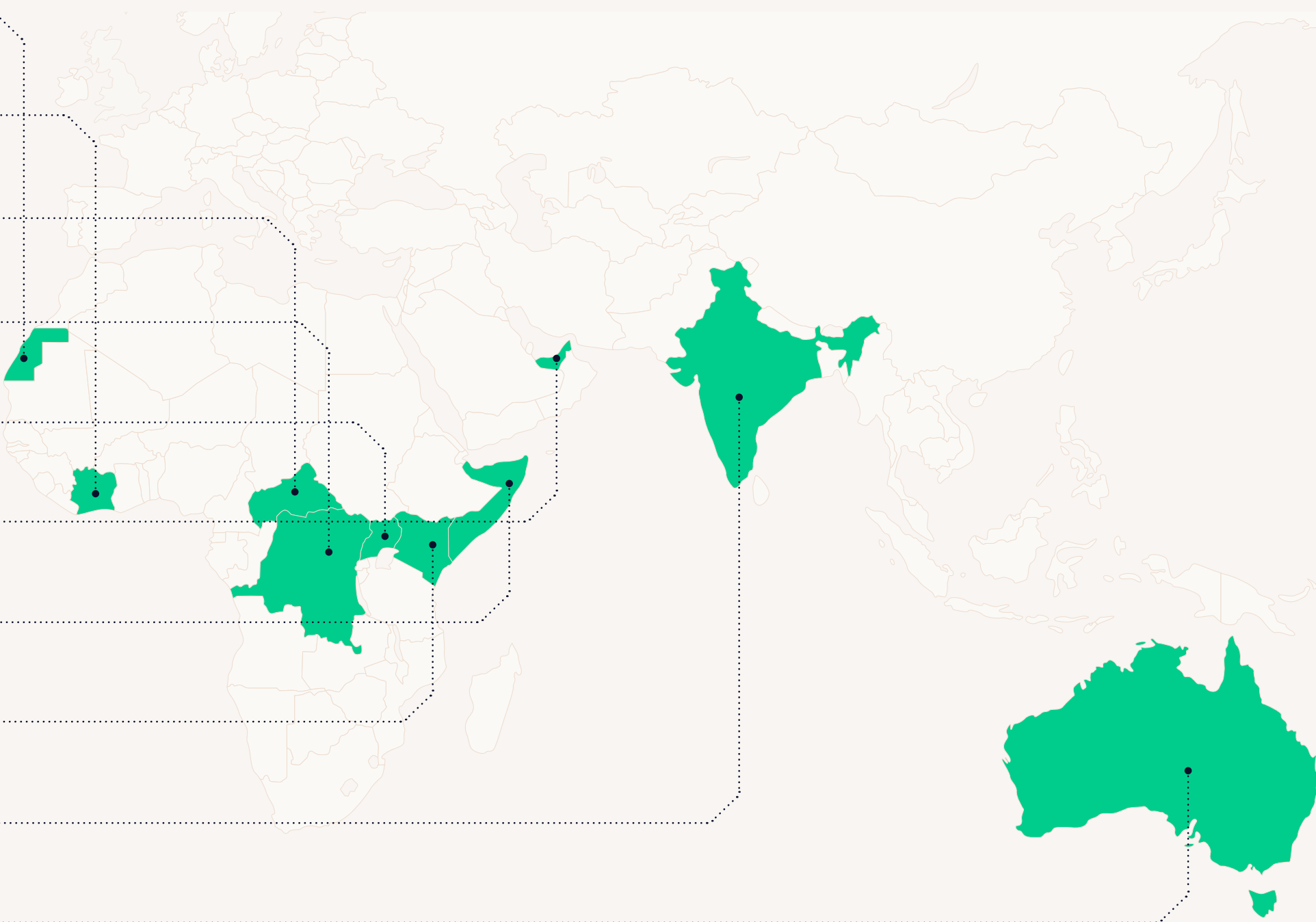
Ensure we meet our targets and make a positive impact.

New hires by local/expat status

New hires % expats % locals

Western Sahara •					
2024			2023		
2	50%	50%	0	0%	0%
Cote d'Ivoire •					
2024			2023		
91	19.78%	80.22%	47	61.70%	38.30%
Central African Republic** •					
2024			2023		
26	100%	0%	32	100%	0%
Democratic Republic of Congo •					
2024			2023		
15	46.67%	53.33%	41	36.59%	63.41%
Uganda •					
2024			2023		
174	1.15%	98.85%	95	0%	100%
United Arab Emirates •					
2024			2023		
7	100%	0%	577	99%	1%
Somalia* •					
2024			2023		
19	100%	0%	15	100%	0%
Kenya •					
2024			2023		
30	0%	100%	18	0%	100%
India •					
2024			2023		
14	0%	100%	20	0%	100%
Australia •					
2024			2023		
50	60%	40%	110	65.45%	34.55%
Total					
2024			2023		
428	25.70%	74.30%	957	76.28%	23.72%

* This headcount excludes the Abu Dhabi entity
**Alliad operates in conflict areas where we are not allowed to hire locally for the protection of our employees and their relatives (Somalia, Central African Republic). Our efforts to localize new hires focus on ou other locations.



Employee training and development

At Alliad, we are committed to continuous learning and development, equipping our people with the skills to excel in our industry.

Our training programs range from on-the-job learning to advanced professional development, while leadership initiatives nurture future leaders within the organization.

Additionally, we support lifelong learning by providing access to educational resources and further education opportunities, including scholarships for Corporate Office employees.



Non-QHSE Trainings:
59.43%
increase



QHSE Trainings:
46.27%
increase



48.86%
increase in total



Total hours of training: **251,834**

52,630

Total training hours on non QHSE topics



> **10,188** Training hours for female employees



> **42,442** Training hours for male employees

199,204

Total QHSE training hours

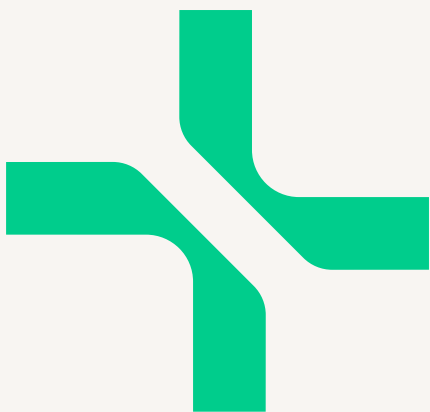
Training Type / Hours of training

	2024	2023
Non-QHSE trainings	52,630.00	33,020.10
QHSE trainings	199,204.00	136,176.00



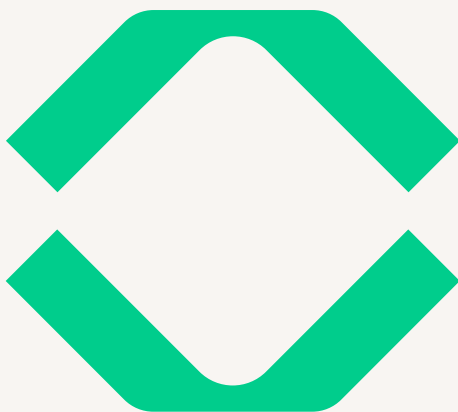
We have included below a comparison with last year, to show the substantial increase in the hours of training provided to our employees in 2024:

The Four Pillars of Learning Trainings that do not fall under QHSE are structured according to the four pillars of learning;



Alliad Foundations

The courses are addressed to all employees and include online ethics training, developing employees’ moral awareness which underpins daily decisions and actions and assisting them in identifying and resolving ethical dilemmas.



Personal Effectiveness

The program focuses on the development of skills such as communication, teamwork and problem solving, and are targeted training to improve key competencies which employees may need in any employment function.



Functional Development

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

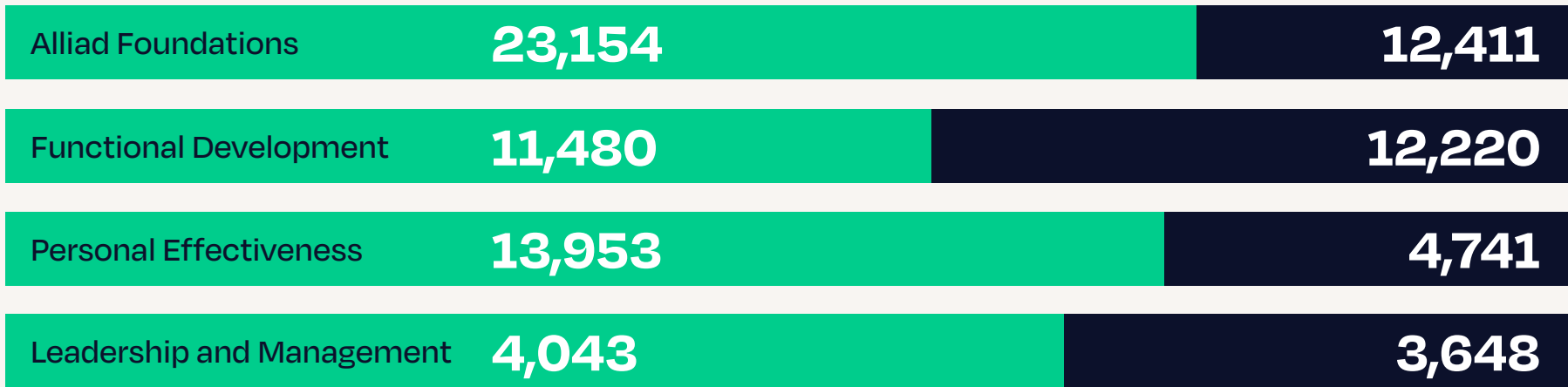


Leadership and Management

The program supports a culture of excellence in people and operational performance – managers are enrolled in leadership development programs.

Training Hours by Pillars of Learning

2024 2023



Ongoing learning and development

We are dedicated to the continuous learning and development of our people and we continue to provide access to professional development courses and coaching programs to support career growth.

Indicative initiatives include:



Agility's Leadership Transformation Program (ALTP)

In 2024, 15 employees from across diverse business units from Uganda, the Democratic Republic of Congo, Côte d'Ivoire, the UAE and Kenya completed the ALTP Intermediate Level, aimed at preparing high-potential staff for leadership roles. A new cohort of 16 employees began in Q4 2024, expanding the program's reach across diverse business units. The program earned an "Exceeding Expectations" rating, underscoring its impact on participants' professional growth. Strongly endorsed by Alliad Group's CEO, who engages in key milestones, ALTP also benefits from the active involvement of senior leaders and consistent HR support. Their contributions – from mentoring to program logistics – have ensured a seamless, high-quality learning experience. This initiative reflects Alliad's deep commitment to building a resilient leadership pipeline and fostering a culture of development and mentorship.

Professional development of employees in the Corporate office

In 2024, the Corporate Office supported employee development through scholarships for professional certifications, including:

- > Association of Chartered Certified Accountants (ACCA) Diploma in International Financial Reporting Standards (IFRS) for the Finance Director;
- > Chartered Institute of Procurement and Supply (CIPS) Diploma for the Procurement Team; and
- > Society for Human Resource Management (SHRM) Certification for the Senior HR Officer

A structured internship program was also launched, offering both short- and long-term placements to attract diverse talent, encourage innovation and build a strong future workforce through real-world experience.

Our Learning Management System

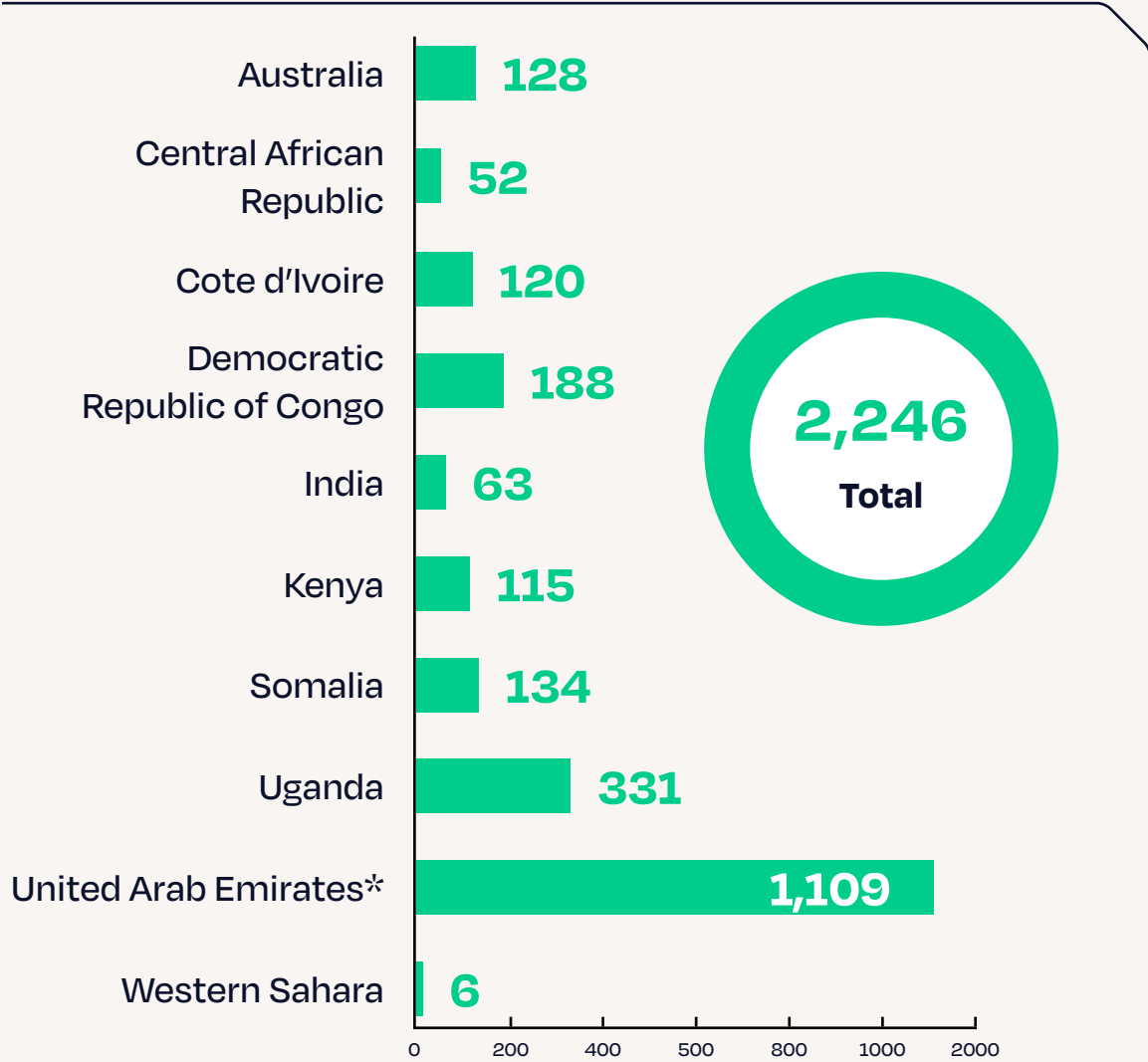
Aims to transform how we learn and grow as a team, reinforcing our commitment to continuous learning and enhancing accessibility and flexibility. In 2024, we integrated two training courses from the UNGC library directly into our platform, to facilitate employees' access to quality sustainability training.

