ALLIAD

Empower
with enterprise

Alliad Sustainability Report 2025

Contents

1 CEO Message 3

2 2025 Sustainability Highlights 4

3 Alliad At A Glance 5

Who We Are 7
Operating In Diverse Geographies 7
Part Of Agility Global 7
What We Do 9
Conferences And Events 15
Awards And External Recognition 18

4 Our Approach To Sustainability 19

Stakeholder Engagement 21
Our Approach To Materiality 22
Alignment With Global UN Initiatives 30
Looking Ahead 32

5 Our Approach to Governance And Responsible Business Practices 33

Business Performance And Responsible Conduct 35
Value Chain Stability And Resilience 42
Economic Performance 46
Stakeholder Commitment 46
Technology And Innovation At Alliad 48
Looking Ahead 50

6 Our Approach To People And The Community 51

Own Workforce And Workers In The Value Chain 53
Human Rights And Working Conditions 54
Occupational Health And Safety 54
Community Engagement 68
Looking Ahead 75

7 Our Approach To The Environment 76

Climate Change 78
Energy Management 80
Our Approach To Biodiversity 86
Sustainable Resource Management 86
Looking Ahead 92

8 About The Report 93

9 ESG Metrics 94

10 GRI Content Index 105

11 United Nations Global Compact Index 110

12 Appendix 111

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad At A Glance
4 Our Approach To Sustainability
5 Our Approach To Governance And Responsible Business Practices
6 Our Approach To People And The Community
7 Our Approach To The Environment
8 About The Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

CEO Message

At Alliad, we operate in environments where resilience, adaptability and responsible leadership are necessities. As our business continues to grow across diverse markets and sectors, sustainability remains a fundamental part of how we create value, manage risk and support the people and communities connected to our operations.

In our 2025 Sustainability Report, we continued to develop our sustainability approach. Through our second Group-wide Double Materiality Assessment, we engaged employees, customers, suppliers, community representatives and other stakeholders across our value chain to better understand the environmental, social and governance topics most relevant to our business and stakeholder ecosystem. This process provided valuable insight into the impacts we create, the challenges we face and the opportunities ahead, helping us refine our priorities and further integrate sustainability into strategic decision-making.

Across the organization, in 2025, we strengthened the systems and governance structures that support responsible business practices. We launched our first Whistleblowing Policy and Sustainable Procurement Policy, completed our first EcoVadis assessment, expanded ESG oversight through our three ESG committees and introduced a centralized ESG data management platform to enhance the quality, consistency and transparency of our reporting.

Our people remain central to the success of our business. During the year, our employees continued to contribute to our operations, supported by extensive investment in training, health and safety, and professional development. We delivered over **102,000** hours of health, safety and environmental training, advanced our efforts towards diversity, equity and inclusion (DEI), and continued creating opportunities for local employment and workforce development across the regions where we operate.

We also strengthened our engagement with communities and suppliers, recognizing that sustainable development requires collaboration and shared value creation. Through our community initiatives, responsible sourcing practices and stakeholder engagement activities, we aim to create positive and lasting impact through increased engagement with our communities and suppliers while strengthening the resilience of our value chain.

Environmental stewardship remains an important focus area that requires continued monitoring across our diverse geographies. In 2025, all operations reported their carbon footprint, renewable energy accounted for **11%** of our electricity consumption, **191** tons of waste were diverted from landfill, and more than **1,200** trees were planted across our operating locations. While these achievements are encouraging, they also reinforce the importance of maintaining momentum as expectations continue to evolve.

The progress outlined in this report reflects the commitment of our employees, the trust of our clients and partners, and the support of the communities where we operate. Sustainability is not a standalone program at Alliad- it is increasingly embedded in how we are governed, how we conduct our business and how we continue to grow.

As we look ahead, our focus remains clear: strengthening accountability, improving performance and delivering meaningful outcomes that support long-term business success while creating value for society and the environment.

Rashad Sinokrot
Global Chief Executive Officer

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad At A Glance
4 Our Approach To Sustainability
5 Our Approach To Governance And Responsible Business Practices
6 Our Approach To People And The Community
7 Our Approach To The Environment
8 About The Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

2025 Sustainability Highlights

Our Approach to Governance and Responsible Business Practices

Publication of our **third Sustainability Report**

1st EcoVadis submission

2nd Group-wide Materiality Assessment

22 Years of Operation

4 Main service lines

Started operations in Papua New Guinea and began reporting on sustainability within first 12 months

Our Approach to People and the Community

24.6% Females in managerial positions

1,509 Total Employees as of 31st December 2025

66 Nationalities

USD $49,172 invested into community initiatives in 2025

2,044 People impacted through corporate donations

4,793,242 Man hours recorded

164,514 Total hours of training delivered to our people

43 ISO certifications across our operations

Our Approach to the Environment

11% Of electricity consumption from renewable energy

600+ Employees completed sustainability-related trainings

191 tons of waste diverted from landfill

1,285 trees planted

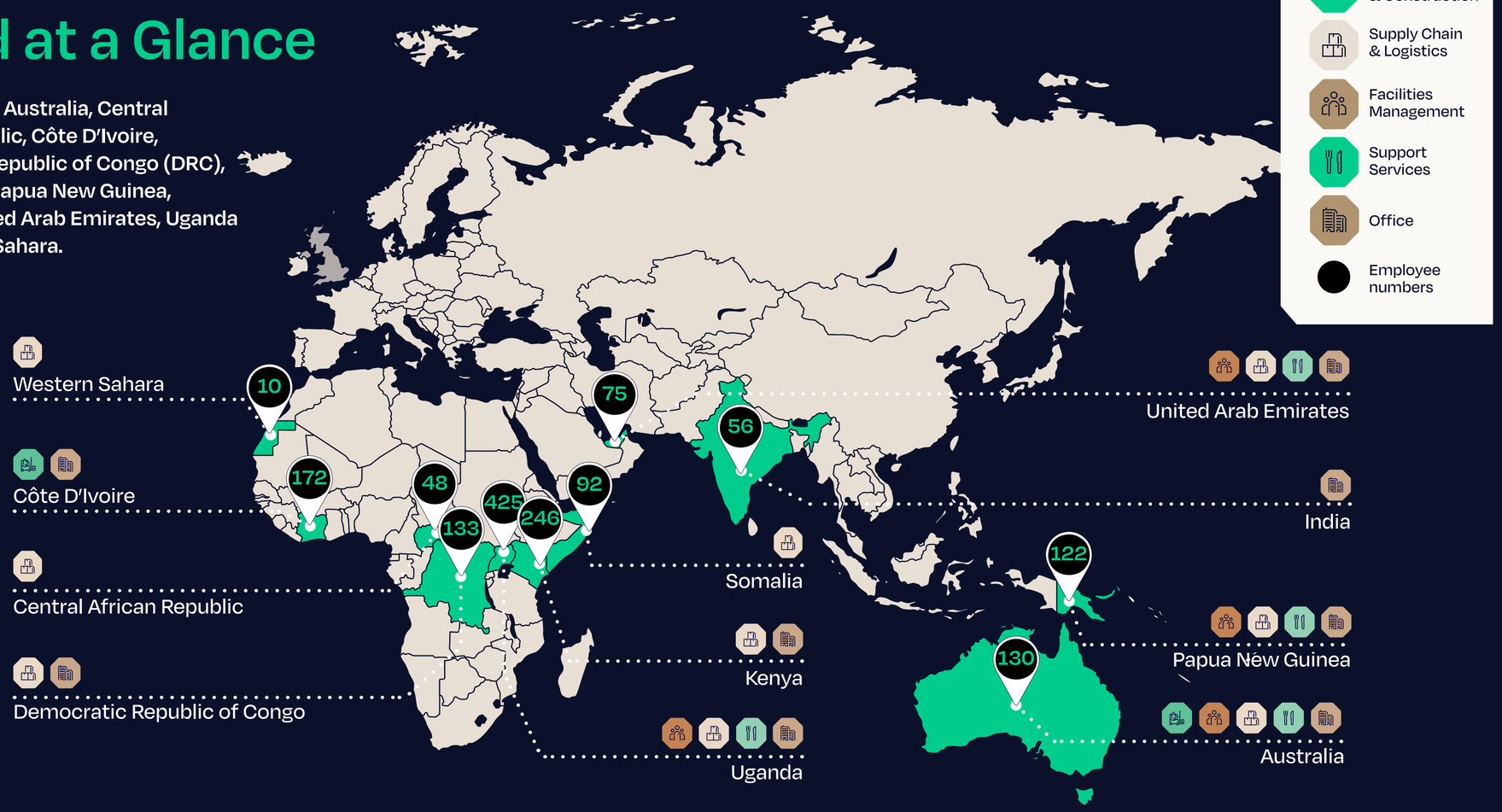
100% of operations reporting on carbon footprint reporting

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad At A Glance
4 Our Approach To Sustainability
5 Our Approach To Governance And Responsible Business Practices
6 Our Approach To People And The Community
7 Our Approach To The Environment
8 About The Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Alliad at a Glance

Operations in: Australia, Central African Republic, Côte D'Ivoire, Democratic Republic of Congo (DRC), India, Kenya, Papua New Guinea, Somalia, United Arab Emirates, Uganda and Western Sahara.



1,509
Total Employees In 2025

11%
Of energy consumed from renewable source

100%
Operations Reporting On GHG Emissions

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 **Alliad At A Glance**
4 Our Approach To Sustainability
5 Our Approach To Governance And Responsible Business Practices
6 Our Approach To People And The Community
7 Our Approach To The Environment
8 About The Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

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 values:

Integrity, Delivery, Engagement, Agility, and Safety. These values are not a finish line. They are the principles we use to guide everyday choices, how we treat people, how we work with clients and partners, and how we respond when things don't go as planned.

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

Who we are

Established in 2003, Alliad is an integrated business services provider, offering services across engineering and construction, logistics, facilities management and support services, helping our clients to plan, build and support complex operations where people live and work, often in environments that are remote, fast-moving or hard to access.

Formerly known as GCC Services, Alliad has evolved from a food services provider into an international leader with extensive global capacities.

Over the past twenty years, our teams have worked in close partnership with companies, governments and aid organizations to ensure that workplaces are safe, deliveries are reliable and all facilities are well-run at the local level.

Committed to innovation, adaptability and sustainability, we operate with a strong focus on emerging markets, particularly in Africa, upholding global standards of excellence for clients, employees and communities. Combining international expertise with local knowledge, we are able to understand on-the-ground realities, consider local cultures, and deliver solutions tailored to specific contexts.

Operating in diverse geographies

Headquartered in the UAE, our activities extend to Africa, Papua New Guinea and Australia. Varying local conditions, including logistical, regulatory and community needs, influence our operations.

We apply consistent principles of safety, integrity and responsibility and are committed to continuously adapting our approach so we can effectively manage risks and support our people across all locations.

Part of Agility Global

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

Being part of Agility connects us to a broader group with deep commercial expertise, while aligning on shared values and benefiting from guidance on sustainability best practices and program support.

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

Alliad's Sustainability Timeline

2010

Became a signatory to the UN Global Compact

2011

ISO 14001 Certification obtained for our UAE Head Office

2018

Published our first Environment Policy

2022

Conducted a Group-wide Sustainability Training

2023

- Completed first Global Materiality Assessment
- Published our first Baseline Sustainability Report
- Established Alliad's first Sustainability Committee

2024

- Became a signatory to the Women's Empowerment Principles (WEP)
- Formal sustainability strategy session held with Alliad's senior leaders Revamped our ESG Committees

2025

- Conducted a second Double Materiality Assessment
- Published our second Sustainability Report
- Launched first mandatory sustainability training
- UNGC membership extended to UAE and Kenya charters
- Participation in the judging panel for the UAE Gulf Sustainability Awards
- First EcoVadis submission. Awarded a 'Committed' Badge

2026

- First ESG software adopted across the business to streamline ESG data disclosure and reporting
- Alliad's first GHG Inventory commissioned

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

What we do

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

During 2025, 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 Services

Engineering and Construction

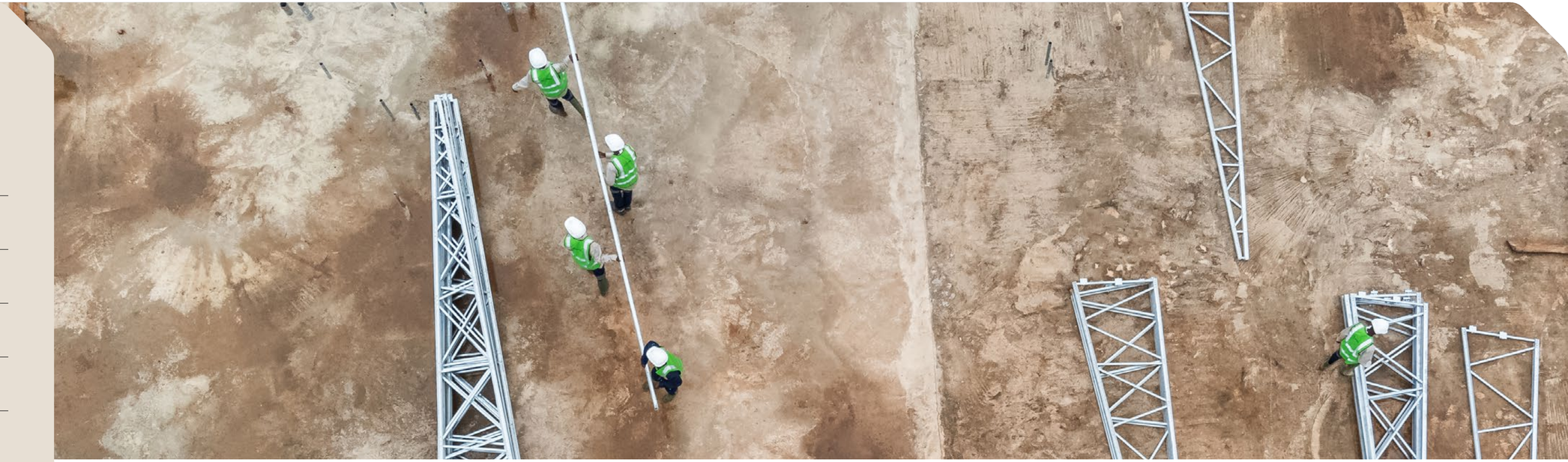
Supply Chain and Logistics

Facilities Management

Support Services

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition



Engineering and Construction

Alliad delivers customized engineering, design and construction solutions by mobilizing top global talent. We deploy licensed, internationally experienced architects and engineers with a strong track record in fast-track, turnkey projects across diverse geographies.

Our services span planning and design, procurement, construction, renovation, site management and equipment supply. We build functional, cost-effective spaces and critical infrastructure that support local communities and operations, particularly in emerging and challenging environments. Our approach includes consideration for local conditions, material availability and proven industry practices to ensure long-term viability and project success.

Service Capabilities

- Logistics Parks and Warehouses
- Hospitals and Schools
- Turnkey Accommodation

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

Supply Chain and Logistics

At Alliad, we support the movement, storage and delivery of goods in complex environments where disruptions are often common and can result in serious impacts.

Through strong global and local supplier networks, disciplined processes and effective coordination, we ensure timely and reliable delivery of essential items. From aid distribution to supplying food and equipment in remote or high-risk settings, our integrated logistics solutions help maintain continuity for clients and keep operations running smoothly.

Service Capabilities

- **Sourcing and Procurement of food or non-food items**
- **Inventories and Materials Management**
- **Warehousing and Distribution**
- **Freight Services (ocean, air and road)**
- **Custom Support to help goods move smoothly and in compliance to regulations**

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

Facilities Management

At Alliad, we deliver integrated facilities management services to maintain safe, clean and functional environments.

Given our experience in running facilities in remote areas, our full range of hard and soft services, ranging from comprehensive asset management to remote camp communications, catering and landscaping, ensure both needs are met. We ensure seamless operations by preventing disruptions and responding quickly to maintenance, hygiene and supply needs, with a focus on safety and well-being. Our farm-to-fork approach ensures that all food sourced meets the highest standards of safety and quality, supporting healthy and resilient living conditions.

Service Capabilities

- Janitorial and Cleaning services
- Operations and Maintenance
- Sanitation and Pest Control
- Waste Management

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

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 that we can anticipate needs before they arise such as providing Wi-Fi in remote environments, daily clean laundry without a nearby vendor, even solving visa problems and airport services, however remote it is. In parallel, we abide by a farm-to-fork strategy, ensuring that the food we source, supply, or serve is safe for human consumption and meets high-quality standards.

Service Capabilities

- Catering Services
- Labor Solutions
- Telecommunications
- Laundry Services
- Personalized Airport Services
- Administration and Management
- Visa and Work Permits
- Reliable Passenger Transportation

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

Business Highlights

During 2025, we strengthened our services across the diverse regions where we operate through various critical projects and assignments:

Cote D'Ivoire

- Project engagement included the development of hospitals and schools, alongside a logistics park that supports broader supply and distribution needs within the country.
- In 2025, we finalized the first phase of the hospital project, leading to the signing of Phase 2, set for completion in April 2027.

Kenya

- Delivered logistics for a sugar factory project in Western Kenya, clearing and transporting **350+** containers within six months.
- Initiated logistics support for solar cell and garment factory construction, averaging **200** containers per month.
- Secured a **four-year** contract with a client with potential volumes exceeding **1,000** containers per month.
- Achieved **100%** installation of AI-enabled cameras across fleet operations.
- Established a cold storage facility to support humanitarian mission operations in the DRC.

Uganda

Expansion of camp management:

Buliisa Camp:

- Major contract extension to January 2027. Scope will include camp management, catering, hospitality and life support services.

Tilenga Camp:

- Tilenga operations expanded to **12,000** meals/day onsite and 3,000 meals/day offsite
- **8,887** training hours delivered
- **153** local suppliers and farmers supported
- USD **$2.1 million** spent on community supply chain procurement

Australia

Signed three projects that enhance our regional presence, namely:

- Partnering with a client on one of the largest energy infrastructure initiatives in Australia. This will include the delivery of **225 km** of dual circuit transmission lines and the upgrade of an existing power station.
- The Goulburn River solar farm project- will cover the operation and maintenance of buildings on-site. Once operational, it will be generating renewable energy to power **225,000** homes nationally, reducing an estimated **910,000** tons of carbon emissions annually and it is expected to create over **350** construction jobs for the local community.

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

Certifications, Commitments and Strategic Partnerships

We are committed to operating responsibly and embedding sustainability across all areas of our business.

Our approach focuses on reducing environmental impacts, supporting our people and communities and maintaining strong standards of governance and ethics.

We are a signatory to the United Nations Global Compact and align our actions with its Ten Principles on human rights, labor, the environment and anti-corruption.

Our commitment is further strengthened through ISO certified management systems and active partnerships with regional and global organizations that support sustainability, innovation and thought leadership, enabling us to contribute to meaningful progress within the markets and communities we operate in.

Global Commitments

UN Global Compact
Signatory to the UNGC since 2010 and actively uphold the Ten principles of the UNGC.

UN Women's Empowerment Principles (WEP)
Signatory to the Women's Empowerment Principles since 2024

Evolvin Global
Since 2022, Evolvin' Global has partnered with Alliad to support the employability and skills development of African youth entering the international job market.

Certifications

At Alliad:

- We have been operating a comprehensive Safety, Health, Environment and Energy (SHEE) management system since 2011.
- We are certified to the **ISO 14001** standard across two of our locations: the UAE and Uganda
- In 2025, we increased our total ISO certifications from 36 to **43**, adding **7 new certifications** across key regions, signaling an important milestone in our compliance journey.

For more information on the full range of our certifications, see page 111 of the report.

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

Conferences and Events

In 2025, we continued to participate in conferences, summits, and specialized events across our regions where we operate with the view to monitoring industry developments and showcase our expertise.

This involvement reflects our ongoing commitment to staying at the forefront of trends that shape our sector, while strengthening relationships with key stakeholders and enhancing collaboration across our markets.

In 2025, Alliad participated in both speaking and sponsorship engagements and attended the following events:

Mineral Wealth Conference 2025 in Uganda
With a strong focus on innovation and sustainable development in the mineral sector, Alliad's team in Uganda showcased how enterprise solutions can drive real impact across emerging markets in line with our commitment to building partnerships and delivering services that support long-term growth.

Annual Oil and Gas Convention 2025
Alliad participated in the 2025 Annual Oil and Gas Convention organized by the Uganda Chamber of Energy and Minerals, contributing to key discussions on the sector's future. Alliad Uganda's Country Director Aggrey Ashaba, who also chairs the Chamber, played an active role in shaping dialogue across the energy value chain.

The conference helped highlight the growing importance of ESG as a driver of long-term value, Uganda's transition from a 100% importer to a net exporter of LPG thanks to production from the Kingfisher and Tilenga assets which we proudly have project operations on. Finally, with 30% of households led by women, the strategic role of gender inclusion was reiterated in advancing a sustainable and inclusive energy sector.

TXF Export Finance Conference: Vienna
Alliad participated in the TXF Export Finance Conference in Vienna, contributing to discussions on city modernization and infrastructure development across Africa. The dialogue focused on the role of international exporters and Export Credit Agencies (ECAs) in enabling large-scale urban projects. Key themes included the importance of project bankability, alignment with government priorities and sustainability objectives, and the need to integrate renewable energy solutions and community-connected utilities to ensure long-term impact.

Participants also emphasized the critical role of collaboration with ECAs and Development Finance Institutions (DFIs) in de-risking projects and enhancing their viability.

The conference provided a valuable platform to exchange insights with industry stakeholders and reinforce the importance of strategic partnerships and innovative financing structures in delivering transformative infrastructure projects across African markets.

GTR Africa:Trade & Export Finance Conference- UK
Alliad participated in the GTR Africa Conference in London, contributing to a panel discussion on Africa's export credit outlook and evolving financing models for infrastructure investment. Discussions highlighted the continent's infrastructure financing gap with Africa currently investing approximately 3.5% of GDP against an estimated requirement of 7.1%, underscoring the need for innovative solutions.

Key themes included the growing role of hybrid financing structures and the importance of blended finance and risk-sharing mechanisms to mobilize private capital. The session emphasized that Africa's infrastructure development presents a significant opportunity, with success dependent on collaboration between governments, financiers and industry stakeholders.

The conference provided a platform to share insights from Alliad's work in supporting infrastructure delivery and strengthening partnerships across the financing ecosystem.

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

Conferences and Events

Petroleum & Energy Conference-Papua New Guinea 2025
The PNG Petroleum & Energy Conference 2025 (PEC2025) was the premier event connecting Papua New Guinea's resources and supply chain sectors. Held from 8–9 October 2025 in Port Moresby, the conference convened regional leaders, government officials and industry innovators to discuss key developments, opportunities and challenges shaping the country's petroleum and energy landscape.

Partnership with UNGC Kenya
In 2025, we joined the UNGC Kenya Chapter, marking a meaningful step in our sustainability journey and continued alignment of our operations with the UN global principles. As we continue to grow across East Africa, we're committed to driving responsible business practices and creating lasting impact in the communities we serve.

Recognizing Regional Climate Leaders in the UAE-Gulf Sustainability Awards
In 2025, Alliad contributed to the Awards through the appointment of its Sustainability Director to the judging panel, supporting the evaluation of sustainability initiatives led by some of the largest and most advanced organizations in the United Arab Emirates.

This engagement provided direct exposure to how sustainability strategies are developed and implemented across different sectors, highlighting concrete and innovative practices. Participating in this initiative aligns with the company's sustainability strategy by fostering continuous learning, external perspective, and the identification of relevant practices that can inform and strengthen Alliad's own sustainability approach.

JUDGE GSA™25

Driving Innovation through Industry Engagement
As part of our commitment to innovation and digital transformation, we actively participate in leading industry conferences to exchange knowledge and contribute to discussions shaping the future of business and technology. In 2025, our Chief Technology Officer took part in several leading regional conferences and panel discussions.

At the **CXO 50 Awards & Conclave 2025**, he contributed to a panel on how executive leaders must evolve into strategic value creators in the AI era.

At the **23rd Edition Datacenter Summit & Awards**, he joined discussions on optimizing digital infrastructure, data centers, cloud strategies and sustainable technology.

At the **Procurement Innovation on Tour Dubai** he delivered **a keynote speech**, highlighting digital transformation in procurement.

Finally, at the NextGen **Shared Services Conference & Awards**, he focused on AI-driven operating models, cybersecurity and sustainability.

Alliad Sustainability Report 2025

3 Alliad at a glance
Who we are
Operating in diverse geographies
Part of Agility Global
What we do
Conferences and Events
Awards and External Recognition

Awards and External Recognition

At Alliad our collective efforts continue to be recognized by esteemed national and international bodies, reaffirming our commitment to delivering excellence and service quality.

Awards

- The Inclusivity Award in the Contractor Category at the National Content Awards, presented during the 6th Annual National Content Conference in Uganda
- The Best Impact on Procurement Transformation Award at the Middle East ProcureTech Summit and Awards, reflecting progress in modernizing procurement practices and systems.

Vikki Aitken

Vice President of Human Resources (Global)

Received the Gold Award for HR Leader of the Year at the Employee Happiness Awards UAE 2025, recognizing leadership in building engagement, wellbeing and people-focused practices.

Adam Lalani

Chief Technology Officer (Global)

Was named a CXO50 Award winner, acknowledging executive leadership and impact in technology and transformation.

Aggrey Ashaba

Country Director of Alliad Uganda (Uganda)

Was featured in African Peace Magazine, in recognition of his leadership and the community-first approach, reflected in impactful local initiatives and a strong commitment to sustainable, inclusive development.

Our Approach to Sustainability

At Alliad, sustainability is critical to long-term business success, combining ethical practices, compliance and operational discipline to create lasting value. As a group, we view sustainability from a global perspective, aiming to align all geographies under a common sustainability vision. We do recognize that different geographies and sectors will continue to face distinct sustainability challenges which we aim to address at the local level, while strengthening our group's holistic approach.

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

- **Keeping our employees, customers and suppliers safe**
- **Supporting employee and supplier welfare**
- **Selecting the right partners across our supply chains, aligned with sustainability principles**
- **Fostering integrity through robust governance systems and processes**
- **Engaging with local communities connected to our operations**
- **Using innovation and technology to improve how we work**
- **Implementing environmentally sustainable practices in our operations**
- **Contributing to regional dialogue for advancing sustainable business practices**

Alliad Sustainability Report 2025

4 Our Approach to Sustainability
Stakeholder Engagement
Our Approach to Materiality
Alignment with Global UN Initiatives
Looking Ahead

2025 Sustainability Advancements

At Alliad our collective efforts continue to be recognized by esteemed national and international bodies, reaffirming our commitment to delivering excellence and service quality.

Key Advancements 2025

- Second Double Materiality Assessment Exercise completed
- First EcoVadis submission made
- Launched our first Sustainable Procurement Policy
- Launched our first Whistleblowing Policy
- Introduced a new ESG software to centralize all sustainability data across the business and to streamline reporting
- ESG Committees met throughout the year to advance discussions on sustainability governance across the organization
- Launched our first mandatory Sustainability Foundations Module for employees at Alliad
- Updated our Global DEI Policy

"The past year marked a decisive step in the evolution of our sustainability approach. We strengthened core foundations through clearer governance, more active Sustainability Committees, and expanded training across the business. We are now seeing growing engagement beyond the sustainability function, with teams increasingly taking ownership of the agenda. This shift signals that sustainability is becoming more embedded in how we operate and will enable a more consistent and impactful deployment."