- > "How procurement decisions can advance decent work in supply chains?" Voluntarily undertaken and completed by 10 employees
- > "How to understand and take action on the Global Goals?" Voluntarily undertaken and completed by 5 employees

Regular "Know Your Leader" webinars

Held five times a year, these webinars showcase different aspects of our business and are very popular amongst employees.

2024 Participants in trainings
by country



*Includes learners from our Abu Dhabi operations which closed down in November 2024.

Training hours by gender
and level

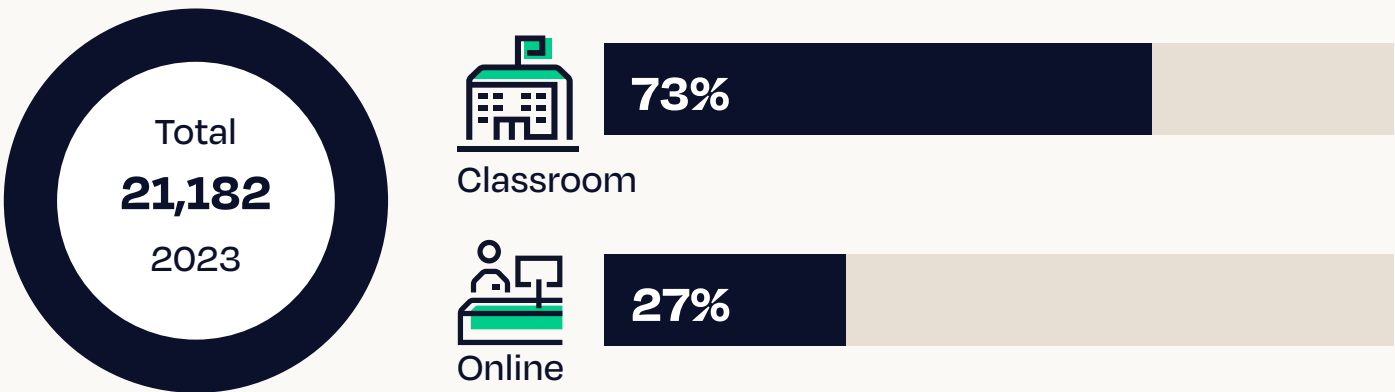
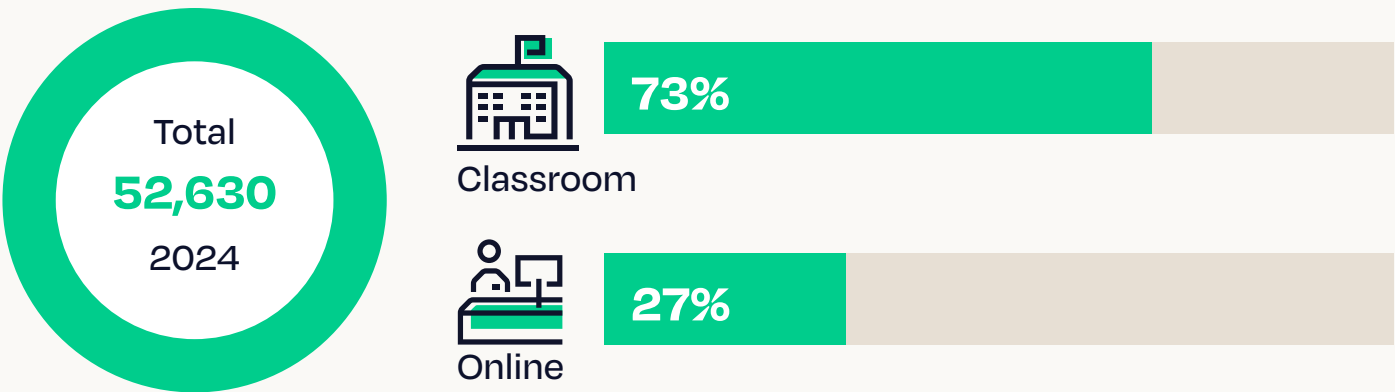
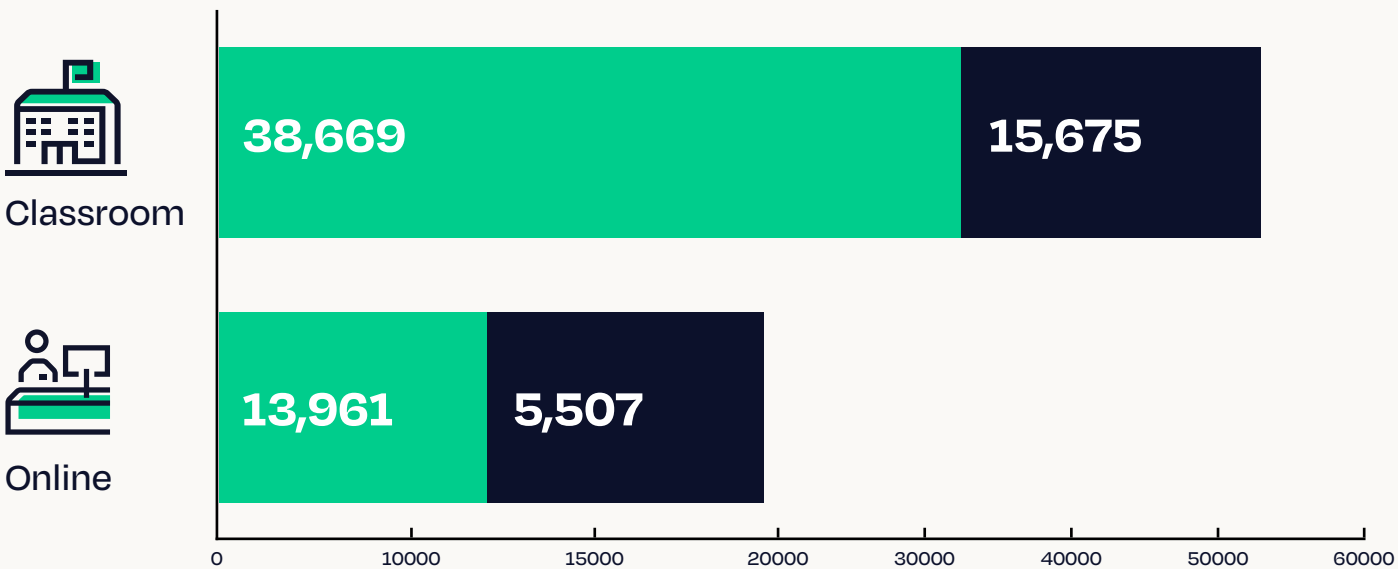
2024 2023

	2024		2023	
	Male	Female	Male	Female
Junior/Entry level and below	38,088	9,139.2	9,889.32	6,592.88
Middle Management	4,289	1,049	276.8	296.2
Upper Management	37	0	128	0
Top Management	28	0	11,539.90	4,297



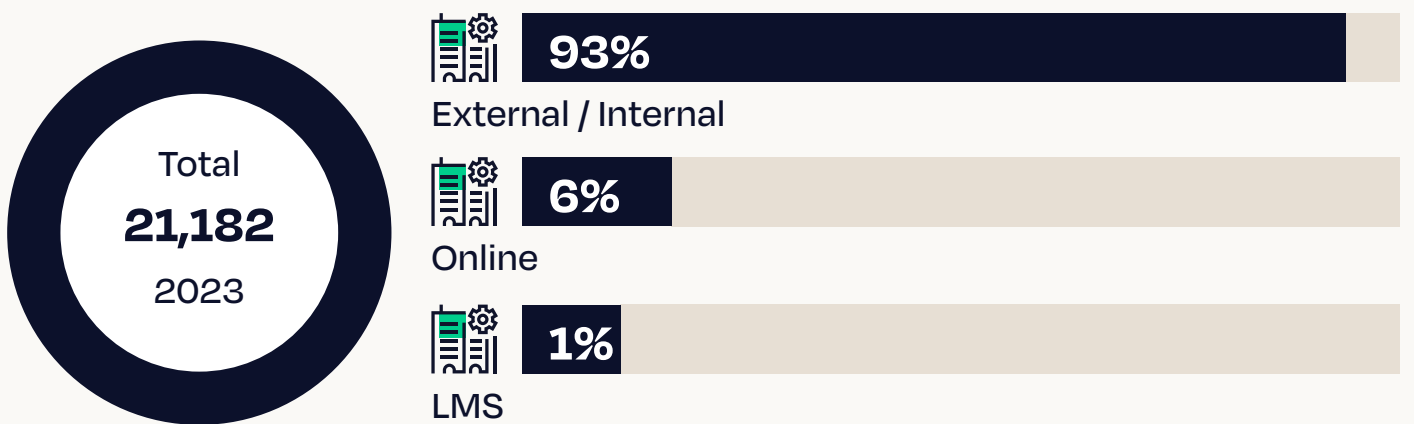
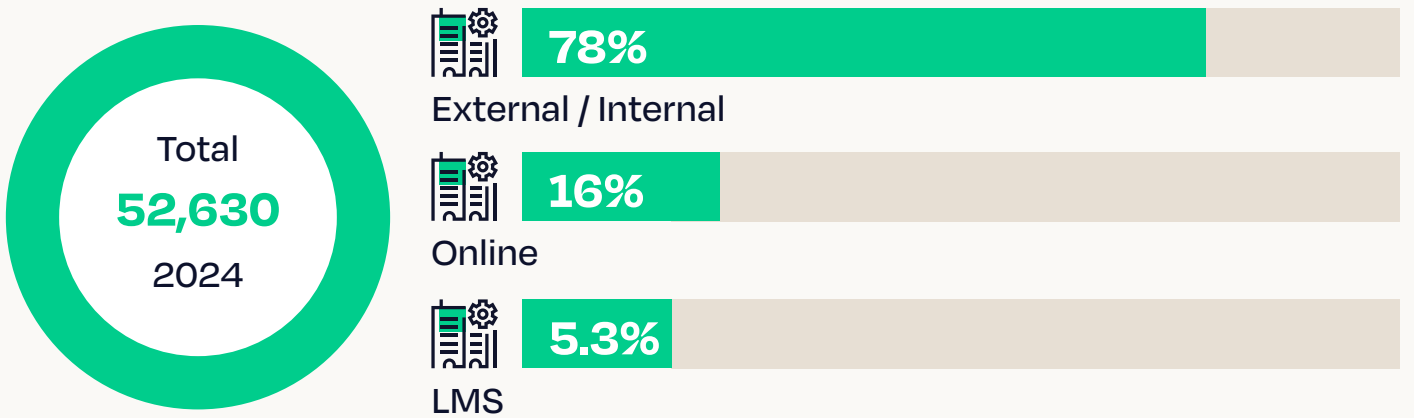
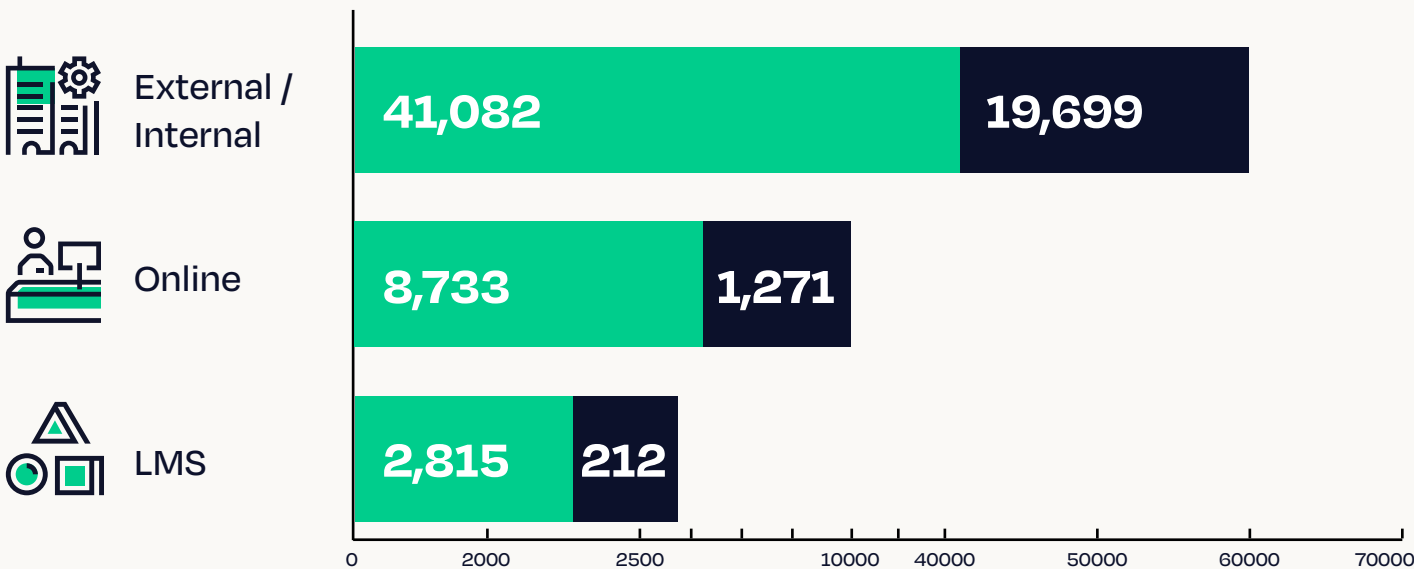
Training hours by learning mode

2024 2023



Training hours by type of learning

2024 2023



Sustainability Training at Alliad

In 2024, people across our locations took part in six sustainability-focused training courses ranging from introductory modules to a set of more specialized courses for our leadership team and employees across various locations.