Maud Monteau
Business Development & Sustainability Director (Global)

Alliad Sustainability Report 2025

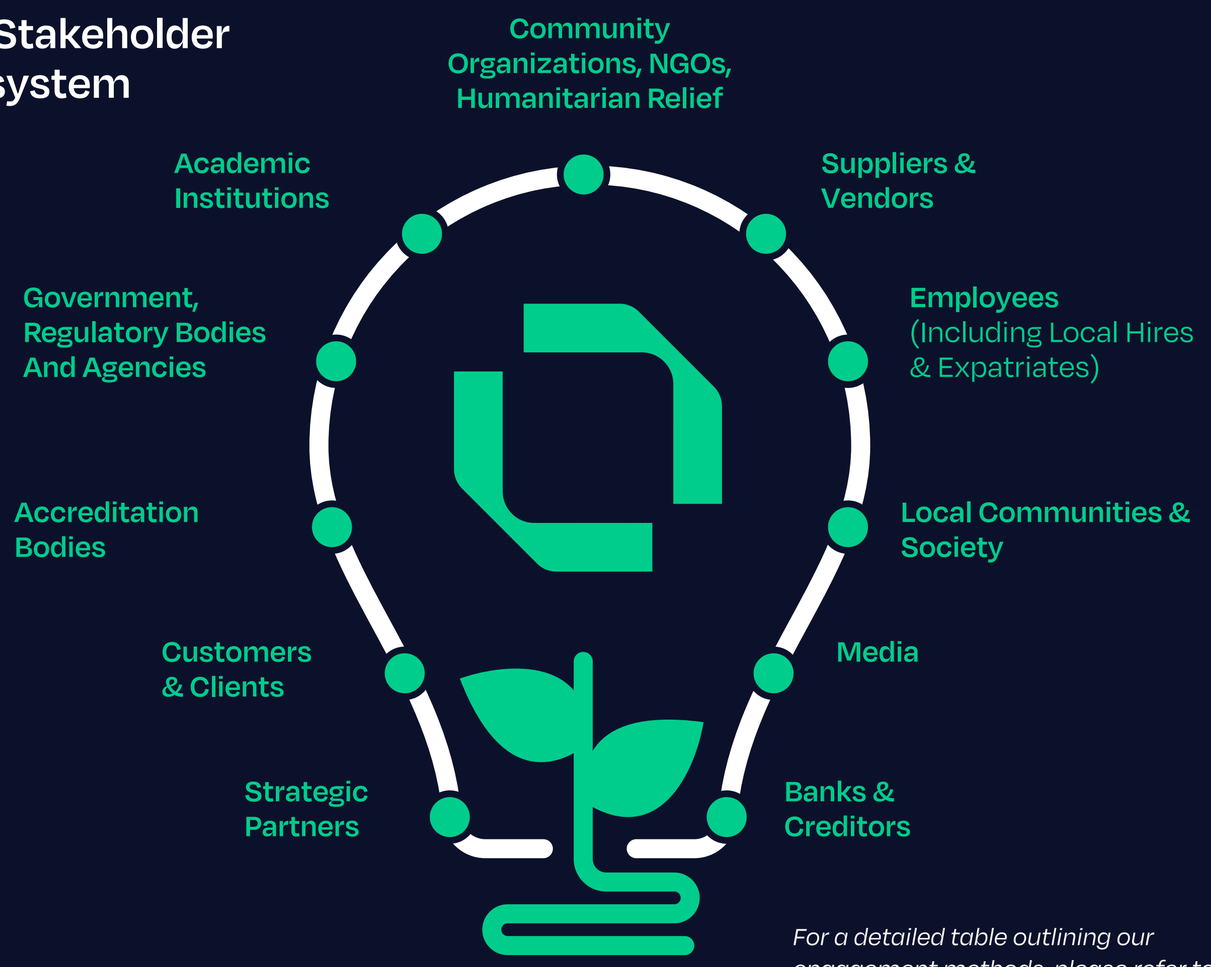
4 Our Approach to Sustainability
Stakeholder Engagement
Our Approach to Materiality
Alignment with Global UN Initiatives
Looking Ahead

Stakeholder Engagement

Operating in complex, high-risk environments, our engagement with stakeholders is integral to our everyday operations and long-term success. It enables alignment with on-the-ground realities, identifies improvement areas and captures expectations from clients, regulators, partners, and communities, particularly on labor, safety and environmental issues. This rich mix of feedback and perspective helps us aim higher and balance different, sometimes competing, expectations. In parallel, stakeholder insights are built into our decision making.

They support the identification and management of risks and opportunities across our operations and supply chains, inform service improvements and contract delivery priorities, and help shape targeted training and awareness initiatives. Stakeholder feedback also influences our sustainability priorities and strengthens how we communicate progress, while being applied within clear operational and strategic objectives.

Our Stakeholder Ecosystem



For a detailed table outlining our engagement methods, please refer to the Appendix of the Sustainability Report.

Alliad Sustainability Report 2025

4 Our Approach to Sustainability

Stakeholder Engagement

Our Approach to Materiality

Alignment with Global UN Initiatives

Looking Ahead

Our Approach to Materiality

To sharpen our understanding of our strategic sustainability priorities we conducted a group-wide Double Materiality Assessment (DMA), evaluating sustainability topics through two perspectives: our impacts on society and the environment ("inside out"), and the financial risks and opportunities that sustainability trends present to our business ("outside in"). This approach allows us to prioritize the most relevant issues, enabling transparent reporting and targeted allocation of resources to topics that matter most to our business.

The assessment builds on our previous materiality assessment with the aim to further strengthen alignment with our corporate strategy, enhance stakeholder engagement and reflect the evolving maturity of our sustainability approach. The methodology followed a structured four-stage process, aligned with leading international standards and frameworks, including ESRS, theGlobal Reporting Initiative (GRI), IFRS, Sustainability Accounting Standards Board (SASB), AA1000 and the UN Sustainable Development Goals (SDGs).

It included a number of methodological tools and quantitative and qualitative inputs derived from value chain mapping, stakeholder surveys, focus groups and one-to-one interviews with internal and external stakeholders across Alliad's diverse regions. This ensured that the final results are a true reflection of Alliad's operational realities, stakeholder expectations as well as regional needs, national commitments and industry best practice.

Key Highlights from our Double Materiality Assessment

10 countries

3 focus groups held

59% more respondents than in 2023.

Structured interviews with key global stakeholders
Double Materiality Assessment survey participation

259 employees

34 suppliers

	Preparation	Identification	Assessment	Validation
Objective	Define scope and identify relevant sustainability topics	Identify impacts, risks, and opportunities (IROs) across the value chain	Assess and prioritize topics under double materiality	Confirm and approve final material topics
Key Activities	› Identification and review of standards and frameworks to be used › Analyze global trends and sector developments › Customise of parameters › Conduct stakeholder and value chain mapping	› Assess impacts, risks, and opportunities across the value chain- › Group topics under Environmental, Social, and Governance pillars › Develop draft list of topics	› Conduct stakeholder engagement (online materiality questionnaire, interviews, focus groups) › Assess impacts, risks, and opportunities under both impact and financial materiality perspectives › Apply scoring methodology and define thresholds › Assessment of responses from questionnaires and interviews	› Review and consolidate results internally › Validate outcomes - Finalize material topics
Outcome	Comprehensive list of potential topics aligned with business context	› Early list of ESG topics linked to Alliad's operations and value chain › Draft questionnaire for internal and external stakeholders	Prioritized list of material topics based on analysis and stakeholder input	Final list of material topics approved for disclosure

Alliad Sustainability Report 2025

4 Our Approach to Sustainability
Stakeholder Engagement
Our Approach to Materiality
Alignment with Global UN Initiatives
Looking Ahead

Value Chain Mapping

Alliad operates within a complex and interconnected value chain, reflecting the nature of our integrated business model and the challenging environments in which we operate. Our activities can span the full lifecycle of projects, enabling us to create value for clients, communities and partners across diverse geographies.

Operating across emerging markets and remote locations, our value chain is shaped by local conditions and the need for adaptable, context-specific solutions. As part of the 2025 double materiality assessment, we conducted a value chain mapping exercise to evaluate key impacts, risks, and opportunities across different stages of the value chain and Alliad's core service lines-considering both the impact of our activities on the environment and society, as well as financial risks and opportunities.

The assessment confirmed that sustainability-related risks and impacts are closely linked to our operational activities and supplier relationships, which become particularly important in complex, high-risk environments.

Own Operations Across the Value Chain

Supply Chain and Logistics

It includes a broad network of international and local suppliers that support sourcing, procurement, and logistics operations.

Key sustainability priorities include:

- Supplier due diligence, and ESG screening
- Human rights and fair labor practices
- Environmental impact of sourcing and transportation
- Supply chain resilience in complex and remote environments

Engineering and Construction

It delivers engineering, design, and construction projects, often in challenging and resource-constrained environments. Our activities include planning, procurement, construction, and site management, supported by international expertise and local knowledge.

Key sustainability priorities include:

- Occupational health and safety
- Environmental resource management
- Infrastructure and asset design

Facilities Management and Service Delivery

It provides facilities management and support services, ensuring the long-term functionality and sustainability of assets. These services include maintenance, catering, accommodation, and operational support, particularly in remote or high-risk settings.

Key sustainability priorities include:

- Service quality and reliability
- Resource efficiency and waste management
- Health, safety, and well-being of end-users
- Engagement with local communities and stakeholders

Alliad Sustainability Report 2025

4 Our Approach to Sustainability

Stakeholder Engagement

Our Approach to Materiality

Alignment with Global UN Initiatives

Looking Ahead

Our value chain assessment highlights several key factors shaping how we operate and create value.

Alliad relies heavily on suppliers and partners, making strong governance and collaboration essential. Operating across diverse and often remote geographies adds complexity in terms of cost, logistics and sustainability performance. In this context, tensions may arise between sustainability requirements and operational realities, particularly in emerging markets where access to sustainability solutions can be limited.

At the same time, compliance with ESG criteria is increasingly important for securing projects with international clients, reaffirming our focus as a business to take on a pragmatic and context-specific approach to sustainability across our value chain.

With this in mind, Alliad remains committed to strengthening its value chain by enhancing supplier engagement and ESG integration through digital tools to improve sustainability performance tracking. At the same time, we seek to deepen collaboration with partners to drive innovation by building a more resilient and responsible value chain, aligned with Alliad's long-term sustainability ambitions.

Alliad Sustainability Report 2025

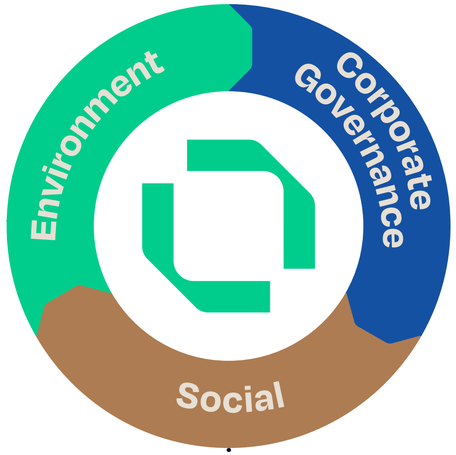
4 Our Approach to Sustainability
Stakeholder Engagement
Our Approach to Materiality
Alignment with Global UN Initiatives
Looking Ahead

Outcomes of the Double Materiality Assessment

The results of the assessment indicate a strong prioritization of business-critical topics, with occupational health and safety, cybersecurity and data privacy, and economic performance ranking highest. Governance and workforce-related social topics also emerged as strategic priorities, while environmental topics were generally perceived as more operational in nature, primarily associated with advancing operational performance and efficiencies.

Overall, the assessment reflects a shift from compliance-driven sustainability towards a more integrated approach, embedding ESG considerations into business strategy, decision-making and value creation. As part of this process, and to better support strategic direction and reporting clarity, the number of material topics was refined from 33 to 21.

The process led to the identification of the following 21 material topics, divided into 8 focus areas. These include:



Environment

Climate change:
1. Climate Change Adaptation
2. Climate Change Mitigation
3. Energy Management

Biodiversity
4. Biodiversity and Terrestrial and Marine Ecosystems

Circular economy and resource management
5. Resource Inflows
6. Water Management
7. Resource Outflows, Waste and Pollution

Social

Own workforce and workers in the value chain
8. Human Rights and Working Conditions
9. Occupational Health and Safety
10. Training and Skills Development
11. Diversity, Equity and Inclusion (DEI)
12. Local Employment

Community engagement
13. Human and Community Rights
14. Community Uplifting

Corporate Governance

Business performance and conduct
15. Corporate Governance and Culture
16. Economic Performance
17. Value Chain Stability and Resilience

Stakeholder commitment
18. Responsibility toward Customers and End-users
19. Responsible Communication

Technology and Innovation
20. Cybersecurity and Data Privacy
21. Innovation in Business

More detailed descriptions of the material topics can be found in the following pages.

Alliad Sustainability Report 2025

4 Our Approach to Sustainability

Stakeholder Engagement

Our Approach to Materiality

Alignment with Global UN Initiatives

Looking Ahead

Environment

Material Topic	Descriptions
1. Climate Change Adaptation	**Refers to the ability of Alliad and its value chain to anticipate, withstand, adapt to, and recover rapidly from extreme climate events and disruptions.**
2. Climate Change Mitigation	**As a global company, Alliad contributes to climate change through its multiple operations and complex value chain. Includes Alliad's efforts to reduce greenhouse gas (GHG) emissions.**
3. Energy Management	**Refers to the amount of energy consumed by Alliad for its activities.**
4. Biodiversity and Terrestrial and Marine Ecosystems	**Refers to the diversity of living organisms (flora, fauna, species and habitats) and the condition, resilience and functioning of terrestrial and marine ecosystems affected by Alliad's activities.**
5. Resource Inflows	**Refers to the practices of efficiently using and managing raw materials and resources in operations.**
6. Water Management	**Refers to strategies and practices used to manage and mitigate impacts from water consumption and wastewater discharge across Alliad's operations and value chain.**
7. Resource Outflows, Waste and Pollution	**Refers to materials and products leaving Alliad's operations as well asall waste generated. Refers to how materials are managed and Alliad's efforts to minimize waste and reduce resource losses, including reduction of pollution.**

4 Our Approach to Sustainability
Stakeholder Engagement
Our Approach to Materiality
Alignment with Global UN Initiatives
Looking Ahead

Social

Material Topic	Descriptions
8. Human Rights and Working Conditions	**Refers to fair/living wages, work-life balance, working hours, job security, and social protection for Alliad employees and contractors globally, respect for human rights; adequate accommodation, water, sanitation; and worker voice, association, bargaining, expression, and assembly.**
9. Occupational Health and Safety	**Refers to policies, practices and actions aimed at ensuring the physical and mental wellbeing of employees and workers/subcontracted employees.**
10. Training and Skills Development	**Refers to programs and initiatives aimed at enhancing the skills and capabilities of employees and workers/ subcontracted employees.**
11. Diversity, Equity and Inclusion (DEI)	**Refers to the fair and inclusive treatment of people across hiring promotion, pay and workplace conduct. It can include gender equality, equal pay for equal work, equal treatment, access to resources, meritocracy, employment and inclusion of people of determination, non-discrimination, anti-harassment**
12. Local Employment	**Refers to the employment of local human capital, either directly or indirectly via subcontractors.**
13. Human and Community Rights	**Refers to the organization's efforts to ensure the respect and protection of fundamental human rights of the communities and indigenous communities, within business operations and supply chains. These can include land related impacts, security related impacts, adequate housing and food, water and sanitation.**
14. Community Uplifting	**Refers to community investments and social programs enhancing social wellbeing and skills.**

Alliad Sustainability Report 2025

4 Our Approach to Sustainability
Stakeholder Engagement
Our Approach to Materiality
Alignment with Global UN Initiatives
Looking Ahead

Corporate Governance

Material Topic	Descriptions
15. Corporate Governance and Culture	**Refers to the culture, values and practices that shape Alliad's ethical behavior, integrity, and accountability across all operations and business relationships. Includes the implementation of strategy, governance mechanisms, structures and systems.**
16. Economic Performance	**Refers to the efforts and ability of an organization to achieve sustained financial results while ensuring its operations remain uninterrupted from turbulent events and positive impact is created.**
17. Value Chain Stability and Resilience	**Refers to Alliad's commitments and practices across the value chain. This includes ensuring future fit operations, stability and resilience, and managing global supplier relationships fairly and transparently, ensuring ethical conduct.**
18. Responsibility toward Customers and End-users	**Refers to polices and actions which ensure customers and end users' satisfaction, fair and inclusive service provision, and health and safety standards.**
19. Responsible Communication	**Refers to Alliad's responsibility to communicate accurately, consistently, transparently and fairly regarding services and operations, across all its reporting and marketing channels to all stakeholders.**
20. Cybersecurity and Data Privacy	**Refers to Alliad's practices to protect corporate, customer and employee information and ensure data privacy.**
21. Innovation in Business	**Refers to Alliad's efforts to introduce new ideas, digital solutions, technologies, and improved methods of work to enhance service quality, operational efficiency, and risk management.**

Inputs

Human Capital
- **1,509** Employees (December 2025)
- **367** New recruits
- Learning Management System used across all countries

Industrial Capital
- Hospital infrastructure project in Côte d'Ivoire
- New warehousing facilities built in the Democratic Republic of Congo and Uganda
- Fleet modernization program
- New contracts won in Australia for energy infrastructure

Financial Capital
- Supplier Code of Conduct implemented in all operations
- Certified management systems across all countries
- Robust governance systems

Social Capital
- **2,194** people beneficiaries of our community investments in 2025
- Stakeholder engagement with public health ministries and NGOs

Intellectual Capital
- **61,744** non-QHSE Training hours offered to employees
- Cybersecurity, ethics and sustainability e-learnings rolled out across all sites
- Launched a group-wide Whistleblowing and Sustainable Procurement Policy

Natural Capital
- Water-saving devices and behavior campaigns in the Democratic Republic of Congo and Kenya
- **2,190** solar panels in operation in 2025

Value Creation

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

Values
- Integrity
- Delivery
- Engagement
- Agility
- Safety

Outputs

Human Capital
- **24.6%** females in managerial positions
- **167** women hired in 2025

Industrial Capital
- **835,000 sqm** of managed logistics facilities
- **1,775** suppliers
- Digital procurement onboarding system linked with ESG criteria

Financial Capital
- In 2025, we finalized the first phase of the hospital project in Cote D'Ivoire, leading to the signing of Phase 2, set for completion in October 2028
- Delivered logistics services for a client in Western Kenya, clearing and transporting **350+** containers within six months
- Signed **three** additional projects in Australia covering critical energy infrastructure

Social Capital
- **1,302** people trained on human rights
- **100%** of labor suppliers signed human rights agreement

Intellectual Capital
- International awards and recognitions
- **4,551** internal inspections and audits conducted
- **43** ISO certifications across our operations

Natural Capital
- **11%** of total electricity consumption comes from renewable sources
- **191** tons of waste diverted from landfill

Alliad Sustainability Report 2025

4 Our Approach to Sustainability

Stakeholder Engagement

Our Approach to Materiality

Alignment with Global UN Initiatives

Looking Ahead

Alignment with Global UN Initiatives

As part of our vision for sustainable growth and responsible business practices, we continue to support the United Nations Sustainable Development Goals (SDG's). Being an active signatory to the UN Global Compact and to the UN Women's Empowerment Principles, we continue to align our targets and initiatives with the SDG's, ensuring consistency with our corporate mission and stakeholder expectations.

UN Global Compact

Alliad's sustainability approach is anchored in clear external commitments that strengthen accountability and guide responsible business practices. As a signatory to the UN Global Compact (UNGC) since 2010, we align with its ten principles on human rights, labor, environment, and anti-corruption, using them as a practical framework for ethical conduct and risk management. Our membership establishes a consistent baseline for decision-making, transparency and impact assessment. Recognizing regional differences, Alliad continues to expand local engagement through UNGC networks, including the UAE and Kenya. In 2025, our teams joined the UNGC UAE and Kenya chapters, reinforcing our commitment to locally relevant, globally aligned sustainability practices.

UN Women's Empowerment Principles

Alliad is a signatory to the Women's Empowerment Principles- a practical framework to advance gender equality across its operations and value chain. The WEP's guide policies, leadership expectations, and inclusive practices, supporting fair opportunity and respect. They also reinforce transparency and continuous improvement, recognizing that credibility depends on consistent implementation and learning. More information on our DEI efforts can be found on page xx.

Over the past two years, Alliad has also participated in the following programs:

2024:

› UNGC's Business and Human Rights Accelerator, embarking on an educational campaign to engage people across business lines on the importance of human rights risks

2025:

› UNGC Target Gender Accelerator to advance gender equality and embedding diversity, equity and inclusion (DEI) across global operations.

› UNGC Climate Ambition Accelerator to strengthen climate action and align our sustainability strategy with the best global practices.

Alliad Sustainability Report 2025

4 Our Approach to Sustainability

Stakeholder Engagement

Our Approach to Materiality

Alignment with Global UN Initiatives

Looking Ahead

UN Sustainable Development Goals

The Sustainable Development Goals (SDGs) provide an internationally adopted blueprint for achieving a better and more sustainable future for all. Alliad is supportive of the SDGs and has committed to their successful delivery by 2030. In 2025, we undertook a range of projects and initiatives that closely align with select SDG's, reflecting the priorities that are most relevant to the business.

Material Topic	Our Contribution	SDG
Environment › Climate change adaptation › Climate change mitigation › Energy management › Biodiversity and terrestrial and marine ecosystems › Resource inflows › Water management › Resource outflows, waste and pollution	› Tree planting initiatives in Côte d'Ivoire, Kenya and India › A phased fleet modernization program in Kenya is expected to improve fuel efficiency by **10-15%** while reducing maintenance costs by approximately 25%. › Participation in the UNGC Climate Action Accelerator (CAA) › Adherence to **ISO 14001:2015** Life Cycle Perspective in Côte d'Ivoire › Restoring Community Water Access in Uganda provides access to water to **200** households	6 CLEAN WATER AND SANITATION 7 AFFORDABLE AND CLEAN ENERGY 12 RESPONSIBLE CONSUMPTION AND PRODUCTION 13 CLIMATE ACTION
Social › Human Rights and Working Conditions › Occupational Health and Safety › Training and Skills Development › Diversity, Equity and Inclusion (DEI) › Local Employment › Human and Community Rights › Community Uplifting	› **102,770** hours of QHSE focused training › Introduction of new HR software › Participation in UNGC Target Gender Accelerator › Revision of DEI Policy & Procedure › A Sustainability training session was included in Alliad's Global HR Conference 2025 › **USD $49,172** invested in Community projects positively impacting local communities	1 NO POVERTY 4 QUALITY EDUCATION 5 GENDER EQUALITY 8 DECENT WORK AND ECONOMIC GROWTH 11 SUSTAINABLE CITIES AND COMMUNITIES
Corporate Governance › Corporate Governance and Culture › Economic Performance › Value Chain Stability and Resilience › Responsibility toward Customers and End-users › Responsible Communication › Cybersecurity and Data Privacy › Innovation in Business	› Launched our first Sustainable Procurement and Whistleblowing policies. › Conducted a Group-wide Double Materiality Assessment › Operating a Digital procurement onboarding system linked with ESG criteria › Completed our **1st** EcoVadis submission › Obtained **ISO 27001** information security certification and **ISO 20 000** IT service management certification for the corporate office	16 PEACE, JUSTICE AND STRONG INSTITUTIONS 17 PARTNERSHIPS FOR THE GOALS

Alliad Sustainability Report 2025

4 Our Approach to Sustainability
Stakeholder Engagement
Our Approach to Materiality
Alignment with Global UN Initiatives
Looking Ahead

Looking Ahead

Moving forward, we intend to focus on:

1. **Improving our disclosure practices, through the publication of our social, environmental and governance performance, while prioritizing automation of ESG data collection processes.**
2. **Implementing targeted sustainability actions that will help us achieve real progress across all the markets where we operate.**
3. **Finalizing a comprehensive SDG mapping exercise to evaluate how each material topic aligns with the SDGs and their respective sub-targets while continuing to assess our contributions through relevant actions and initiatives.**
4. **Continuing our engagement with internal and external stakeholders, seeking their ongoing input and collaboration.**

Our approach to Governance and Responsible Business Practices

At Alliad, corporate governance guides decision-making, accountability and the protection of stakeholder trust.

Our approach is grounded in strong ethical principles and a Values-driven culture that promotes integrity, responsibility and respect for our people wherever they are.

Our Priority Areas

- **Corporate Governance and Culture**
- **Economic Performance**
- **Value Chain Stability and Resilience**
- **Responsibility toward Customers and End-users**
- **Responsible Communication**
- **Cybersecurity and Data Privacy**
- **Innovation in Business**

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices
Business Performance and Responsible Conduct
Value Chain Stability and Resilience
Economic performance
Stakeholder commitment
Technology and Innovation at Alliad
Looking Ahead

Key Highlights

Launch of our 1st Whistleblowing policy

Launch of our 1st Sustainable Procurement Policy

Group-wide Double Materiality Assessment

Digital procurement onboarding system linked with ESG criteria

First EcoVadis submission

ISO 27001 information security certification & ISO 20 000 IT service management certification for the Alliad Head Office

"Over the past year, we have moved sustainability into our core governance processes, with clear ownership, committee oversight and integration into commercial, operational and risk decisions. We are now using sustainability data to inform how we prioritize projects, manage supply chains and mitigate risk, although we need to improve consistency and accountability at the delivery level.

Over the next 12 months, our focus is on driving measurable outcomes and embedding sustainability into day-to-day execution, where it will have the greatest impact".

Ric Bowers
Chief Commercial Officer

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices

Business Performance and Responsible Conduct

Value Chain Stability and Resilience

Economic performance

Stakeholder commitment

Technology and Innovation at Alliad

Looking Ahead

Business Performance and Responsible Conduct

Alliad's business performance is underpinned by a strong governance framework that promotes ethical conduct, accountability and effective risk management across the value chain. Clear policies, robust internal controls and stringent anti-corruption measures supported by active Board oversight, ensures a distinct culture, where responsible decision-making and operational resilience lie at our core.

Corporate Governance and Culture

Alliad's approach to corporate governance and business culture is built on a robust framework of policies, procedures, anti-corruption measures and transparent reporting and audit practices, reinforced by active engagement from our leadership and dedicated committees. Governance practices guide Alliad's leadership priorities and ensure alignment with strategic sustainability and responsible business priorities.