- In total:
- > **382 employees** participated in sustainability-related training
 - > Out of Alliad's employees, **27%** took part in a sustainability-related training course in 2024 – 12% more than the previous year
 - > Sustainability training in 2024 covered: Sustainable Construction, Sustainability and Innovation and Managing the Transformation to Sustainable Development

In 2024, we conducted several country-specific training sessions on diverse topics, including:



Uganda

- > Food Safety
- > Food Defense
- > Security Awareness
- > Emergency Preparedness
- > Waste Management
- > Human Rights
- > Conflict Management
- > First Aid
- > Forklift Driving
- > Fair Labor Training
- > International Women's Day's Financial Management Skills Training



Democratic Republic of Congo

- > Food Safety
- > Food Defense
- > Security Awareness
- > Emergency Preparedness
- > Waste Management and Oil Spills
- > Human Rights and Fair Labor
- > Conflict Management
- > First Aid
- > Forklift Driving
- > Fair Labor training (completed by all employees)



Kenya

- > ISO 9001:2015
- > Agility Leadership Transformation Program
- > Motorbike Rider Training
- > First Aid and Fire Marshal Training

Employee Engagement

At Alliad, we strive to make all our employees feel engaged by their work and to be a part of our collective corporate culture. Investing in internal communications that promote a positive corporate environment ensures our company remains a place where employees feel valued, respected and motivated to excel.



Town Hall Meetings

Initiated by the CEO to address key company issues such as performance, budget, challenges, new policies and job security concerns, Town Hall meetings have been successfully established and are a constantly evolving practice.



Open HR Forum at our Corporate Office

In 2024, the HR department launched regular open forums to encourage employee feedback, address concerns and drive continuous improvement. Each month, eight employees from different departments meet with HR, with quarterly follow-up sessions. These forums provide a confidential space for discussion, allowing HR to identify and resolve issues proactively while strengthening communication and trust between employees and management. This was implemented as a follow-up action from the previous PULSE survey (see below).



Employee Council and Team Building Events

Our Corporate Office in the UAE has an active Employee Council of six members dedicated to strengthening relationships and collaboration through team-building events including outdoor activities, retreats, workshops and seminars which enhance interpersonal skills, as well as regular social gatherings and family-inclusive events which encourage informal interactions.



Lunch and Cake Celebrations

To celebrate employee achievements and milestones, we host 'Lunch and Cake' gatherings in our Dubai, Nairobi and Kampala offices, recognizing birthdays, work anniversaries and other key moments.

Global Employee Engagement

At Alliad, we conduct our Global Employee Engagement Survey known as ‘The Pulse’ every two years to promote engagement, gather valuable feedback and foster open, transparent communication across all levels of the organization.

By providing a structured channel for upward communication, the survey helps identify strengths and areas for improvement, ensuring employees’ voices are heard.

The collected insights inform targeted action plans at both global and local levels, addressing priority concerns and driving continuous improvement. Additionally, PULSE serves as a key metric in evaluating the company’s performance as an employer of choice, reinforcing its commitment to creating a positive and inclusive work environment.

This year, the completion of the action plan was overseen by the Director’s Committee to guarantee management’s involvement in acting on the feedback received from the survey. The results are communicated by the CEO to all employees.

The Pulse

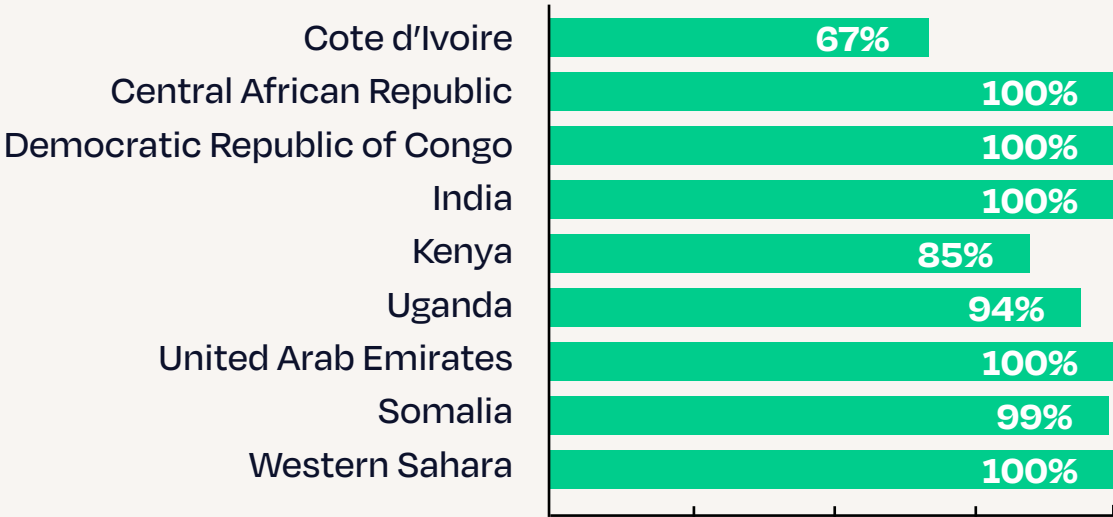
Share Your Voice Today!



What is PULSE?

-  **> Online anonymous survey**
-  **> Target population:** 1,226 employees from nine business units
-  **> Available in three languages** (English, Arabic and French)
-  **> 1,103** respondents
-  **> 90%** Overall response vs 76% in 2022

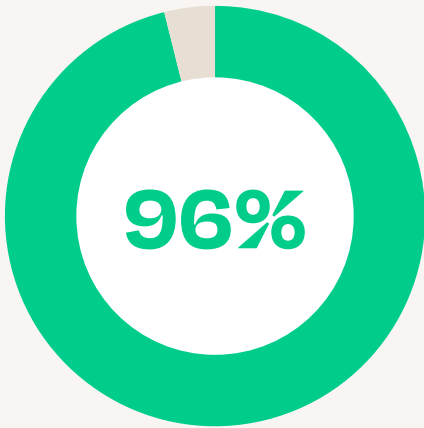
Response Rate by Country (%)



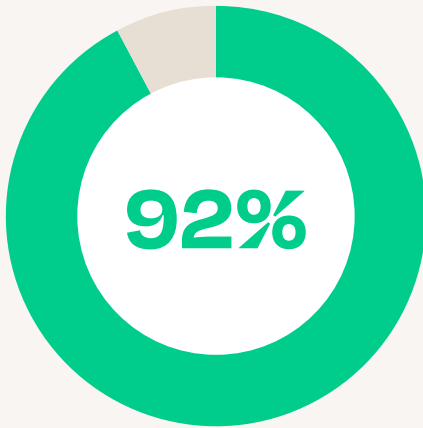
**No response rate recorded for Australia operations as they are excluded from Alliad's engagement scope*

Engagement drivers measured through the survey:

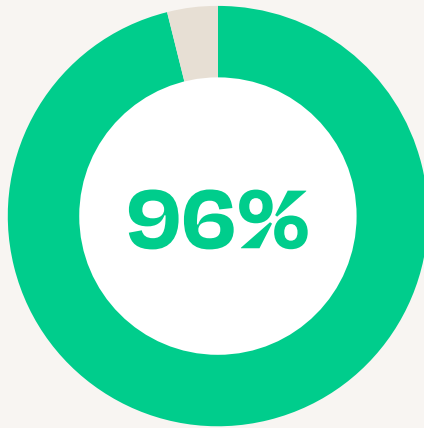
- > Connection to the company
- > Manager intent
- > Communication
- > Collaboration
- > Work environment
- > Company reputation
- > Strategic intent
- > Performance management
- > Pay and benefits
- > Company newsletter
- > Monkeypox (MPOX) management
- > Company rebranding



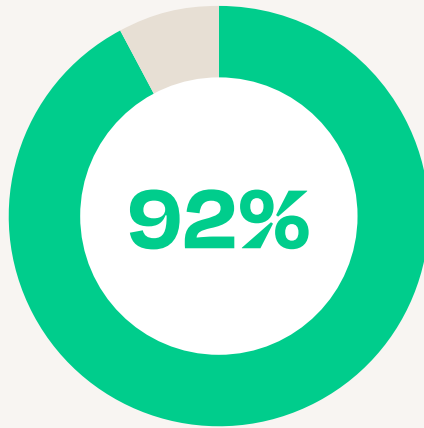
96% of employees agree that they understand their contributions to the company's wider strategy and goals



92% of employees agree that their jobs give them the opportunity to learn and grow



96% of employees agree to uphold Alliad's corporate values



92% of employees agree that Alliad upholds a robust health and safety culture across the organization

At Alliad, we host a variety of events and initiatives designed to foster employee engagement and strengthen workplace relationships, including:



International Women's Day
Events to celebrate and recognize women's achievements, encouraging employees to wear purple and participate in activities



Men's Day Celebration
Alliad celebrated International Men's Day with bowling, pizza and awards.



Iftar Dinner and Charity Drive
Company-hosted Iftar dinner and donation drive to support those in need during Ramadan



Annual End-of-Year Celebration
Celebration with entertainment, awards and networking opportunities

Employee Volunteering

At Alliad, we encourage our employees to volunteer in activities which promote social and environmental sustainability, particularly community development and engagement.

In 2024, our employees participated in:

- > A donation campaign targeted at raising money for a food program to help children in Gaza
- > A fundraising initiative to support children in Gaza, with proceeds donated to the Emirates Red Crescent



Tree Planting Activities in Kenya

Between July and September 2024, we encouraged employees to participate in tree planting and welfare-led initiatives.

- > **554 trees planted**
- > **USD 100 total investment**

This initiative reflects our ongoing commitment to environmental sustainability and community engagement.

Community Awareness Raising Campaign in Bouaké

On HIV/AIDS, Diptheria, Tetanus, Pertussis (DTP) Sexual Health (AS) and Gender-Based Violence (GBV) in the village community.

- > **153 participants (men and women)**



Corporate Office Dubai: RAK Half Marathon, UAE

On February 24, 2024, 43 people (including 16 women from GCC Corporate) participated in 2 km, 5km, 10km and 21km races.

Uplifting Communities

At Alliad, we are committed to empowering the communities we serve through strategic impact-focused initiatives. Every project is an opportunity for a collaboration that prioritizes the alignment of local needs with our sustainability objectives.

During this reporting period, we continued to operate in some of the most challenging and remote regions around the world, working alongside local partners to train and empower local communities. Our community engagement work has benefited a broad range of populations. It has included building essential healthcare and school infrastructure to support community well-being with the view to contribute to long-term societal development, and has helped create opportunities for future generations through education.



Community initiatives in 2024 at the country level include:

Democratic Republic of Congo

- › Developed an adaptive, multimodal transportation system for the delivery of water and food supplies
- › Supplied essential medicines to Nyamilima Hospital on November 16, 2024
- › Supported the Saint Francis Caracciolo Order in operating the Nyamilima Hospital, located in a high-risk area where emergency medical cases are common
- › Donated sports equipment to Mount Goma High School to encourage student participation in physical activities
- › Distributed essential goods to a local orphanage in Goma

Uganda

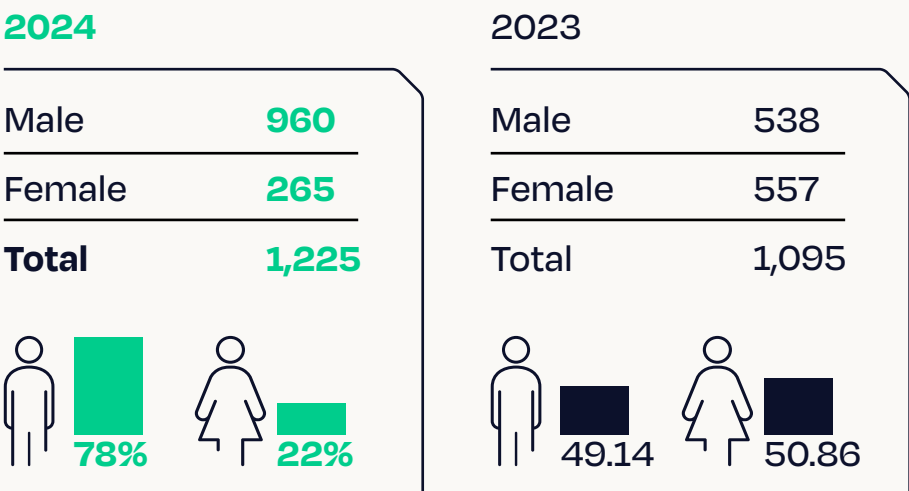
- › Contributed to the promotion of breast cancer awareness through targeted education activities

Community Investment 2024 (USD)

USD \$12,595 invested in community projects, impacting approx. 1,225 persons

Education initiatives	6,468.87
Cultural activities	158
Health activities	1,991.73
Sports sponsorship	2,565.89
Donations for humanitarian activities	1,410
Total	12,594.49

Community Beneficiaries



Community Investment	2024	2023
Amount invested in Community projects (USD)	12,595	12,854
Number of people who benefitted from community investments during the quarter	1,225	1,095
Number of women who benefitted from community investments during the quarter	265	557
Number of men who benefitted from community investments during the quarter	960	538
% of women benefiting from community investment	22%	35.58%
% of men benefiting from community investment	78%	64.42%

Spotlight on Alliad's Community Impact

Internship Program in Partnership with the American School of Dubai

In partnership with the American School of Dubai, the Corporate Head Office hosted a week-long internship program for 13 grade 9-11 students, including eight girls. Launched with a virtual introduction on June 14, 2024, the program familiarized students with real-world projects and mentors.