Composition of the Board

Name	Role	Relationship	Tenure (Years)	Age
Rashad Sinokrot	Chairman of the Board	Executive Member	15.3	50+
James Tracey	Member	Executive Member	10.9	50+

Composition of the Executive Committee

Name	Role	Gender	Tenure (Years)
Rashad Sinokrot	Chair of the Board Group Chief Executive Officer (CEO)	Male	15.3
James Tracey	Chief Financial Officer (CFO)	Male	10.9
Farazdak Altimimi	Chief Operations Officer (COO)	Male	14.7
Ric Bowers	Chief Commercial Officer (CCO)	Male	9.1
Marc Russo	Managing Director – Australia	Male	17.2
Said Azoury	General Counsel	Male	16.8

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices

Business Performance and Responsible Conduct

Value Chain Stability and Resilience

Economic performance

Stakeholder commitment

Technology and Innovation at Alliad

Looking Ahead

Role of the Executive Committee

The Executive Committee (ExCo), as the highest governance body, plays a central role in shaping and overseeing our organizational mission and sustainability agenda. It works closely with senior leadership to define corporate strategy, ensuring sustainability is fully integrated into business objectives. It also reviews and approves the Sustainability Report and all ESG related policies and targets, aligning them with global standards and frameworks including the GRI, the UN SDG's and the UN Global Compact. In addition, through dedicated ESG committees, it monitors progress on sustainability initiatives and provides strategic oversight.

Nomination of the Executive Committee

The nomination and selection of the Executive Committee (ExCo), follows a structured process to ensure leadership competence, alignment to core values and a clear demonstration of ethical conduct. Candidates are identified through internal reviews, assessing capability, experience and performance. They are then evaluated based on industry expertise, leadership skills, financial acumen and alignment with strategic and ESG group priorities. Comprehensive due diligence, including background and reference checks, ensures compliance with ethical and regulatory standards. Final appointments are made by the CEO, with support from parent entities where required and members are assigned to committees based on their expertise.

Delegation of Responsibility

The highest governance body delegates responsibility for managing organizational impacts across three levels.

- Senior executives (executive leadership) are responsible for integrating sustainability into strategy and operations.
- Dedicated sustainability and ESG committees provide oversight and ensure alignment with global standards.
- At the operational level, business units and project teams are assigned clear sustainability targets and KPI's to enable monitoring, management and mitigation of environmental and social impacts.

Appointment of Senior Executives

The Chief Executive Officer (CEO)	The Chief Commercial Officer (CCO)	Sustainability Team and ESG Committee	The Operational Leaders
Leads ESG strategy, stakeholder engagement, and sustainability reporting.	Ensures sustainability is embedded into commercial operations and stakeholder partnerships	Oversee sustainability compliance, reporting, and impact assessment.	Responsible for implementing sustainability initiatives at an operational level

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices

Business Performance and Responsible Conduct

Value Chain Stability and Resilience

Economic performance

Stakeholder commitment

Technology and Innovation at Alliad

Looking Ahead

Directors' Committee

The Directors' Committee was established as a steering committee to support the Executive Committee by addressing complex challenges and helping strengthen operational efficiency and innovation across the organization.

It brings together senior leaders from different functions so that decisions are informed by varied perspectives and lead to practical, implementable improvements for teams on the ground.

Objectives and Scope of the Directors Committee

- Resolve Technical Challenges
- Enhance Collaboration
- Optimize Processes
- Mitigate Risks
- Drive Innovation
- Boost Efficiency
- Measure Impact

Directors Committee Members:

Position	Gender	Tenure (Years)
Chief Technology Officer	Male	3.4
Finance Director	Male	2.7
Procurement Director	Male	22.4
Senior QHSE Director	Male	17.7
Senior Group Finance Director	Female	7.5
Contract Management Director	Female	19.6
Business Development & Sustainability Director	Female	14.9
Vice President of Human Resources	Female	3.0

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices

Business Performance and Responsible Conduct

Value Chain Stability and Resilience

Economic performance

Stakeholder commitment

Technology and Innovation at Alliad

Looking Ahead

Managing Sustainability Across Alliad

At Alliad, our sustainability approach is embedded in a structured governance framework, with oversight delivered by three ESG-focused (Environmental, Social, and Governance) committees, each of which include cross-functional representatives sponsored by senior leadership.

The Role of Alliad's ESG Committees
In 2025, membership for Alliad's three ESG committees was reviewed to strengthen internal engagement and accountability, supported by a joint kick-off session aligning members on priorities and their role as sustainability champions.

ESG Committee members which include representatives from across key business functions, meet once every business quarter, led by the Board of Directors and the Sustainability team, to review progress, address challenges and identify opportunities for collaboration and innovation.

Members also contribute to advancing ESG data management practices and played a key role in supporting the selection of an ESG data management platform to be implemented in 2026 across our operations.

Environment Committee:
8 members

Committee Members:

- Operations
- Quality Health Safety and Environment (QHSE)
- Procurement
- Human Resources (HR)
- Finance teams

Social Committee:
10 members

Committee Members:

- Business Development (BD) & Sustainability
- Procurement
- Operations
- Quality Health Safety Environment (QHSE),
- Human Resources (HR)
- Finance
- Operations From HO and operating entity

Governance Committee:
9 members

Committee Members:

- Business Development (BD) & Sustainability
- Procurement
- Operations
- Quality Health Safety Environment (QHSE),
- Human Resources (HR)
- Finance
- Operations From HO and operating entity

Raising Awareness on GHG Reporting

A targeted GHG and climate training session was delivered by external consultants to members of the Environment Committee to strengthen internal understanding of climate-related risks, emissions management and decarbonization pathways. The session covered key concepts including Scope 1, 2, and 3 emissions, as well as the application of core GHG reporting principles. The training aimed to enhance the Committee's capacity to oversee environmental performance and contribute to the effective implementation of Alliad's broader sustainability strategy, fostering greater accountability and informed decision-making across operations. resilience in complex and remote environments

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices

Business Performance and Responsible Conduct

Value Chain Stability and Resilience

Economic performance

Stakeholder commitment

Technology and Innovation at Alliad

Looking Ahead

A Culture of Compliance

As a business operating across multiple countries, we must adhere to a range of complex compliance requirements driven by diverse regulations and client expectations. Adherence to local and international laws is supported by regular internal audits, risk assessments, and comprehensive employee training, fostering a strong culture of compliance and resilience. Continuous improvement ensures the effectiveness of internal controls and governance mechanisms.

In parallel, the HR team systematically monitors compliance with social, fiscal, and regulatory obligations across jurisdictions. This is reinforced by dedicated functions such as the Global HR oversees workforce-related compliance, the Compliance Team ensures partners meet integrity standards, and the Legal Team reviews agreements to align risks with organizational capabilities and risk appetite.

Ethical Conduct at Alliad
At Alliad, ethical conduct is reinforced through comprehensive policies, including a Code of Business Ethics and Conduct, regular employee training, secure whistleblowing channels, and ongoing oversight.

In more detail:

› Training in ethics is mandatory for all office-based employees, covering key topics such as **anti-corruption and anti-bribery, data privacy, human rights and responsible conduct, reinforcing Alliad's Code of Conduct and core values**.

› The Agility Ethics team continues to support the implementation of group-wide ethics training.

› 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.

24.1%
Increase in the Fair Labor Training Hours

Ethics Training

Number of Employees		Total Training Hours	
2025	2024	2025	2024
223	756	2,007.97	8,546

Fair Labor Training

Number of Employees		Total Training Hours	
2025	2024	2025	2024
626	636	886.46	714.12

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices

Business Performance and Responsible Conduct

Value Chain Stability and Resilience

Economic performance

Stakeholder commitment

Technology and Innovation at Alliad

Looking Ahead

Anti-bribery and Anti-Corruption
At Alliad, we acknowledge that bribery and corruption risks may arise across global operations with complex supply chains. To address these risks, we maintain a strict zero-tolerance approach alongside a set of comprehensive due diligence procedures to minimize exposure to unethical practices.

This approach is reinforced through a clear **Code of Business Ethics and Conduct**, supported by internal policies, regular employee training on compliance requirements, and accessible whistleblowing channels that enable the confidential reporting of concerns. Together, these measures foster a culture of integrity, accountability, and transparency across our diverse operations.

98.6%
Employees completed Anti-Bribery and Corruption training (673 out of 682)

Speaking up and raising concerns
We provide multiple channels for raising concerns or seeking guidance through managers, local Compliance Officers, and HR.

In 2025, we launched our first Whistleblowing Policy for global business. The policy is accompanied by secure and confidential whistleblowing channels, such as the Alliad Alert Line, featuring a hotline and anonymous online reporting, available to employees and stakeholders.

These mechanisms enable the reporting of ethical misconduct, including bribery and corruption, without fear of retaliation.

Whistleblowing channels include:

- Alliad Alert Line
- Confidential whistleblower hotline and the option to make anonymous reports online

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 across the organization.

During this reporting period:

- There were no incidents of corruption and no instances of non-compliance with laws and regulations.
- There were zero public legal cases regarding corruption brought against the organization or its employees.
- No legal action pending or completed regarding anti-competitive behavior and violations of anti-trust and monopoly legislation in which the organization has been identified as a participant

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices

Business Performance and Responsible Conduct

Value Chain Stability and Resilience

Economic performance

Stakeholder commitment

Technology and Innovation at Alliad

Looking Ahead

Management Systems, Processes and Certifications

Alliad continuously enhances its management systems through automation, improved data accuracy, and internationally recognized certifications.

These efforts drive efficiency, reduce costs, and strengthen service delivery.

We hold **ISO 9001, ISO 14001, ISO 22000, ISO 20000, ISO 27001** and **ISO 45001** certifications across our operations, reflecting a structured approach to quality, environmental management, food safety, and occupational health and safety, embedded at all levels with strong leadership commitment.

In 2025, we introduced and adopted the following key advancements in some of our respective markets:

Risk Management and Business Continuity

At Alliad, risk management is embedded in governance practices to enhance resilience, ensure compliance, and maintain reliable service delivery across diverse and often challenging operating environments. Recognizing that risks cannot be fully eliminated, the company focuses on preparedness and adaptability, anticipating disruptions, minimizing impacts, and enabling rapid recovery.

Alliad's Risk Management Approach is built on five core elements:

1. **Continuous risk identification and assessment across operations**
2. **Adaptive strategies to address evolving external conditions**
3. **Targeted mitigation measures**
4. **Ongoing monitoring with regular policy updates**
5. **Implementation of Business Continuity Plans (BCPs) at project level.**

In practice, we integrate resilience into planning and operations through durable infrastructure design, preventive maintenance aligned with life-cycle principles, and the use of efficient and adaptable technologies. Regular employee training, emergency drills, and strong collaboration with local stakeholders further strengthen preparedness. Continuous learning from real-world challenges and incident reviews ensure that risk management processes remain effective, responsive, and aligned with evolving operational needs.

- **Design for durability**
- **Innovative technologies and practices**
- **Training and preparedness**
- **Preventive maintenance**
- **Community & stakeholder engagement**

These elements provide a consistent and practical approach that supports both operational continuity and stakeholder assurance.

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices

Business Performance and Responsible Conduct

Value Chain Stability and Resilience

Economic performance

Stakeholder commitment

Technology and Innovation at Alliad

Looking Ahead

Risk committee
A Risk Committee, comprised of members from ExCo, reinforces the integration of sustainability into enterprise risk management, while providing a base for a more robust governance structure for our Risk management Framework,

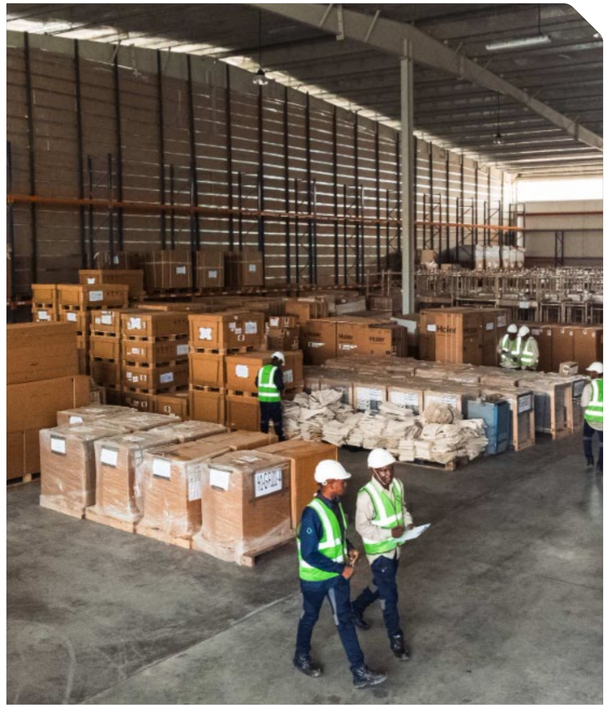
Internal Audit Committee

Position	Age	Gender	Tenure
Acting Chief Financial Officer	30-50	Male	15.8
Chief Commercial Officer	30-50	Male	9.7
General Counsel	30-50	Male	17.2
Vice President Human Resources	30-50	Female	3.6

Alliad's Approach to Climate Risk
Alliad has taken concrete steps to strengthen its resilience to physical climate risks through a combination of site level preparedness and ongoing corporate structuring. All operational projects already maintain dedicated Business Continuity Plans that address disruption scenarios including extreme weather events, ensuring continuity of critical services through contingency staffing, alternative supply chains, and emergency response procedures. In parallel, the company is developing a Head Office Business Continuity Plan, targeted for completion by 2026, to reinforce coordination, governance, and response capabilities at group level during large scale disruptions. These actions, combined with ongoing operational adaptations to heat, water stress, and other climate-related risks, demonstrate a progressively structured approach to physical climate risk resilience

Value Chain Stability and Resilience

At Alliad, value chain management is embedded across operations, from sourcing and procurement to service delivery, ensuring efficient, reliable, and sustainable outcomes. Operating in complex environments, we continue to prioritize supply chain stability to support service continuity, cost control, and safety, while addressing ethical, social, and environmental impacts beyond our direct operations.



Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices

Business Performance and Responsible Conduct

Value Chain Stability and Resilience

Economic performance

Stakeholder commitment

Technology and Innovation at Alliad

Looking Ahead

Responsible Supply Chain
With a broad network of local suppliers, robust due diligence and ongoing performance are central to risk and opportunity management. The company applies consistent standards while maintaining flexibility across diverse geographies, focusing on strengthening transparency, compliance and long-term resilience.