Topics included workplace accountability, sustainability initiatives in the Alliad office and a community investment project in Cote d'Ivoire. The experience fostered critical thinking and creativity, and the outcomes have been welcomed by all stakeholders. We are planning to implement this initiative again next year.

Key Milestones of the Program

- > **February 2024** – Kick-off discussions with the school
- > **March 2024** – Planning of concepts, activities, projects etc.
- > **April 2024** – Posted internship advertisement; screening of applicants
- > **May 2024** – On-site interviews and pre-internship documentation (agreements, consent forms, etc.)
- > **June 2024** – Internship period and offboarding formalities (certificates, evaluation, etc.)

Financial investment: **USD \$2,308**



Three practical projects were developed by our team to engage interns in solving challenging, business-relevant problems aligned with corporate priorities.



There was one project sponsor and one project coach from our management teams for each project.



Six employees in total were mobilized for the full week.



Top management actively welcomed the interns, while support functions were fully engaged in facilitating and running the projects.

Alliad's Presence at the Career Guidance Program in India

On September 24, 2024, Loyd Viegas, Alliad's Democratic Republic of Congo HR Manager was invited to inaugurate the Commerce Association at Sirajul Huda Higher Secondary School in Manjeshwar, India.

As a guest speaker for the Career Guidance Program, he highlighted the importance and benefits of commerce associations in shaping students' academic and professional pathways.

The event was attended by grade 11 and 12 students, along with faculty members, and offered valuable insight into career opportunities in the field of commerce.

Our Work to Empower Local Communities in Papua New Guinea

In Papua New Guinea, our collaboration with Laba International, an established joint venture between Alliad and Laba Holdings, helps us fulfil our business mission while promoting community development and youth empowerment through various initiatives spanning promoting local hiring to organizing health and food safety training sessions and school activities.

In more detail:

> Milk for Schools Program

From May 2024, we ran a 12-week program delivering 4,050 milk cartons weekly to all primary schools in four villages near our operations, totaling 48,600 cartons. Beyond nutrition, the program encouraged creativity through a student drawing competition. Children received art supplies and space to express themselves – fostering imagination and confidence alongside well-being.



> Dedicated to promoting local employment in Papua New Guinea

In line with our commitment to local job creation, we prioritize 100% local sourcing, including daily food supplies for 300 workers. To promote inclusive employment, we conduct pre-screening events in Porebada, Boera, Papa and Lea, assessing skills, identifying training needs and preparing candidates for employment. Through resume reviews, on-site assessments and tailored training, we enhance job readiness, strengthen the local workforce and foster sustainable employment, community participation and village recruitment.

> Awareness-raising campaigns to improve community health and wellbeing

As part of our commitment to community well-being, we conducted an awareness campaign on HIV/AIDS, DTP, AS and GBV within the village community, reaching 153 people.

> MPOX Awareness Campaign

On August 13, 2024, we organized an MPOX awareness campaign to educate employees on its causes and consequences, extending outreach to 50 participants from neighboring villages.

Strategic Partnership with Evolvin' Women

Our partnership with **Evolvin' Women** supports women facing barriers to employment – whether personal, political or cultural – by enhancing their professional skills and employability.

The program offers participants targeted **training, coaching and development sessions**.

In 2024, we proudly sponsored **30 women** through this initiative.

We offered:

- › Support for undergraduate and newly graduated students through internship programs
- › UAE mentorship programs



"Participating in the Evolvin' Women program has been a transformative experience, shaping both my personal and professional development.

With a background in Hospitality and Tourism Management, I joined to enhance my skills, explore new career paths, and expand my network.

The program exceeded my expectations by offering deep, diverse connections and a broad range of upskilling opportunities, including Financial Literacy, Barista and Mixology, GulfFood Food Service, and Leadership training.

These experiences challenged me to step outside my comfort zone, lead projects, and grow both technically and socially.

I had the privilege of shadowing the EMEA Communications VP at Hilton Corporate – my first exposure to the corporate world.

As the youngest participant, I learned the importance of focus, initiative, and self-belief. Speaking at the 2023 Year-End Forum on navigating work and life abroad was a milestone.

This powerful network of inspiring African women continues to fuel my ambition and career trajectory. I am proud of my journey as I am now an Alliad employee as a full time receptionist through the Evolvin' Women Program. This journey has shaped my ambition and given me the right network and tools to thrive."

– Testimonial of Palesa Kayla Mofokeng - Alliad team member and participant of the Evolvin' Women Program



Inclusive Skills Development Program in Kenya

In partnership with National Information Technology Authority (NITA) and the Association for the Physically Disabled of Kenya (APDK), Alliad Logistics launched in 2022 a community investment initiative to support technical education and life skills training for youth with disabilities in Kenya. In 2024, we continued our collaboration by providing various opportunities such as student sponsorships, food and beverage practical lessons, and plumbing and pipe fittings.

Over a period of two years:

The program included coursework, internships and departmental mentorship.

› **26 trainees (8 women, 18 men) received training in ICT, mechanics, plumbing and food production.**

Despite challenges, all graduates from the first cohort completed their programs, with some securing jobs or launching businesses. Notably, one graduate was nominated for a County Assembly seat. This initiative enhanced economic inclusion and demonstrated Alliad's commitment to empowering marginalized communities.

"This course was a truly impactful experience, particularly for us as persons with disabilities"

– Beatrice, NITA Program in Participant Nairobi, Kenya

Improving Access to Healthcare in Cote d'Ivoire

One of our proudest projects is our ongoing community development work in the country, where we remain committed to enhancing healthcare access and outcomes.

Our initiatives include:

- › Supporting local healthcare facilities and health education programs
- › Prioritizing local hiring to strengthen community involvement
- › Building **90 hospitals** to improve healthcare infrastructure

These efforts reflect our dedication to sustainable development and long-term community well-being.

Disaster Response and Humanitarian Aid

As part of our commitment to community support, we provided critical disaster relief and humanitarian aid in 2024, assisting communities affected by earthquakes, conflicts and other crises across multiple regions.

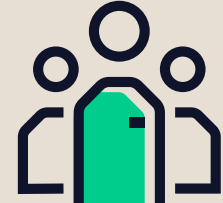
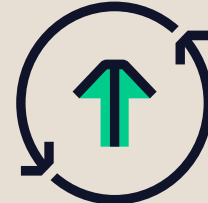
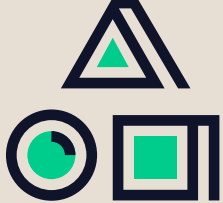
- › Donations for earthquake relief
- › Aid for conflict-affected communities
- › All funds collected matched by Agility, doubling their impact

These initiatives reinforce our dedication to helping communities in need and giving them to the regions where we operate.



What's Next

Moving forward, across all our country programs we aim to:

	Strengthen incident reporting and workplace health and safety		Expand safety training, including first aid and emergency preparedness for employees	
Conduct more safety drills, increase emergency preparedness programs and improve risk assessment processes		Prioritize succession planning and leadership development		Further invest in employee wellness programs through medical benefits, counselling sessions, sports activities, team-building events and the introduction of financial literacy and family planning education
	Monitor employee engagement through annual engagement surveys and promote action on findings		Expand our social impact activities in local communities	

Our Approach to Environmental Stewardship

The climate crisis is already causing profound and far-reaching changes around the world.

At Alliad, we are committed to leading by example by fully aligning our actions with our sustainability strategy and commitments.

Our aim is not only to reduce the environmental footprint of our operations and projects, but also to contribute actively to a more sustainable future for our stakeholders and the communities we serve.

Focus Areas

- Climate uncertainty
- Environmental impact



44% of electricity consumption from renewable sources



51% saving on food wastage in the Democratic Republic of Congo



29% increase in consumption from renewable sources



Alliad's first Wellbeing Policy published



Over **1,000** solar panels installed across operations in the Democratic Republic of Congo and Central African Republic, including **4,637** square feet of panels covering warehouse rooftops in the Democratic Republic of Congo

Climate Change Risks and Opportunities

Operating in remote, climate-vulnerable regions, we understand our responsibility to manage climate related risks in the jurisdictions we operate in while creating business value without harming the local environment.

We prioritize environmental protection and climate action as key pillars of our operations, ensuring growth that goes hand in hand with sustainability.

In 2024, we continued to prioritize:

- › Carbon emissions reduction
- › Water and waste management
- › Investing in renewable energy sources

*The information and data presented in this chapter include Abu Dhabi operations from January to November 2024.



Climate Change Mitigation

To help mitigate the negative effects of climate change, we continue to take action towards enhancing energy efficiency and greenhouse gas reduction by advancing both existing and new mitigation measures at the group level.

Some of these initiatives include:

Democratic Republic of Congo

- › Implementation of a preventive maintenance schedule
- › Ensuring the availability of spare parts for fast repairs and optimal use

Côte d'Ivoire

- › Raising staff awareness of energy reduction, for example turning off electrical appliances before leaving accommodation in the morning, reducing fuel or gasoline consumption, or avoiding vehicle travel when not necessary

Kenya

- › Introduction of smart printing

Uganda

- › Continuous education of camp residents on how we manage energy conservation
- › Use of outdoor solar lamps for security lighting
- › Investment in energy-efficient appliances and lighting
- › Equipping office buildings with photocell lighting systems
- › Conducting regular employee training and awareness sessions on energy for all new residents upon arrival
- › Use of convectional cooking equipment in various kitchens, i.e. ovens and induction cookers
- › Changed from fluorescent lights to LED lights

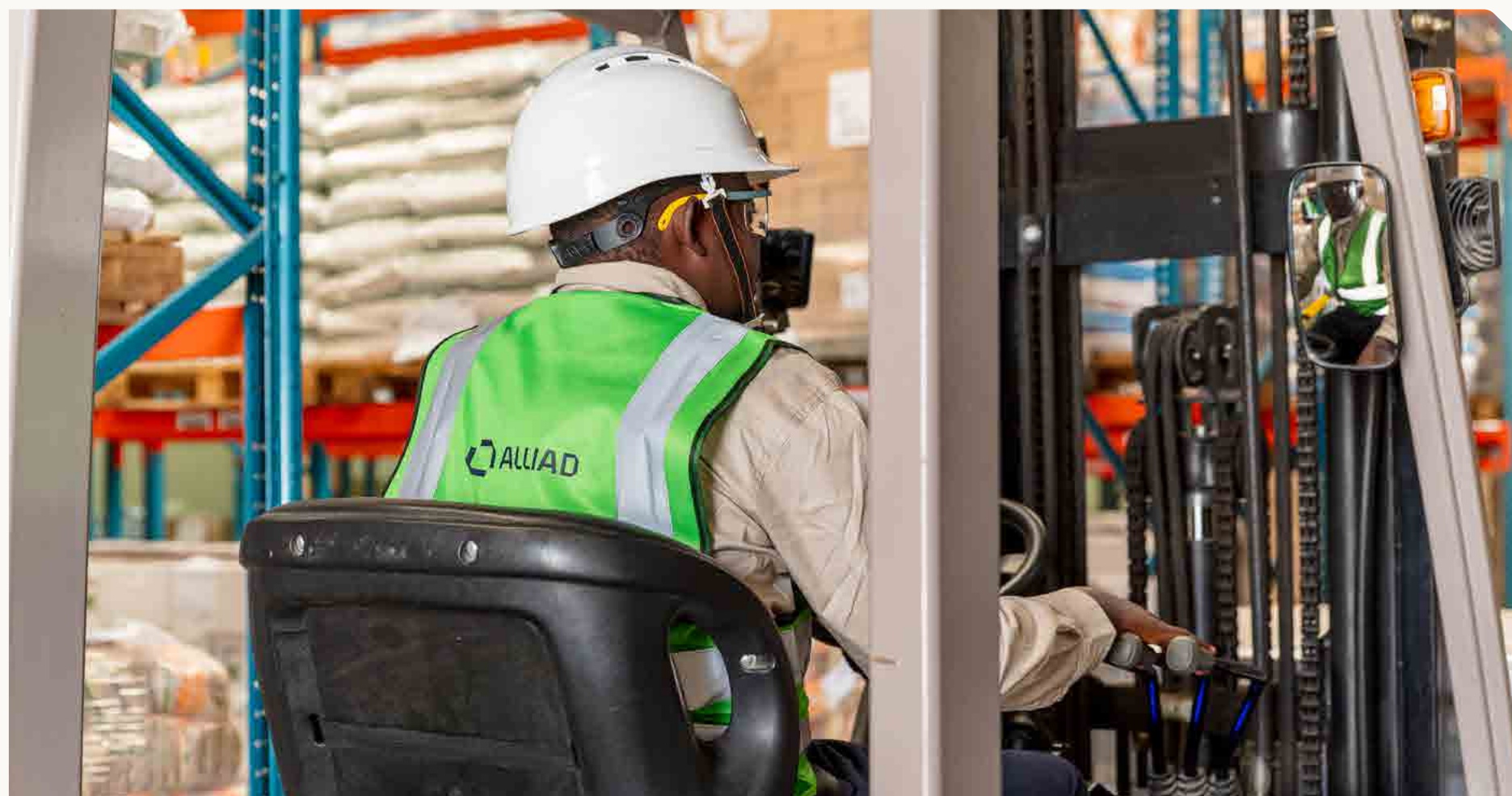
Energy Management

Given the energy-intensive nature of some of our services, efficient energy management is critical for both our commercial and sustainability goals.