Alliad's Sustainable Procurement Policy
During this reporting period, we launched an 18-month Procurement and Logistics Roadmap which focuses on strengthening sustainable procurement, digital transformation, supplier management and data-driven decision-making. Key stages include developing a sustainable procurement framework and a subsequent procurement policy aligned with ISO 20400.

In more detail, Alliad's Sustainable Procurement Policy embeds environmental, social and ethical considerations into all sourcing decisions, while remaining practical for diverse operating contexts. It aims to manage ESG risks and align procurement practices with international standards, including ISO 20400 and human rights frameworks. Key commitments include applying a life-cycle approach, supporting inclusive sourcing through local and diverse suppliers and collaborating with partners to drive innovation and improvements. Implementation is supported by governance structures, training, audits and ongoing stakeholder engagement, ensuring continuous alignment with evolving sustainability priorities.

Supplier Compliance and Assessment
Operating across a diverse network of local suppliers in multiple geographies, Alliad prioritizes robust compliance and performance evaluation to manage risk and ensure quality. We foster long-term supplier partnerships to enhance continuity, efficiency and alignment with client needs, supporting reliable service delivery in challenging conditions. Efforts are underway to standardize supplier evaluation through digital tools, enabling consistent comparison and improved performance tracking. In parallel, operational improvements, such as optimized logistics and reduced shipment volumes, demonstrate how procurement can lower costs while minimizing environmental impact, strengthening a more resilient, transparent and responsible supply chain.

Supplier Due Diligence
All new suppliers undergo rigorous due diligence, including verification of legal documentation, sanctions screening, and compliance with ethical requirements. Existing suppliers are subject to ongoing performance monitoring through structured appraisals, which assess quality, delivery, and contractual compliance while identifying risks such as delays or non-compliance.

Key evaluation practices include:

- Review of supplier certifications and credentials
- Site audits and performance data analysis
- Definition of KPIs and Service Level Agreements (SLAs), supported by regular performance reviews
- Use of appraisal outcomes to rank suppliers, address gaps, revise contracts or discontinue partnerships where necessary

Advancing Supplier Evaluation
In 2025, we strengthened our procurement practices through the expansion of a centralized digital platform, enhancing transparency, efficiency, and governance across the full procurement cycle. The system automates supplier onboarding, ESG screening, compliance checks and code of conduct acceptance, while creating a clear audit trail. Suppliers are segmented by criticality, with key partners completing ESG and QHSE self-assessments, and screening extending to Tier 2 suppliers to improve value chain visibility. By centralizing data, documentation and approvals, the platform improves consistency and traceability, supporting more informed decision-making, stronger ethical standards and reduced operational and sustainability risks

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices
Business Performance and Responsible Conduct
Value Chain Stability and Resilience
Economic performance
Stakeholder commitment
Technology and Innovation at Alliad
Looking Ahead

1,775
suppliers

77%
local suppliers

91
major suppliers

+10.6%
local suppliers in Australia

Cote D'Ivoire local spend increased from 30% to 46%

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

Suppliers Acknowledging Human Rights

Supplier and procurement spend

100% **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)**

Supplier Governance

Suppliers assessed

100% **Percentage of major suppliers that have formally certified their compliance with the Alliad's code of conduct**

100% **Percentage of procurement spent on major suppliers that have been assessed for risks related to corruption and/or ethics issues**

100% **Percentage of major suppliers assessed for risks related to corruption and/or ethics issues**

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices
Business Performance and Responsible Conduct
Value Chain Stability and Resilience
Economic performance
Stakeholder commitment
Technology and Innovation at Alliad
Looking Ahead

Working with local recruiters
At Alliad, we continue to strengthen local supplier capacity through annual forums and ongoing mentoring.

These efforts aim to increase local sourcing, reduce logistics costs and embed sustainability across the supply chain, while creating employment opportunitiesin local communities.

Manpower agencies	2025	2024
Number of recruitment agencies	**4**	**1**
% of labor hired by labor suppliers who signed our Code	**100%**	**100%**

Across the region:
Strengthening Supplier Capability through Engagement in Kenya
We hosted our first Supplier Forum in Kenya, bringing together over 60 suppliers and 20 employees to strengthen collaboration and transparency. The forum provided guidance on food safety, supplier standards, and sustainability practices, alongside practical case examples and enabled open dialogue on local content, logistics, and project opportunities. The initiative improved alignment, clarified expectations, and enhanced understanding of supplier capabilities and constraints. It also highlighted the value of continuous engagement, laying the foundation for ongoing forums to build stronger, more resilient supply chain partnerships.

Enabling Local Sourcing through Open Market Day in Uganda
In Uganda, we launched a weekly Open Market Day in the Buliisa District, enabling over 80 local farmers to sell produce directly to buyers. The initiative has helped strengthen local supply chains while supporting community livelihoods. By improving market access and supply reliability, the initiative delivered mutual value for both communities and operations, while providing insights to refine logistics, quality standards and long-term sourcing practices.

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices
Business Performance and Responsible Conduct
Value Chain Stability and Resilience
Economic performance
Stakeholder commitment
Technology and Innovation at Alliad
Looking Ahead

Economic performance

In 2025, revenue during the reporting period decreased by 11%, reflecting broader market cycles rather than underlying performance. With strong project activity expected to resume and market conditions stabilising, we are confident in a gradual return to higher revenue levels.

Stakeholder commitment

Responsibility Towards Customers and End Users

Responsibility toward our customers and end users remains central to delivering safe, reliable, and high-quality services. At Alliad, we foster long-term relationships built on trust through proactive communication, tailored solutions and upholding the highest standard of quality. Customer engagement is supported by structured feedback mechanisms, including surveys and digital tools that enable real-time insights. These systems facilitate continuous monitoring of customer satisfaction, early detection, and data-driven improvements. Customer relationship management tools enhance responsiveness and communication, while contract retention and analytics inform performance.

Key tools for customer engagement and feedback

Surveys

Regular meetings

Real-time digital tools like dining kiosks and online platforms.

Customer analytics

Employee training and development

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices
Business Performance and Responsible Conduct
Value Chain Stability and Resilience
Economic performance
Stakeholder commitment
Technology and Innovation at Alliad
Looking Ahead

Responsible Communications

At Alliad, responsible communication is essential to maintaining trust, protecting our reputation and supporting transparent relationships with the people and organizations connected to our business. Operating across diverse geographies, sectors and stakeholder groups requires clear, accurate and consistent communication with clients, employees, suppliers, partners, communities and public institutions.

Our approach is guided by transparency and compliance with applicable local regulations and international good practice. We aim to ensure that all corporate, commercial, sustainability and stakeholder-related communications are accurate, balanced and free from misleading or harmful content.

This includes communicating clearly about our services, capabilities, policies, commitments and performance, while ensuring that information shared with stakeholders is appropriate, accessible and documented where required. Responsible communication also supports the credibility of our ESG disclosures by helping ensure that stakeholders receive information that is reliable, relevant and aligned with the realities of our operations.

Given the growing expectations around sustainability communication, Alliad places particular emphasis on avoiding unsubstantiated claims and reducing greenwashing risks. Sustainability-related statements are expected to be approved, evidence-based, proportionate and aligned with available internal data, and documented performance.

This helps ensure that our communications reflect both progress achieved and areas where continued improvement is required.
Alliad's Communications and Social Media Policies provide guidance on expectations around approved communications, confidentiality, approvals processes and responsible social media use, helping protect sensitive information that may impact Alliad's reputation.

Through these policies and ongoing employee awareness, we continue to strengthen responsible communication as part of our broader governance approach and long-term commitment to sustainable growth.

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices

Business Performance and Responsible Conduct

Value Chain Stability and Resilience

Economic performance

Stakeholder commitment

Technology and Innovation at Alliad

Looking Ahead

Technology and Innovation at Alliad

In complex and often challenging operating environments, we leverage innovation and technology to address practical challenges and support continuous improvement. This approach enhances safety, strengthens service delivery and optimizes resource use, while enabling the business to adapt to evolving operational demands.

In 2025, the implementation of AI agents delivered measurable efficiency improvements across multiple functions. The Certificate of Analysis agent for example, developed for the Quality Assurance team, demonstrated the most clearly evidenced impact. It was executed 849 times in 2025, resulting in a total of 424.5 hours saved, equivalent to 53 working days based on an 8-hour workday. In total, 49 agents were developed and implemented in 2025.

Cybersecurity and data privacy

Digital operating environments reiterate the importance of promoting cybersecurity and data privacy through robust policies and controls that safeguard data across all markets. This ensures compliance with applicable regulations and internal standards, while remaining critical to business continuity and maintaining stakeholder trust.

A comprehensive IT Asset Management Policy governs the full lifecycle of IT assets, supported by detailed inventories and regular audits.

The Data Protection Policy ensures lawful, secure, and purpose-driven processing of personal data, overseen by a designated Data Protection Officer and reinforced through technical and organizational safeguards.

Furthermore, to address emerging threats, we implement a Social Engineering Fraud Risk Management Strategy, strengthening prevention, detection, and response capabilities while promoting a culture of awareness.

Additional measures include multi-factor authentication, restricted device access, antivirus protection, regular backups, and continuous employee training.

Together, these initiatives enhance resilience, reduce cyber risks, and ensure the protection of sensitive information.

2025 Key Achievements

Zero cybersecurity breaches

49 AI agents introduced across the business

Cybersecurity Mandatory Training for all computer user employees

436 employees completed mandatory Cybersecurity training with a total of **618** training hours delivered

343 potential incidents addressed through Security incident response process

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices
Business Performance and Responsible Conduct
Value Chain Stability and Resilience
Economic performance
Stakeholder commitment
Technology and Innovation at Alliad
Looking Ahead

Key cybersecurity measures

- Multi-factor authentication and restricted device access
- Regular cybersecurity training and phishing awareness updates
- Use of antivirus and anti-malware tools
- Blocking of USB ports and control of external devices
- Backup and disaster recovery systems
- Continuous monitoring and policy updates

Key data protection measures

- Data Protection Policy
- Designated Data Protection Officer
- Continuous monitoring and policy updates

436

Total number of employees who completed mandatory cybersecurity training 2025

Innovation in Business

Through fostering innovation, digitalization and collaboration across functions and regions, our aim is to utilize efficient, scalable and innovative solutions that improve performance, support resilience, and create long-term value for clients, employees, and all relevant stakeholders.

Key advancements across all functions include:

- Digital procurement transformation: Automated onboarding platform integrating ESG criteria, improving efficiency, transparency, and compliance
- Employee-driven innovation: Director's Committee Innovation Challenge generating scalable solutions across operations, sustainability, and digitalization
- HR digitalization: Implementation of a new HR platform, streamlining HR processes, improving data accuracy, and enhancing employee experience
- Cross-functional collaboration: Leveraging technology and data to optimize workflows, reduce manual processes, and support informed decision-making

These initiatives reflect commitment to scalable, practical innovation.

Driving Innovation through Employee-driven solutions

In 2025, Alliad launched the Director's Committee 'Innovation Challenge' to foster a culture of innovation, collaboration and continuous improvement.

The initiative provided a structured platform for employees to propose ideas to enhance operational efficiency, sustainability, safety and customer experience.

A total of **77** submissions were received across regions and functions, evaluated based on impact, feasibility and scalability. Selected ideas progressed to pilot and implementation stages under senior mentorship.

By encouraging both quick wins and transformational 'moonshot' ideas, the challenge generated practical solutions while unlocking long-term innovation opportunities.

The initiative strengthened employee engagement and ownership, accelerated digital and ESG-focused improvements and reinforced our continuous commitment to embedding innovation into everyday operations.

Alliad Sustainability Report 2025

5 Our Approach to Governance and Responsible Business Practices
Business Performance and Responsible Conduct
Value Chain Stability and Resilience
Economic performance
Stakeholder commitment
Technology and Innovation at Alliad
Looking Ahead

Looking Ahead

Moving forward, key targets and actions include:

1. **Enhancing ESG data management through the full implementation of a new ESG Data management software by 2026 to improve data quality, tracking and reporting**
2. **An 18-month roll out of a Procurement and Logistics Roadmap with the aim of implementing sustainable procurement principles in line with ISO 2400 over the course of 2026**
3. **Integration of ESG criteria into supplier onboarding and evaluation, with clearer environmental and social scoring mechanisms**
4. **Launch of sustainability self-assessment campaigns for key suppliers and introduction of supplier development initiatives**
5. **Alignment of procurement procedures across regions and full integration with Alliad's Integrated Management System by end of 2026**
6. **Continued investment in leadership development, succession planning, mandatory ethics and fair labor training**
7. **Ensuring that Business Continuity Plans remain up to date at the project level and we keep on monitoring emerging risks**

Our Approach to People and the Community

Our people and the communities we operate and serve are at the heart of our operations. At Alliad, we embrace the diverse strengths, experiences and perspectives of our colleagues, with a view to enhancing the quality of services we deliver to our clients. We foster both individual professional development and broader community well-being through upholding human rights, applying ethical practices, advancing environmental stewardship and supporting sustainable growth.

Our Priority Areas

- **Human rights and Working Conditions**
- **Occupational Health and Safety**
- **Training and Skills Development**
- **Diversity, Equity and Inclusion (DEI)**
- **Local Employment**
- **Human and Community Rights**
- **Community Uplifting**

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Key Highlights

Participated in UNGC Target Gender Accelerator

102,770 hours of QHSE focused training

1,509 Employees

4,551 internal inspections and audits conducted

100% of performance assessments and career development reviews completed

178 women in managerial positions

"At Alliad, success goes beyond financial performance, it is built into our culture. We are committed to fostering an inclusive, ethical and empowering workplace where people feel valued and engaged.