As we enhance sustainability reporting efforts, we aim to implement more robust reporting and tracking of our energy consumption to help drive continuous improvement.

Our approach includes:

- › Quarterly data collection for energy consumption across all operations
- › Analysis of consumption trends and review guidance for local business units
- › Onboarding of new projects post-launch for comprehensive reporting via an environmental reporting platform



The online platform Alliad uses to report environmental data

- › Tracks energy consumption, electricity usage and water consumption
- › Use the DEFRA methods to calculate our GHG emissions considering a wide range of information, such as the country of operation and type and use of assets to provide the most accurate figures
- › Allows the storage of information including supporting documents which verify the information reported
- › Presents data on dedicated dashboards allowing us to spot trends and guide different business units

This structured process ensures data-driven decisions and helps support the prioritization of sustainable energy usage across our operations.

In the Democratic Republic of Congo:

- › We have installed solar panels, significantly reducing fossil fuel dependence and operational costs up to 60%.

In Kenya:

- › We have been replacing lights with LED fixtures.

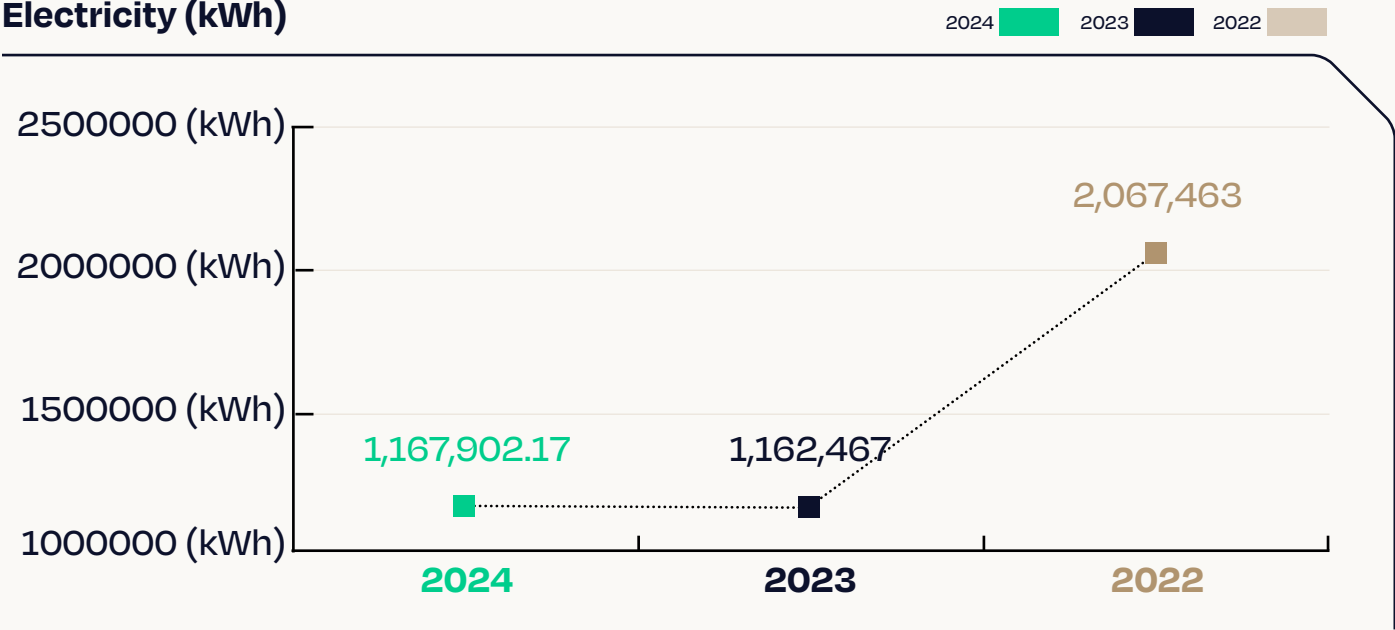
In Uganda:

- › We have installed solar-powered outdoor lamps for security lighting.
- › We replaced fluorescent bulbs with high-lumen LED lights.

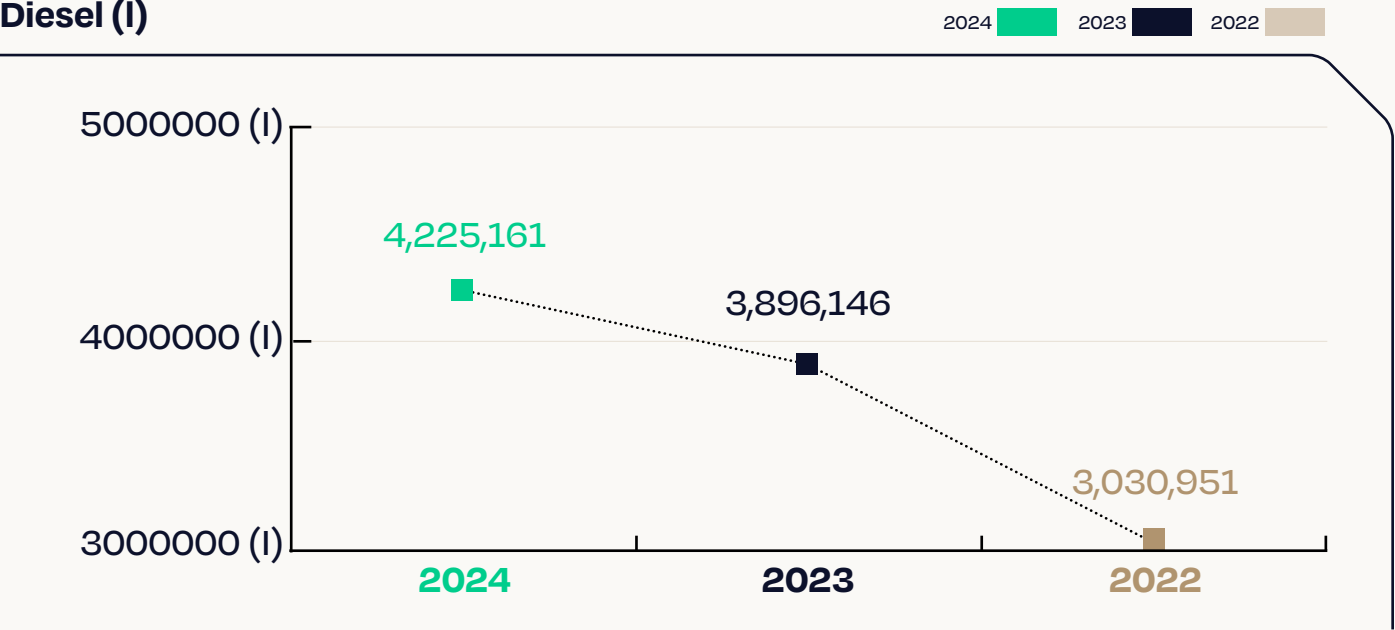
Energy Consumption

Our total energy consumption data for 2024 is as follows:

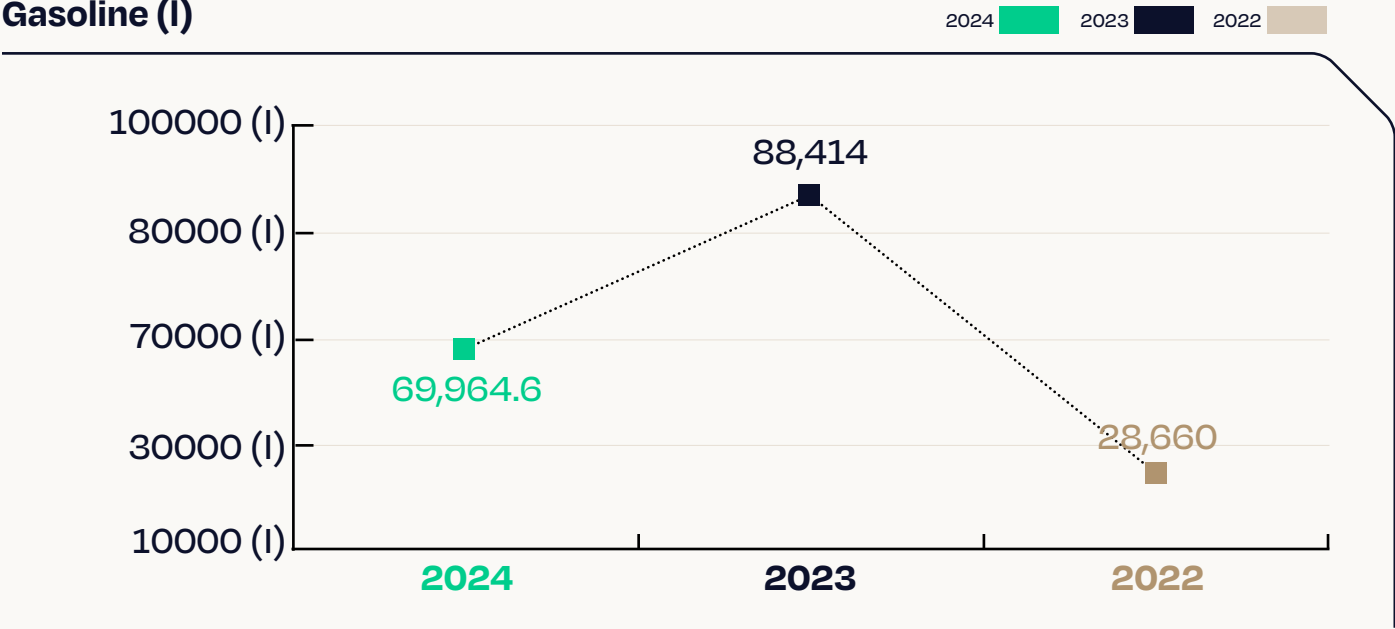
Electricity (kWh)



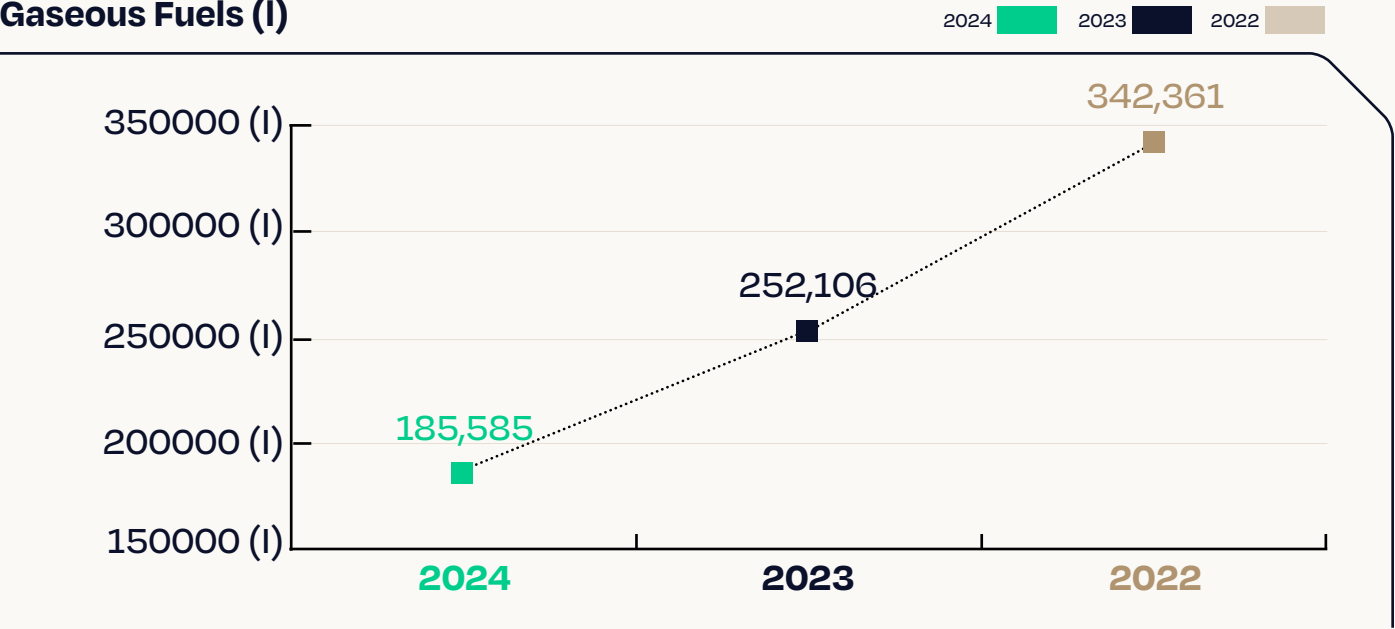
Diesel (l)



Gasoline (l)

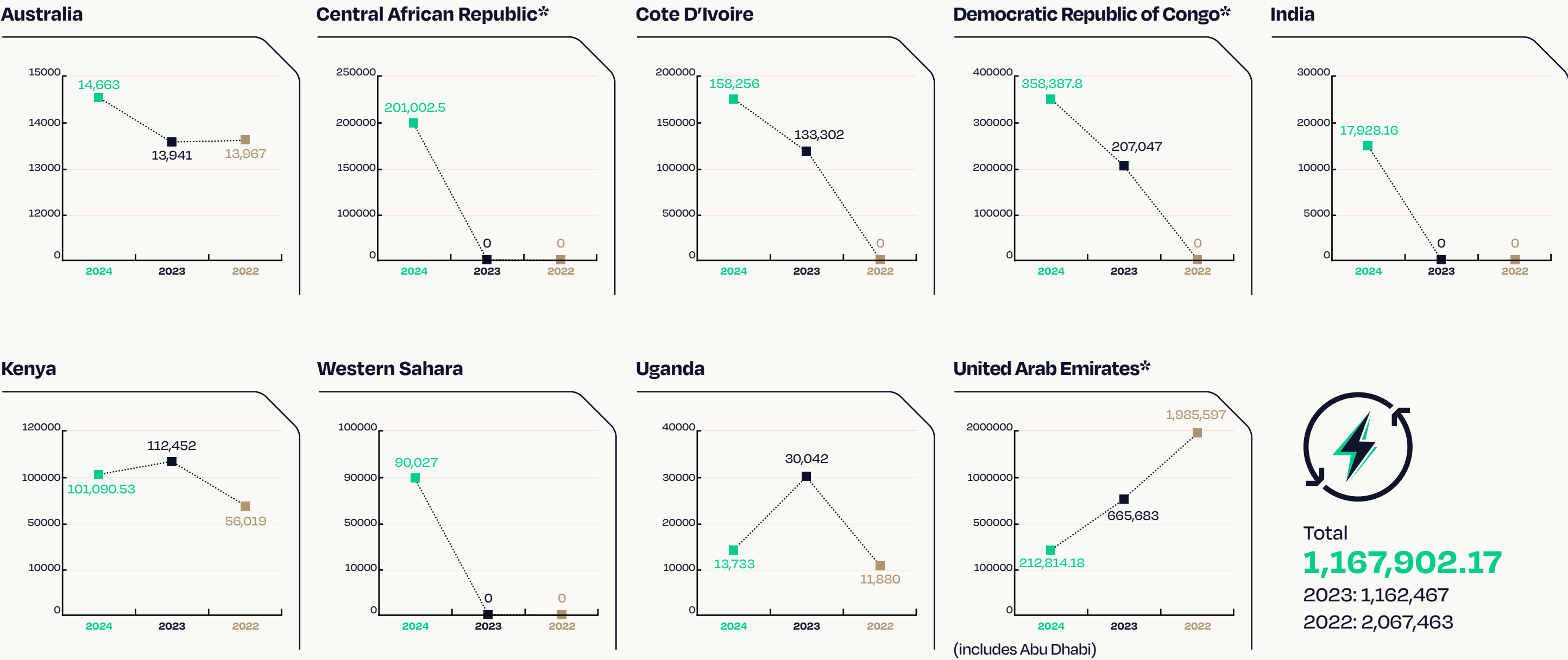


Gaseous Fuels (l)



Electricity Consumption by Country (kWh)

2024 2023 2022



*Our Democratic Republic of Congo and Central African Republic locations include energy from renewable sources

**For countries where electricity consumption is reported as 0 for the reporting year, this indicates that data collection for this location was not in place.

Energy-efficient Practices across Alliad

At Alliad, we integrate energy-efficient designs and technologies, including high-efficiency Heating, Ventilation, and Air Conditioning (HVAC) systems and LED lighting, to lower energy consumption, costs and reduce operational GHG emissions.

Key initiatives across the group include:

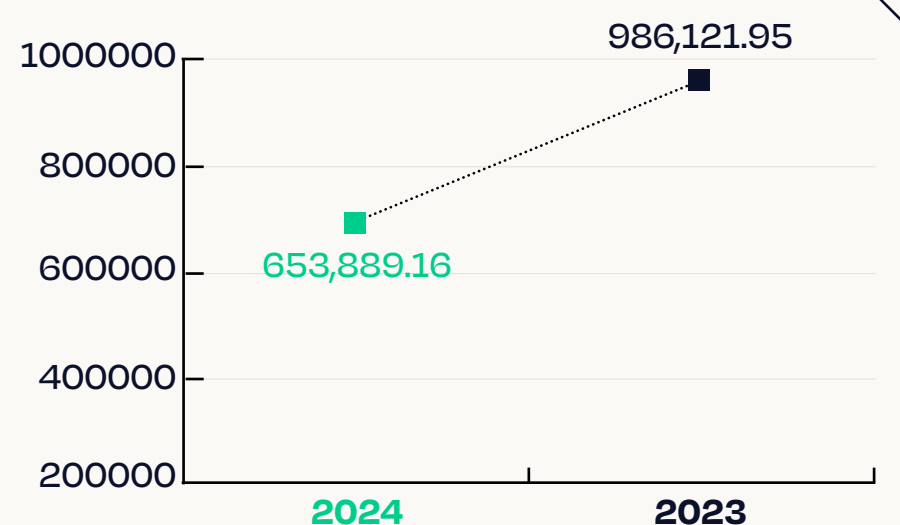
- Installation of photocell motion-sensing lighting for camp security.
- Awareness campaigns promoting renewable energy adoption, such as solar panel installations on warehouses and distribution centers. This helps reduce electricity costs and grid dependency whilst ensuring access to clean energy.



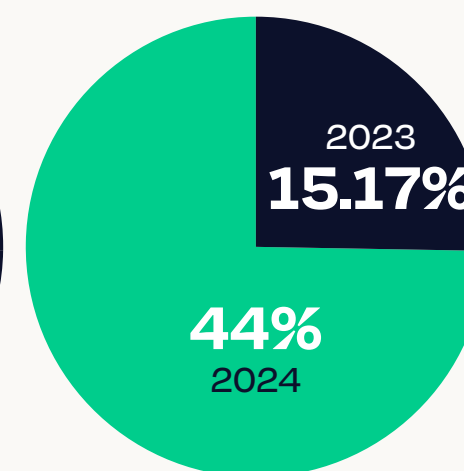
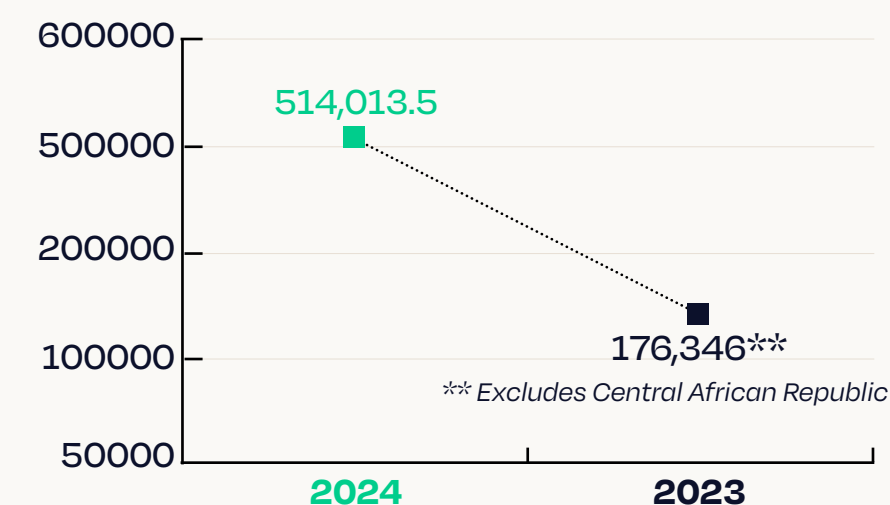
Use of Renewable Energy

2024 2023

Purchased Electricity (KWh)



Renewable Energy Consumed (KWh)

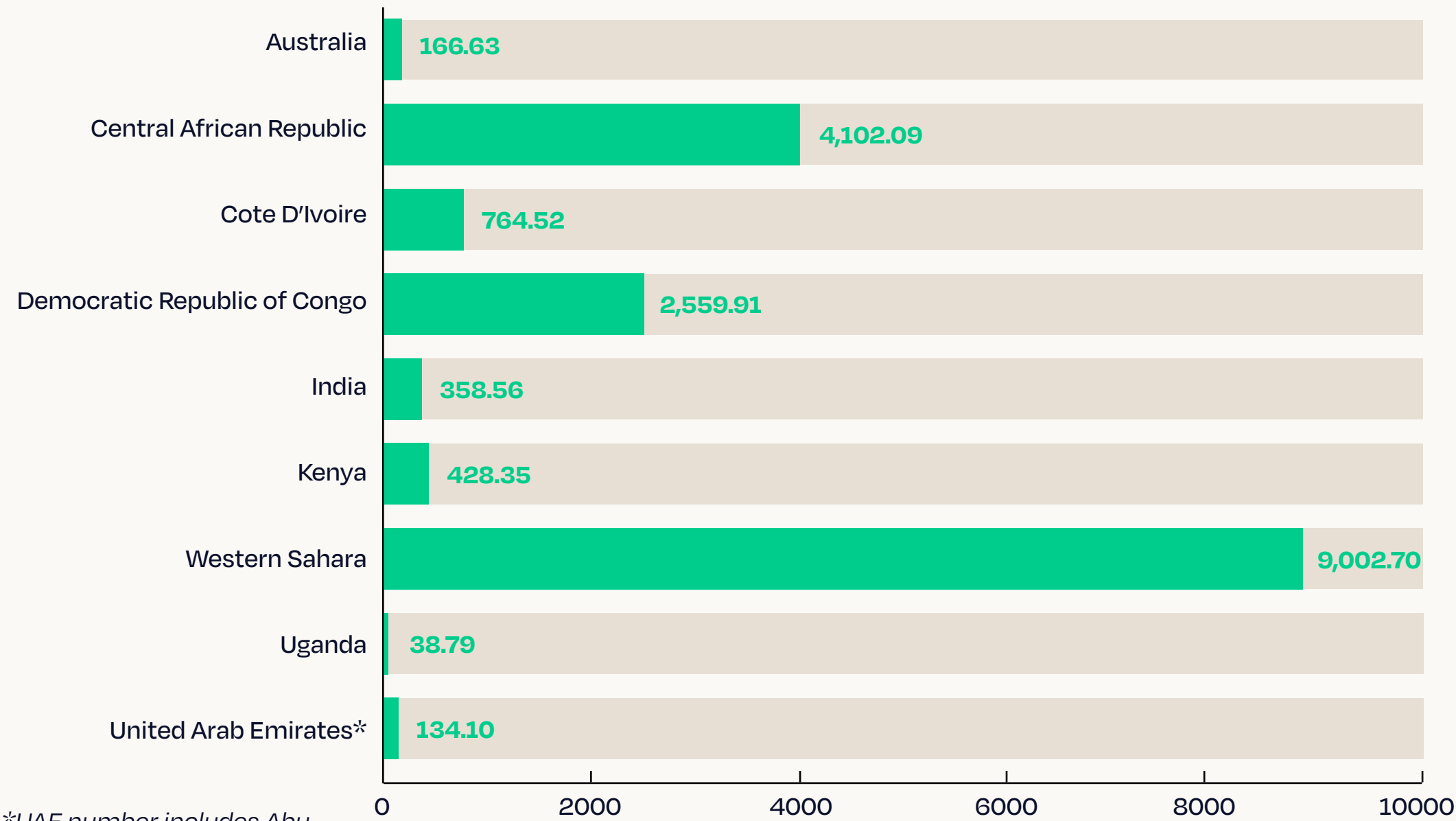


Renewable energy:

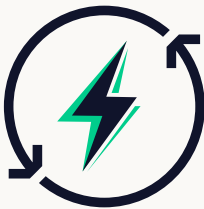
➤ Produced from solar PV panels installed on the roofs of warehouses in the Democratic Republic of Congo and Central African Republic

➤ Installation includes batteries which allow energy storage

Electricity Consumption Intensity (kWh/employee) 2024



*UAE number includes Abu Dhabi head count



17,555.56
Total Electricity
Consumption Intensity

Carbon Emissions Reporting

Alliad collects quarterly environmental data from operational stakeholders.

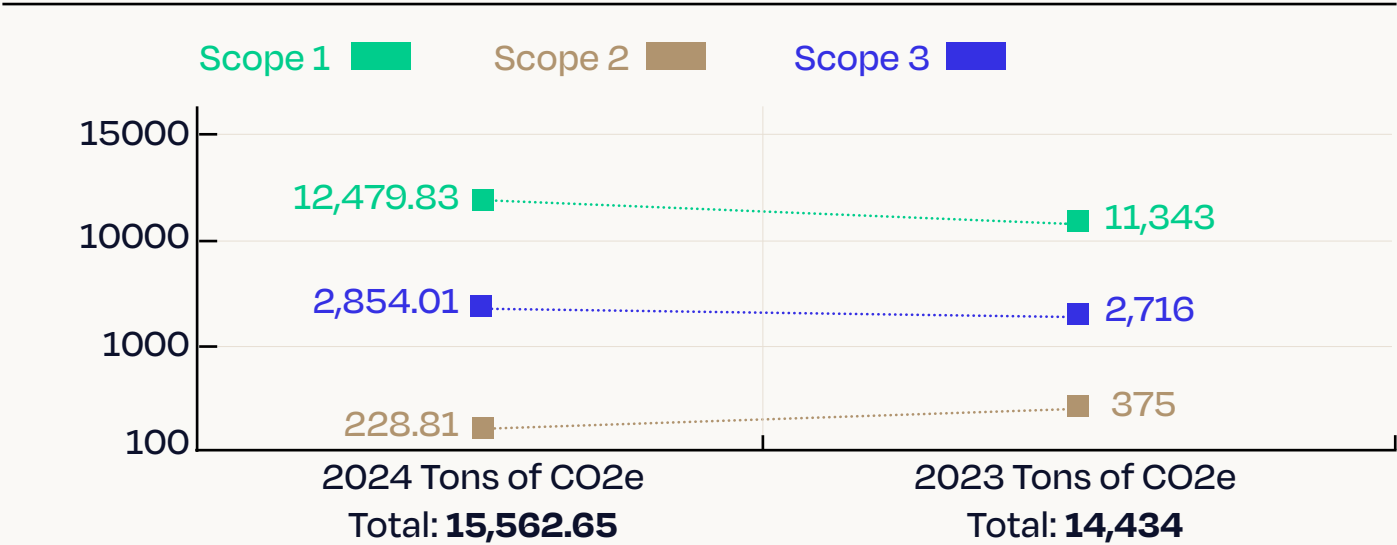
We have begun utilizing Diligent, an application that calculates carbon emissions based on energy use. The software, implemented in 2021, tracks GHG emissions through custom dashboards and categorizes data into Scope 1, 2, and 3 emissions.

Energy consumption data is validated against invoices and previous records before being confirmed.

Emissions reduction initiatives across Alliad:

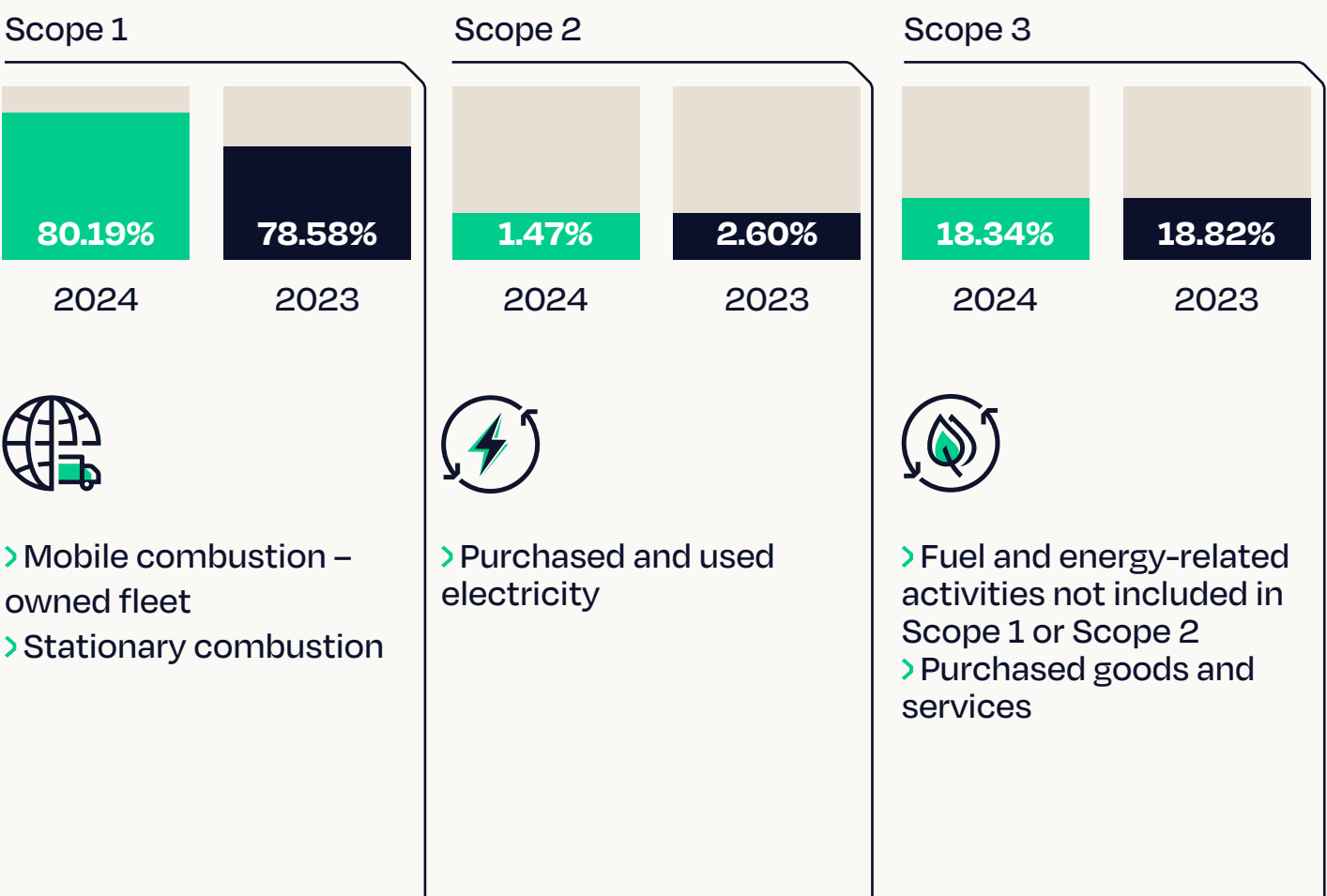
- > **Cote d'Ivoire** – Internal awareness campaigns promoting reduced water and power use
- > **Democratic Republic of Congo** – Solar Photovoltaic (PV) systems installed in warehouses, reducing reliance on diesel generators
- > **Global** – Quarterly reporting across our operations enables country-level tracking to help optimize office and site-level energy consumption

GHG Emissions



Change in CO₂e

	Tons	Percentage
Scope 1	+1,136.83	+10.02
Scope 2	-146.19	-38.98
Scope 3	+138.01	+5.08
Total	+ 1,128.65	+7.82



100%
of headcount covered
by CO₂ reporting

Circular Economy and Waste Management

Circular Economy

With a view to decreasing and eventually eliminating waste while incorporating the principles of the circular economy, at Alliad we have developed a five-year plan which focuses on achieving waste reduction across four key areas:



Production or Acquisition

Improving the design, manufacturing and sourcing of products and services, to reduce their environmental impact and increase material durability, reparability and recyclability.



Promoting Responsible Consumption

Enhancing awareness and behavioral change of consumers, encouraging waste reduction, and increasing reuse, repair and recycling practices.



Waste Management

Improving the collection, sorting and treatment of waste, minimizing its environmental and health impacts.



From Waste to Resources

Enhancing the recovery, transformation and utilization of secondary raw materials, to create new value chains and markets while reducing dependency on primary resources.

Circular Economy Initiatives

At Alliad, we make every effort to integrate circular economy principles across our operations, helping contribute to waste reduction and responsible sourcing efforts.

Towards that goal, we have established an **Environmental, Social and Governance (ESG) Committee** which has been instrumental in incorporating sustainability across our business operations including adhering the ISO 14001:2015 Life Cycle Perspective and ensuring green procurement and responsible waste disposal practices.



➤ Our Democratic Republic of Congo site has partnered with regional and local suppliers for vegetable sourcing. Reusable packaging is used in catering services, and food waste is minimized through portion control.

➤ Introducing FIFO (First In, First Out) and FEFO (First Expired, First Out) practices* and composting together at Buliisa camp in Uganda demonstrates strong alignment with sustainability and best practices, particularly around waste minimization, food safety and circular resource use.

➤ Our Sewage Treatment Plant management enhances water reuse while supplier training and waste management partnerships support eco-friendly procurement and recycling efforts.

Waste Management

At Alliad, we continue to make steady progress towards reducing waste across our divisions and services:

> **In Engineering and Construction**, full responsibility for waste removal allows greater control over waste reduction strategies

> **In Supply and Logistics**, growing client concerns have driven efforts to minimize waste generation

> **In Facilities Management**, waste disposal is often handled by third parties or clients, limiting direct impact, although there is increasing demand for eco-friendly consumables

Despite differences in practices and challenges, we remain committed to integrating sustainable waste practices across all operations, aligning with client expectations and industry best practices.

Some of the initiatives we implemented at the country level, in 2024:

Kenya

Maintenance and refurbishment practices are applied to extend products' lifecycles and reduce waste, particularly for equipment such as trucks.

Waste materials – including used oil, scrap metals, warehouse waste, wrapping and packaging materials, and wooden pallets – are systematically collected and recycled, supporting a circular approach to resource management.

- > **100% recycled:** scrap metal, used oil and used batteries
- > **60% recycled** warehouse waste

Hazardous Waste

- > Used oil: **4,600 liters**
- > Batteries: **42 pcs**

Non-Hazardous Waste

- > Scrap metal: **8,910 kg**
- > Wood: **254 kg**
- > Plastic: **173 kg**
- > Paper: **440 kg**

Uganda

Reduced material waste through recycling initiatives and efficient resource allocation:

- > FIFO and FEFO implemented in procurement and meal portioning
- > Compost from food waste is used in tree nurseries and camp flower beds

Non-Hazardous Waste

- > Food waste: **53,952.2 kg**
- > Paper: **4,340.30 kg**
- > Polythene: **4,379.9 kg**
- > Plastic: **1,033.8 kg**
- > Metal: **600.7 kg**
- > Water bottle: **4,601.6 kg**
- > Aluminum foil: **484.4 kg**
- > Glasses: **788.6 kg**
- > Compost: **1,839 kg**

UAE

- > Alliad UAE partnered with the Emirates Environmental Group (EEG) to participate in their Green Call Project, which aims to build an environmentally conscious society by recycling mobile phones.
- > In 2024, we managed to collect 23 old cell phones from the head office and handed them over to EEG for recycling.

Cote d'Ivoire

- > **100%** collection and treatment of hazardous and non-hazardous waste across all projects, in compliance with national and lender environmental requirements.
- > Dedicated waste storage and segregation areas established on all sites, enabling sorting by type and potential reuse:

- **2,585 liters** of used oil recycled
- **3,945 liters** of used oil collected

> At the Bouaké school project, post-construction wood waste was donated to the local community as firewood.

> In 2024, we conducted environmental and social impact studies for one hospital and the school project, resulting in approved environmental permits.

Democratic Republic of Congo

- > **51%** saving on food wastage compared to 2023

Waste Management 2024*

Hazardous waste	Volume (kg)
Total hazardous waste diverted from disposal	171,049,556
Total hazardous waste NOT diverted from disposal	1,445
Total volume of hazardous waste	171,051,001
Non-hazardous waste	
Total non-hazardous waste diverted from disposal	855,587
Total volume of non-hazardous waste	855,587
Total volume of waste	171,906,588

* Includes data from our Cote d'Ivoire, Kenya and Uganda operations

Alliad Marks Earth Day for 2024

To commemorate Earth Day 2024, Alliad launched a company-wide campaign focused on reducing plastic waste aligned with the global theme "Planet vs. Plastics." Starting from March 26, employees across our offices collected plastic waste from both home and work, contributing to the initiative on a weekly basis.

All collected plastics were handed over to Alliad's Employee Council which coordinated the effort and ensured the materials were delivered to the Emirates Environmental Group (EEG) – a UAE-based NGO with accredited status from UNCCD and UNEP – for proper recycling.

This initiative reinforced our commitment to environmental responsibility and fostered greater awareness among employees about the impact of plastic waste.



Food Supply and Waste Management

At Alliad, we manage over 20 million kgs of food materials from 59 countries and 76 load ports, leveraging advanced technologies for efficient resource use and waste reduction. Our approach to effective food management includes prioritizing demand planning, ethical and local sourcing, supplier compliance, packaging, shipping, inspections and lab testing.

We continue to enhance inventory management through a Warehouse Management System with radio frequency capabilities, enabling cycle counts, disposal management, nonconformity handling and streamlined workflows to ensure operational efficiency.

In Uganda:

- > All biodegradable organic food waste is directed to the Masindi compost plant
- > "Stocking just enough" has been an initiative to minimize waste and this has helped eliminate expiration of items through FIFO and FEFO.
- > Sustainable sourcing and eco-friendly procurement has been recommended to the procurement and stores team.
- > The workforce has been engaged on different topics with regards to minimizing waste, and the suppliers have been planned and implemented accordingly. Food waste reduction techniques are actively practiced through managing portions during servings.
- > Reusable packaging has been introduced in catering services including water Jubo bottles, liquid soap containers and yoghurt jerricans.

Water Management

Water management is critical to our operations, particularly in remote areas where access to fresh water is increasingly difficult due to local infrastructural limitations and climate change. With rising water consumption from new projects, we recognize the need for efficient water usage strategies to sustain our operations responsibly.

At the same time, we need to acknowledge the challenges, including for example the increasing growth of population camps in certain locations. During this reporting period, we implemented key measures to improve water management and reduce consumption across our areas of operation, including:

Democratic Republic of Congo

Awareness-raising campaign regarding water management through staff training and system monitoring:

- › Employees were trained to detect leaks and optimize usage, supported by posters in kitchens and toilets and Toolbox Talks.
- › Warehouses use borehole water, reducing municipal demand.
- › Low-flow showerheads were installed.
- › Water systems are regularly checked via pressure gauges and automatic cut-off switches to identify leaks or faults quickly.

Somalia

- › Awareness campaigns promoting simple yet effective behavioral changes such as turning off taps while brushing teeth and ensuring taps are closed after use.
- › Efforts to optimize resource use including by operating dishwashers and washing machines only with full loads.
- › Technical measures, including the installation of low-flow showerheads to reduce consumption.
- › Routine inspections to identify and promptly repair leaks in taps, pipes and toilets – collectively minimizing water waste across facilities.

Kenya

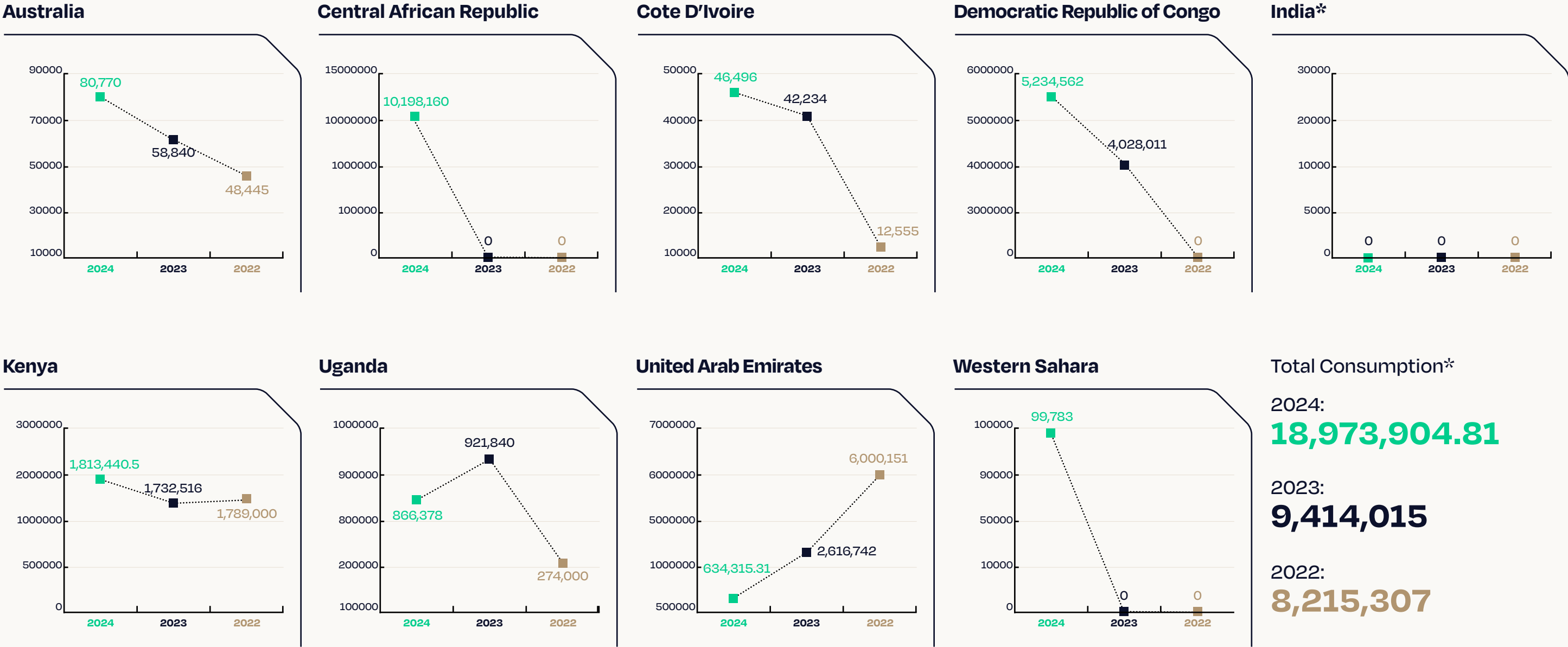
Various measures to promote more efficient water management such as recycling: water at the warehouse is cleaned and reused instead of being wasted and then is used to water plants and gardens.

Uganda

- › Over the past two years, wastewater from the Tilenga CCA Camp has been transported 120 km to the National Water and Sewerage Corporation in Masindi.
- › In 2024, the on-site Sewage Treatment Plant was commissioned, eliminating the need for 20 cesspool trucks making two daily trips.
- › Reject water from reverse osmosis systems is now repurposed for dust suppression and mobile toilet flushing.
- › In Buliisa, water abstraction is recorded daily and monitored monthly, in line with the National Environment Management Authority (NEMA) regulations. Across all facilities, low-flow fixtures – including faucets, showerheads, push taps and 3L toilets – have been installed, cutting water usage by up to 40%.
- › Leak detection is enhanced through QR code-based reporting, supported by regular plumbing inspections and targeted maintenance.

Water Consumption (liters*)

2024 2023 2022



* Data for India is not available as we moved into a new office in late 2024
* Our total water consumption for 2024 excludes our operations in Lebanon and Abu Dhabi which are now closed.

What's Next

Moving forward, we intend to amplify our environmental actions with the aim of reducing our operational environmental footprint while utilizing all available technologies to help decrease our emissions and energy costs in line with our commitment to protecting the local communities where we operate.

In more detail, across our areas of operation, we plan to:

Expand the use of renewables and energy-efficient technologies across our operations		Strengthen eco-friendly purchasing policies	
	Improve water management by water sampling and monitoring, and by installing water-efficient fixtures and flow meters to detect leakages		Promote hybrid working models for head office staff whenever deemed necessary to reduce our environmental footprint
Focus on sustainability training for employees		Continue to engage our employees in global environmental awareness days	
	Undertake a group-wide GHG inventory as a first step to developing a carbon reduction roadmap and continue to pursue carbon reduction across our operations		Continue to enhance waste management and disposal practices

About this Report

Our 2024 Sustainability Report is the second report issued by Alliad.

It provides an overview of the ESG performance of the organization and presents our vision for the future, outlining our formal approach and the frameworks we use to identify and manage the most important ESG impacts as identified by Alliad and its stakeholders.

Reporting Period

The report covers the calendar year from January 1 to December 31, 2024. Information from previous years is provided where relevant.

Report Scope and Boundary

The report covers the sustainability approach, activities, performance and achievements of our business operations in Australia, Central African Republic, Côte d'Ivoire, the Democratic Republic of Congo, India, Kenya, Uganda, the United Arab Emirates (UAE) and Western Sahara. In November, the Abu Dhabi entity exited the Alliad Group and the data and information included in the report is adjusted to reflect the change. The report does not include the activities or performance of our parent company, suppliers, contractors or partners, unless otherwise stated. Financial data is expressed in USD.

Reporting Frameworks and Guidelines

The report has been prepared with reference to GRI standards, and in accordance with the AA1000AP (2018) Standards. Its content follows the eight GRI principles and the four principles of the AA1000AP (2018). For the development of the report, we have taken into consideration international frameworks, sustainability standards and local visions, including the UN SDGs, the UNGC and the United Arab Emirates 2031 Vision "We the UAE 2031".

Report Content

The content of the report covers the areas we consider vital to our business and stakeholders. The purpose of the report is to present the approach, actions, progress and goals of Alliad in the implementation of its sustainability strategy. We work tirelessly to manage ESG goals while ensuring the provision of quality services for all our clients. The report content has been reviewed and approved by the CEO, our ESG committees and relevant internal departments.

Assurance

We did not commission independent assurance of our Sustainability Report for this reporting cycle; its content is accurate and correct to the best of our knowledge. We apply the reporting principles of accuracy, balance, clarity, comparability, completeness, sustainability context, timeliness and verifiability to ensure the quality and accurate representation of the information disclosed in the report in line with our policies, procedures, risk management approach and strategy.

External Support

The report has been prepared with the support of the [Sustainability Knowledge Group](#).



Contribution

We extend our sincere appreciation to all Alliad colleagues for their unwavering dedication and invaluable contributions to the development of our second Sustainability Report. Your commitment has been crucial to advancing our sustainability initiatives and ensuring the comprehensive and successful presentation of our sustainability efforts.

Thank you to all our colleagues across Alliad global operations for their support in releasing our 2024 Sustainability Report.

- | | | |
|---------------------|------------------------|-----------------------|
| > Vikki Aitken | > Saji Varghese | > Stephen Wanyama |
| > Adam Lalani | > Ajeethan Kizhussery | > Mohammed Arshad Ali |
| > Biju Raman | > Leigh Beck | > Mounir Ziani |
| > Charles Betterman | > Venu Gopal | > Tony Makhlouf |
| > Ricky Dela Cruz | > Angelo Guimbatan | > Amendra Singhvi |
| > Caris Dinardo | > David Mclean | |
| > Liju Achenkunju | > Eva Asalirwa | |
| > Joyce Mwangi | > Aggrey Ashaba | |
| > Esther Mburu | > Muhammad Talha Javed | |
| > Abier Alsaadi | > Salome Alston Ferrao | |
| > Maria Carabuena | > Roy Kaka | |
| > Prabhudatta Panda | > Amrit Phul | |
| > Genevieve Gotla | > Kaycelie Malapitan | |
| > Joyce Dela Fuente | > Rahul Vadduri | |



Feedback
Your feedback is important to us. We welcome feedback on our report and encourage you to get in touch if you have any recommendations, comments or queries regarding the information presented here.

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GRI Content Index

Statement of use	Alliad has reported the information cited in this GRI content index for the period January 1st 2024 to December 31st 2024 with reference to the GRI Standards (GRI 1: Foundation 2021)	
GRI 1 used	GRI 1: Foundation 2021	
Gri Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organizational details	6, 90
	2-2 Entities included in the organization's sustainability reporting	6, 90
	2-3 Reporting period, frequency and contact point	90
	Publication date: August 2025	
	2-4 Restatements of information	60-64
	2-5 External assurance	90
	2-6 Activities, value chain and other business relationships	3-12, 45, 52
	2-7 Employees	51
	2-9 Governance structure and composition	30-32, 38
	2-10 Nomination and selection of the highest governance body	30
	2-11 Chair of the highest governance body	30
	2-12 Role of the highest governance body in overseeing the management of impacts	31, 32
	2-13 Delegation of responsibility for managing impacts	32
	2-14 Role of the highest governance body in sustainability reporting	31
	2-15 Conflicts of interest	42
	2-16 Communication of critical concerns	42
	2-17 Collective knowledge of the highest governance body	17
	2-22 Statement on sustainable development strategy	2
	2-23 Policy commitments	14, 18, 33, 34, 39-41, 43, 50, 57
	2-24 Embedding policy commitments	1, 2, 18, 26, 27, 29, 34, 36, 39-41, 43, 49, 57, 61, 65, 77
	2-26 Mechanisms for seeking advice and raising concerns	39
	2-27 Compliance with laws and regulations	29
	2-28 Membership associations	41
	2-29 Approach to stakeholder engagement	19, 20, 67, 68
	2-29 Approach to stakeholder engagement	

Statement of use	Alliad has reported the information cited in this GRI content index for the period January 1st 2024 to December 31st 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
Gri Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	21-23
	3-2 List of material topics	23
	3-3 Management of material topics	1, 8, 20, 24-29, 33-36, 39-41, 43-45, 47, 49, 50, 52, 53, 57, 60, 66, 70, 75, 77, 78, 81, 83, 84, 87, 89
GRI 101: Biodiversity 2024	101-2 Management of biodiversity impacts	25
GRI 201: Economic Performance 2016	201-2 Financial implications and other risks and opportunities due to climate change	77
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	46
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	44, 47
	205-2 Communication and training about anti-corruption policies and procedures	29, 39, 40, 44
	205-3 Confirmed incidents of corruption and actions taken	40
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	40
GRI 302: Energy 2016	302-1 Energy consumption within the organization	79-81
	302-3 Energy intensity	82
	302-4 Reduction of energy consumption	78, 81
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	87
	303-3 Water withdrawal	88
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	83
	305-2 Energy indirect (Scope 2) GHG emissions	83
	305-3 Other indirect (Scope 3) GHG emissions	83
	305-5 Reduction of GHG emissions	83

Statement of use	Alliad has reported the information cited in this GRI content index for the period January 1st 2024 to December 31st 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
Gri Standard	Disclosure	Location
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	84-86
	306-2 Management of significant waste-related impacts	84-86
	306-3 Waste generated	85, 86
	306-4 Waste diverted from disposal	86
	306-5 Waste directed to disposal	86
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	52
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	52
	401-3 Parental leave	52
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	53-56
	403-2 Hazard identification, risk assessment, and incident investigation	53-56
	403-3 Occupational health services	53-56
	403-4 Worker participation, consultation, and communication on occupational health and safety	53-56
	403-5 Worker training on occupational health and safety	53-56, 60
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	53-56
	403-8 Workers covered by an occupational health and safety management system	53-56
	403-9 Work-related injuries	54
	403-9 Work-related injuries	
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	63
	404-2 Programs for upgrading employee skills and transition assistance programs	61, 62, 65
	404-3 Percentage of employees receiving regular performance and career development reviews	51
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	30, 32, 52
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	39

Statement of use	Alliad has reported the information cited in this GRI content index for the period January 1st 2024 to December 31st 2024 with reference to the GRI Standards.	
GRI 1 used	GRI 1: Foundation 2021	
Gri Standard	Disclosure	Location
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	50, 58, 59, 70-75
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	44, 45
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	43

UN Global Compact Index

As a signatory to the UNGC’s Ten Principles since 2010, Alliad is publishing this index for the first time to demonstrate the progress we have made over the reporting period with respect to upholding the ten principles covering the themes of human and labor rights, anti-corruption and the environment.



United Nations
Global Compact

UNGC Principle	Sustainability Report Reference
PRINCIPLE 1 Businesses should support and respect the protection of internationally proclaimed human rights.	For more information on this topic please see pages 43-46 of this report.
PRINCIPLE 2 Businesses should make sure that they are not complicit in human rights abuses.	For more information on this topic please see page 45 of this report.
PRINCIPLE 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	For more information on this topic please see page 41 of this report.
PRINCIPLE 4 Businesses should uphold the elimination of all forms of forced and compulsory labor.	For more information on our commitment to human rights and fair labor please see pages 41 and 45 of this report.
PRINCIPLE 5 Businesses should uphold the effective abolition of child labor.	For more information on this topic please see page 41 of this report.
PRINCIPLE 6 Businesses should uphold the elimination of discrimination in respect of employment and occupation.	For more information on this topic please see page 57 of this report.
PRINCIPLE 7 Businesses should support a precautionary approach to environmental challenges.	For more information on this topic please see pages 76 and 77 of this report.
PRINCIPLE 8 Businesses should undertake initiatives to promote greater environmental responsibility.	For more information on this topic please see pages 76-89 of this report.
PRINCIPLE 9 Businesses should encourage the development and diffusion of environmentally friendly technologies.	For more information on this topic please see page 78 of this report.
PRINCIPLE 10 Businesses should work against corruption in all forms, including extortion and bribery.	For more information on this topic please see page 39 of this report.



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