Through collaboration and responsible business practices, we enable both our people and our communities to thrive and create lasting, sustainable impact".

Vikki Aitken
Vice President of Human Resources (Global)

Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

Own workforce and workers in the value chain

At Alliad, our people are regarded as our greatest strength, and we continue to dedicate resources to enhancing their career advancement and personal wellbeing, by promoting a culture and work environment built on collaboration and innovation.

Managerial positions by gender (number and %) – Full Time Employees	2025			2024		
	Female	Male	Total	Female	Male	Total
Top Management	0	5	5	0	28	28
Upper Management	200	857	1,057	0	37	37
Middle Management	1,416	5, 546	6,963	1, 049	4,289	5,338
Junior/Entry Level and below	10,888	32,616	43,504	9,139.2	38,088	47,227
Total	12,504	39,035	51,529	10,188	42,442	52,630

Employee hires and turnover by gender and age				
	Hires		Performance based or voluntary departures	
Type	Female	Male	Female	Male
<30 years	55	66	33	43
30 – 50 years	99	117	39	113
>50 years	13	17	12	32
Total	167	200	84	188

46% of new hires were women

167 new female hires in 2025

178 women in managerial positions

Women in Managerial Positions	Women in Junior management positions	Women in Senior and executive-level positions
Australia	20	1
Central African Republic	12	0
Cote D'Ivoire	16	0
Democratic Republic Congo	14	0
India	12	0
Kenya	21	0
Papua New Guinea	9	0
Somalia	10	0
Uganda	32	7
United Arab Emirates – Dubai Office	22	0
Western Sahara	2	0
Total	170	8

Employee benefits

At Alliad, we are committed to employee well-being by fully complying with applicable labor laws on compensation and benefits. In addition, all employees, regardless of role or location, are covered by life and workmen's compensation insurance, even where not legally required. Benefits are further tailored by role and level, reflecting the company's focus on a safe, secure, and supportive workplace.

Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

Human Rights and Working Conditions

We are committed to upholding human rights and fair working conditions across our operations and value chain by promoting dignity, preventing harm 'and' acting in line with our code of conduct. Recognizing varying regional risks, we apply consistent policies, conduct regular risk assessments, and maintain accessible grievance mechanisms that protect whistleblowers and encourage reporting.

In 2025, aligned with the UN Guiding Principles on Business and Human Rights, we continued risk-based assessments and audits to identify and address potential issues, supported by corrective actions.

Training remained central, with employees and suppliers completing programs on human rights, fair labor practices and human trafficking.

Fair Labor Training

Employees completed the Fair Labor training program

	#	%
2025	1,302	86%
2024	2,603	80%

Occupational Health and Safety

Health and safety are central to our operations, guiding our commitment to protecting our people and the environment. We thus promote a proactive culture focused on preventing harm, where employees identify risks early, report openly, and act responsibly. Safety goes beyond compliance; it is embedded in how work is planned and delivered.

While progress was made in reporting and system maturity, we remain focused on managing high-risk exposures, recognizing that strong overall performance must be matched by vigilance in preventing serious incidents.

Our integrated QHSE framework combines targeted training, continuous risk assessments, regular audits and KPI monitoring to ensure strong performance and compliance. In 2025, we strengthened our approach through focused investments in QHSE and Food Safety, alongside enhanced awareness initiatives across our countries. Dedicated QHSE campaigns, and awareness days alongside improved reporting processes reinforced engagement and a shared safety culture.

Commitment to fair labor standards

We are committed to collaborating exclusively with local recruiters and partners who share our values, principles, and high standards, strengthening 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.

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Performance for 2025

Ongoing risk assessments to identify and manage risks before incidents occur

102,770 hours of QHSE training delivered across projects

3,202 internal inspections were conducted

Third-party ISO audits conducted with zero major nonconformities

4,793,242
Manhours worked

14,073
Hazard observations

0
Food Safety cases

0
Major environmental incidents

Recognizing that one incident was recorded this year, we remain committed to routine controls, including training, inspections, reporting, and critical risk management. We increasingly highlight the critical importance of sustained focus on high-risk activities and strengthening controls to prevent severe incidents.

QHSE-related campaigns:

- Health and Safety Day
- Environmental Awareness
- Food Safety Day
- Road Safety Campaigns

- Recorded a Lost Time Injury (LTI) rate of **0.0417**
- Severity rate of **0.1669**
- Total Recordable Case Frequency Rate (TRCFR) of 0.1669
- Strengthened safety culture through increased near-miss reporting, supporting early hazard identification and preventive action
- Enhanced incident trend analysis and monitoring, enabling more targeted risk mitigation measures.
- Continued to reinforce a proactive approach to risk management, focusing on prevention and continuous improvement
- One workplace fatality occurred in 2025

Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

QHSE Performance Overview- Year on Year

	2025	2024
Fatality	1	0
Lost Time Injury/ Days	1/4	2/44
Restricted Workday Cases/Days	0/0	3/10
Medical Treatment Cases	2	6
Total Recordable Cases	4	11
Customer Complaints	50	70
First Aid Cases	16	35
Near Miss	119	234
Hazard Observations	14,073	10,980
Total Training Hours/ Average Number of Employees Trained	102,770 hours/ 2,230	151,260 hours/ 3,845
Manhours Worked/ Average Employees Worked	4,793,242 hours/ 1,789	8,526,121 hours/ 3,043

* Restatement of 2024 QHSE data: The 2024 QHSE data disclosed in this year's report has been amended from last year due to an update in the scope of the data.

2025

0.0417
Incident Rate for LTI

0.1669
Severity Rate for LTI

0.1669
Total Recordable Case Frequency Rate

2024

0.028
Incident Rate for LTI

0.618
Severity Rate for LTI

0.239
Total Recordable Case Frequency Rate

Health and Safety performance

Year	2025		2024	
Type	**Lost Time Injury (LTI) for Alliad food service projects**	**Lost Time Injury (LTI) for Alliad engineering and construction projects**	**Lost Time Injury (LTI) for Alliad food service projects**	**Lost Time Injury (LTI) for Alliad engineering and construction projects**
US Industry Average	**1.0 LTI**	**1.0 LTI**	0.9 LTI	1.0 LTI
Alliad	**0.000 LTI**	**0.000 LTI**	0.000 LTI	0.100 LTI

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Strengthening QHSE Culture across Alliad

Reporting, innovation, and training are central to our proactive approach to health and safety, enabling early risk identification, consistent practices, and continuous improvement across operations.

Emergency Response Plan for managing incidents
In parallel, we continue to implement an Emergency Response Plan to manage incidents such as fires, spills, accidents, and outages, ensuring a fast, coordinated response to protect people and operations. It applies to all personnel, including subcontractors and visitors, and includes clear reporting procedures, evacuation routes, accountability measures, and defined emergency roles. The plan is reviewed annually using insights from drills and incidents, with lessons shared in safety briefings to continuously improve preparedness.

In 2025, we focused on the following initiatives and actions:

- Strengthened our hazard reporting culture by encouraging employees to actively report hazards and near misses, reinforcing a speak-up environment and supporting early intervention.
- Enhanced our tracking system to monitor reporting patterns and focus on leading indicators, enabling more targeted preventive actions.
- Training remained a key priority, with 102,770 hours of HSE training delivered across projects. Many projects managed to provide each employee with a 3-hour training session every month, as planned. This shows a focus on regular training to keep knowledge fresh, rather than relying on one-time sessions. In addition, targeted initiatives further strengthened preparedness and awareness

102,770
hours of QHSE training undertaken in 2025

Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

At the local level:

Health and Safety initiatives in Kenya

› A First Aid Refresher Training enhanced emergency response capabilities and ensured first aiders remained confident and up to date.

› The 4th Annual Transport Conference in Nairobi brought together drivers, riders, and mechanics to address road safety risks, share performance insights, and promote safe behaviors, while also integrating health checks and wellbeing awareness.

To help ensure safe and smooth transport, our Alliad Kenya team completed a program that focuses on introducing essential driving habits like staying alert, recognizing risks, anticipating situations, and making smart decisions on the road. Ongoing in line with Alliad's zero accidents vision in all our operations.

Introduced awareness raising actions in Cote D'Ivoire:
World Tobacco Day awareness session conducted at the Alliad Hub by the occupational doctor for **34 employees.**

Celebrating Alliad's 8th Global Health and Safety Day

Under the theme "Back to Basics for Advancing Goal Zero Culture" the annual event brought together employees across regions through leadership engagement, health-focused activities, first aid and emergency preparedness awareness, and interactive hazard identification exercises.

Strengthening Safety Leadership at Alliad

Alliad strengthened its People & Safety commitments in 2025 by certifying 75 senior Operations leaders through the globally recognized IOSH Managing Safely program, a 3-day-course that builds practical capability in risk assessment, hazard identification and incident investigation for managers without prior safety expertise. Delivered via the British Safety Council, this initiative has created a network of empowered safety champions across all sites, reinforcing Alliad's Goal Zero ambition and supporting our ESG priorities by enhancing workforce wellbeing, reducing operational risks and embedding a proactive, people centered safety culture.

iosh
Managing Safely

Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

Diversity, Equity and Inclusion

Diversity, Equity, and Inclusion (DEI) are embedded in how we hire, support our people, and foster a fair, and inclusive workplace where everyone can contribute fully and thrive. Our approach recognizes that equitable opportunities may require tailored support, particularly across diverse operational contexts.

Our team culture reflects how we hire, how we support working parents, how we approach pay and progression, and how we build everyday team dynamics.

DEI Initiatives in 2025

Female Workforce

27.9% of the total headcount

24.6% of the total managerial positions

We strengthened our DEI framework through the revision of our Diversity, Equity, and Inclusion Policy & Procedure that provided a solid foundation for rolling out our respective plan and initiatives.
Since last year, various mentorship and leadership programs have been introduced or expanded, while efforts to ensure fair pay and transparent promotion practices continued, supported by ongoing salary benchmarking in several regions. Further inclusive practices were introduced such as the implementation of anonymous reporting channels to encourage transparent feedback from our people.

Across our operations:
We expanded our flexible work arrangements for mothers and caregivers, alongside ongoing efforts to strengthen maternity policies and explore additional childcare support options. In more detail:

- **In Kenya:** we introduced a lactation room for our employees and private spaces, we also made available sanitary products to female employees and established of a dedicated mother's room in response to employee feedback.
- **In Papua New Guinea:** we integrated period products into occupational health practices improving employee wellbeing, leading to zero menstrual-related emergency leave requests, more consistent shift completion as well as increased productivity.

Across the business, we implemented:

- **Remote Work Options:** Flexible arrangements for mothers and caregivers were implemented in most business units (UAE, India, Kenya, and PNG) with policies allowing for flexible hours, remote work or special leave for new mothers or parents with caregiving responsibilities.
- **Child Sick Days:** Across various business units in Australia and Kenya, Child sick days were introduced for working parents if they need to use annual leave for childcare.

Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

Alliad's Participation in the UNGC Target Gender Accelerator

Alliad participated in the UNGC Target Gender Accelerator as part of its ongoing commitment to advancing gender equality and embedding DEI across its global operations. The Target Gender Accelerator is a structured program designed to support companies in setting ambitious, measurable, and time bound gender targets aligned with the UN Sustainable Development Goals (SDG 5: Gender Equality) and global best practices. Through this program, we focused on strengthening our approach to gender equality by moving from broad commitments toward the development of clear, data driven gender targets applicable across its global business. Participation in the program supported us in setting preliminary gender targets at a global level. Key areas of work included:

- **Assessing the current gender baseline** across regions, business units, and organizational levels to better understand representation, gaps, and trends.
- **Building internal alignment** on what meaningful and achievable gender targets considering regional context.
- **Exploring target setting methodologies** aligned with UNGC guidance, including representation targets, leadership pathways, and enabling measures related to recruitment, retention, and progression.
- **Engaging cross functional stakeholders**, particularly HR and leadership teams, to ensure gender targets are supported by governance, policies, and operational processes.

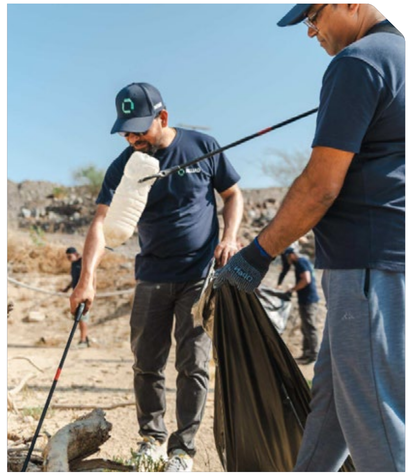
Employee engagement

At Alliad, employee engagement is key to fostering an inclusive, connected, and high-performing workplace. Structured initiatives such as CEO-led Town Halls and Open HR Forums promote transparency, open dialogue and proactive issue resolution. Engagement is further strengthened through an active Employee Council, team-building activities and cultural celebrations, including International Women's Day, Ramadan, and Africa Day in Uganda. While no employee survey was conducted in 2025, these initiatives continue to enhance collaboration, reinforce inclusion and support a positive work environment across the organization.

We encourage our employees to participate in social and environmental activities related to community development and engagement. In 2025, we organized the following initiatives:

Clean Up Initiative with Companies for Good (UAE)

Our Dubai team organized a clean-up initiative in collaboration with Companies for Good at Showka Dam, a popular natural site in the Hajar Mountains. The team collected 62 kg of waste, directly contributing to the preservation of the area's ecosystem and improving the experience for visitors and local wildlife. The initiative also included an outdoor survival training session, equipping employees with practical safety and resilience skills relevant to challenging environments. The day concluded with a team gathering, reinforcing collaboration and shared purpose. This initiative reflects our commitment to environmental stewardship while strengthening employee engagement, awareness, and capability through meaningful, hands-on activities.



Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

Local Employment

Celebrating African Cultural Diversity in Uganda

Alliad Uganda marked Africa Day with a vibrant celebration of cultural heritage, unity, and inclusion, bringing employees together to share and honor their diverse backgrounds. Through traditional attire, storytelling, and cultural exchange, participants expressed pride in their identities while strengthening team connections. The event featured activities such as a cultural catwalk, diversity dialogue, language exchange, and a shared lunch of local cuisine, creating an engaging platform for learning and collaboration. Beyond the celebration, the initiative reinforced Alliad's commitment to Diversity, Equity, and Inclusion by fostering openness, mutual respect, and a strong sense of belonging, contributing to a more inclusive and cohesive workplace culture.

Alliad Uganda marked Africa Day with a vibrant celebration of cultural heritage, unity, and inclusion, bringing employees together to share and honor their diverse backgrounds. Through traditional attire, storytelling, and cultural exchange, participants expressed pride in their identities while strengthening team connections.

The event featured activities such as a cultural catwalk, diversity dialogue, language exchange, and a shared lunch of local cuisine, creating an engaging platform for learning and collaboration.

> Beyond the celebration, the initiative reinforced Alliad's commitment to Diversity, Equity, and Inclusion by fostering openness, mutual respect, and a strong sense of belonging, contributing to a more inclusive and cohesive workplace culture.

Internships as Pathways to Career Growth

In 2025, internships remained a key entry point for early talent. At our Corporate Head Office in Dubai, four interns were placed in Procurement, Human Resources, and IT, gaining practical experience over varying durations. Notably, this initiative contributed to talent retention, with one HR intern transitioning into a full-time role in the Marketing Department

We have also conducted a one-week internship program for 14 students from the American School of Dubai.

In Uganda, eight interns completed 3-month placements across operational roles such as Catering, Maintenance, and Procurement, gaining hands-on experience in real work environments. 3 out of the 8 were hired and are now working as full-time employees. These programs supported talent development, with one intern in Dubai and three in Uganda transitioning into full-time roles. For others, internships enhanced skills, confidence, and employability. Finally, we maintained our partnership with Evolvin Women, reinforcing our commitment to inclusive employment and strengthening future talent pipelines.

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Creating Career Pathways for Communities in Uganda

The Challenge
Young professionals in Uganda often face barriers to long term employment, including limited access to structured workplace experience, professional training, and clear career pathways. While internships can provide an entry point into the workforce, many do not offer the sustained skills development or mentorship needed to support long-term career progression.

Recognizing this challenge, Alliad remains committed to using its internship programs in Uganda as a platform not only for short-term exposure, but for meaningful skills transfer and progression into future roles.

Alliad's Approach
Alliad's internship program in Uganda is designed to support young talent beyond initial placements, with a strong focus on employability, skills development and career progression. Rather than viewing internships as temporary roles, Alliad treats them as a talent pipeline that supports both individual growth and local workforce development.

Interns are provided with structured, hands on experience aligned to real business needs, allowing them to develop practical and transferable skills across core functions. This is complemented by targeted training and ongoing support aimed at helping interns build confidence, professional capability, and long term career readiness.

For success stories from some of our interns- please read testimonials from Odoch and Benita who have now progressed into full time roles with Alliad Uganda.

"The internship helped confirm my interest in building a career in maintenance and technical services. Through continuous exposure to practical work and the organization's emphasis on safety, quality and teamwork, I felt aligned with the company's values. The skills I gained and the positive working environment influenced my decision to join full-time with Alliad where I can continue developing my technical expertise while contributing to the smooth operation of facilities".

Odoch Louis
General Worker
(Uganda)

"The internship helped me realize my interest in working in professional service support roles. Seeing how catering and housekeeping contribute to a well functioning camp environment has inspired me to continue in this field".

Benita Nabatanzi
Dining Room Attendant
(Uganda)

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

+21%
Local hiring share improved in Australia

New hires by local/expat status*	2025			2024		
	New hires	% expats	% locals	New hires	% expats	% locals
Australia	**77**	**38.96%**	**61.04%**	50	60%	40%
Central African Republic**	**9**	**100%**	**0%**	26	100%	0%
Cote D'Ivoire	**11**	**36.36%**	**63.64%**	91	19.78%	80.22%
Democratic Republic of Congo	**11**	**45.45%**	**54.55%**	15	46.67%	53.33%
India	**23**	**0%**	**100%**	14	0%	100%
Kenya	**17**	**0%**	**100%**	30	0%	100%
Somalia**	**5**	**100%**	**0%**	19	100%	0%
Uganda	**126**	**2.38%**	**97.62%**	174	1.15%	98.85%
United Arab Emirates – Dubai Office	**15**	**100%**	**0%**	7	100%	0%
Western Sahara	**2**	**100%**	**0%**	2	50%	50%
Total	**296**	**24.66%**	**75.34%**	**428**	**25.70%**	**74.30%**

*Classification based on employee's nationality and country of operation
**Alliad operates in conflict areas where we are not allowed to hire locally for the protection of our employees and their families (Somalia, Central African Republic). Our efforts to localize new hires focus on the other locations.

Employee Training and Development

At Alliad, continuous learning and development underpin employee growth and operational performance. Training combines on-the-job experience, structured programs, and leadership initiatives, supported by the provision of diverse learning avenues.

Employee development is structured across four pillars known as Alliad's Pillars of Learning:

Alliad Foundations (ethics)

Personal Effectiveness (core skills)

Functional Development (technical expertise)

Leadership and Management

This approach builds capability, strengthens leadership, and supports a consistent and high-performing workplace across diverse operations.

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Training Hours by Pillars of Learning	2025	2024
Alliad Foundations	22,656	23,154
Personal Effectiveness	31,612	11,480
Functional Development	4,344	13,953
Leadership and Management	3,132	4,043
Total	61,744	52,630

61,744
Total training hours on non QHSE topics

12,628
Training hours for female

49,115
Training hours for male

100% of Top management received reviews

100% of Middle management received reviews

100% of Senior management received reviews

100% of Junior /entry-level received reviews

Training Type / Hours of training	2025	2024
Non QHSE Trainings	61,744	52,630
QHSE trainings	102,770	148,070
Total	164,514	200,700

+17.3%
Training hours

164,514
Total hours of training

102,770
Total QHSE Training Hours

46% (100% in 2024)
% of men receiving annual performance review

16% (100% in 2024)
% of women receiving annual performance review

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Empowering our People through Leadership Development

In 2025, we focused on enhancing leadership capability and digitizing our HR systems to support a growing and geographically diverse workforce.

Both initiatives highlight the importance of combining capability building with system transformation. Key learnings emphasize that successful implementation requires phased rollout, ongoing training, and continuous feedback.

Introducing a new HR Software

In 2025 we rolled out a new HR platform that integrates core processes such as onboarding, payroll, leave, and performance management in one central system. The software enables easier access to HR services through a mobile-first approach, while supporting automated workflows and reminders.

The platform reduces manual errors, supported by an integrated helpdesk, and enhances transparency across processes. Early benefits include improved data accuracy, faster workflows, and more consistent and accessible employee experience across regions.

The Agility Leadership Transformation Program (ALTP)

The Agility Leadership Transformation Program (ALTP) continued to strengthen Alliad's leadership pipeline in 2025, focusing on developing high-potential managers through structured learning and cross-functional collaboration. During this reporting period, a total of **24 employees successfully completed the program** across **five cohorts**, representing multiple regions and business units. In addition, **Cohort nine is currently in progress with nine participants**, further expanding the program's reach. By bringing together participants from different countries and functions, ALTP contributed to building a more connected, agile, and future-ready leadership community across Alliad.

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Global HR Conference 2025

Under the theme "Unifying HR: One System, One Vision", Alliad's Global HR Conference 2025 was held in Dubai for one week, bringing together 20 HR professionals from across the organization to strengthen alignment and collaboration. The conference focused on preparing for the rollout of the new HR system, through hands-on testing, workflow validation, and cross-functional discussions. Participants worked closely with leadership and project teams to ensure system readiness, data accuracy, and alignment of HR processes across regions. This initiative enhanced global consistency, improved collaboration, and supported a more integrated and efficient HR function, enabling better workforce management and supporting Alliad's long-term people strategy.
This year, our annual HR Conference also included a Sustainability training session which covered key sustainability principles and concepts.

Advancing Sustainability Skills: UNGC Academy Launch

In June 2025, we launched the UNGC Academy across all business units, providing employees with structured access to sustainability and sustainability-focused learning.
Supported by the Sustainability and HR teams, the initiative strengthens alignment with UN Global Compact principles and promotes organization-wide upskilling.

A total of **291 courses** were completed, reflecting strong engagement across key areas.
Most modules focused on

- 114 courses: **Just transition and social impact**,
- 145 courses: **Sustainable business and leadership topics**, including **global goals and employee engagement.**
- 12 courses: Additional learning covered **climate and emissions management** and
- 20 courses: **Responsible supply chains, human rights, and governance**.

This broad participation enhanced employee awareness around key sustainability topics, built stronger internal capabilities and supported more informed decision-making, reinforcing our ongoing efforts to embedding sustainability into everyday operations.

Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

Participants in training by country

Country	2025	2024
Australia	106	128
Central African Republic	56	52
Cote D'Ivoire	46	120
Democratic Republic of Congo	143	188
India	69	63
Kenya	154	115
Papua New Guinea	106	-
Somalia	117	134
Uganda	463	331
United Arab Emirates	75	1,109
Western Sahara	3	6
Total	1,338	2,246

12,628 (10,188 in 2024)
Training hours for female

49,115 (42,442 in 2024)
Training hours for male

Training hours by gender and level

2025	Female	Male	Total
Top Management	0	5	5
Upper Management	200	857	1,057
Middle Management	1,416	5,546	6,963
Junior / Entry level and below	10,888	32,616	43,504

2024	Female	Male	Total
Top Management	0	28	28
Upper Management	0	37	37
Middle Management	1,049	4,289	5,338
Junior / Entry level and below	9,139.2	38,088	47,227

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Community Engagement

At Alliad, we are committed to supporting the communities in which we operate through targeted, impact-driven initiatives aligned with local needs and our sustainability objectives. Through strategic partnerships and active employee engagement, we make every effort to address immediate challenges while contributing to long-term trust and resilience, recognizing our role as complementary to public services.

We place strong emphasis on respecting human and community rights in every initiative, ensuring that projects are inclusive, locally relevant, and designed to prevent harm. By embedding these principles into our CSR approach, we aim to create meaningful, responsible, and sustainable value for the communities we serve.

Human and community rights

At Alliad, respect for human rights is embedded across operations and supply chains. Our aim is to continue aligning our policies such as the group-wide Human Rights Policy, with international standards, including the UN Guiding Principles on Business and Human Rights, and monitoring best practices. Regular risk assessments, robust grievance mechanisms that protect whistleblowers, and participation in external initiatives support ethical conduct and fair labor practices. Comprehensive training via e-learning and internationally recognized programs ensures employees and suppliers are equipped to uphold human rights, reinforcing a consistent, group-wide commitment to responsible business practices.

Uplifting Communities

Across our community initiatives, the scale of community needs often exceeds available resources, highlighting the importance of prioritization and sustained investment.
During this reporting period, our community development projects across our diverse geographies focused on the following themes:

- Offering direct aid and support to vulnerable children in difficult environments
- Promoting education and capacity building for the younger generation especially young women
- Fostering public health
- Raising awareness about the environment

2025
USD $49,172
invested in Community projects compared to USD $12,595 in 2024

Community Beneficiaries 2025	Number of people	%	2024	Number of people	%
Female	181	35.7%		265	22%
Male	263	64.3%		960	78%
Male and Female	1,600				
Total	2,089			1,225	

Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

Community Investments 2025 (USD)

Cultural activities

USD 3,305.76

› Showka Wadi Clean-Up, India plantation drive, Environmental Art Competition, World Environment Day awareness session, including recycling suggestions and reusable packaging system in Western Sahara

Sports sponsorship

USD 2,393.60

RAK Half Marathon participation for **43 employees**

Donations for humanitarian activities

USD 13,448.23

› CAR orphanage support, Somalia orphanage/community support, DRC orphanage visit, Kawempe Hospital maternity ward support in Uganda, reaching 150 women

Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

Empowering Local Communities Through Partnerships: Evolvin' Global

Our impact in numbers:

700+ participants reached via outreach event through Evolvin Global

In 2025, through our partnership with Evolvin' Global, we supported initiatives in Kenya aimed at expanding career opportunities for young people. Between 10–14 In February, outreach events were held across four leading hospitality institutions, connecting young women with career guidance, skills development, and exposure to international employment pathways. The initiative focused on bridging the gap between education and the professional world through interactive sessions, industry insights, and networking opportunities. We contributed through both financial support and active participation, including mentorship and knowledge sharing, helping participants build confidence, understand career pathways and access employment opportunities in the hospitality sector. Through these partnerships, we continue to drive social and economic impact, supporting skills development and creating pathways for young women and men to access meaningful employment and contribute to their communities. Our continued collaboration with Evolvin' Global has played an important role in strengthening our impact and equipping young talent with the skills and opportunities needed for long-term career growth.

"Our goal is to create meaningful pathways for African youth and to access global career opportunities. By engaging directly with students and graduates at these institutions, we are not just sharing knowledge; we are igniting ambition and fostering long-term professional success. This wouldn't have been possible without our esteemed partners whom we are immensely grateful to, including Alliad, Agility Kenya, and our partner institutes, their commitment and contributions have been key to the success of this program, allowing us to reach and inspire more young women and men to pursue their professional aspirations."

Assia Riccio
CEO and Founder of Evolvin' Global (UAE)

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Supporting Vulnerable Communities

Community Outreach in Goma, Democratic Republic of Congo
In 2025, our DRC operations strengthened its community engagement through an outreach visit to the Foyer de l'Enfance Paolo Di Nardo orphanage in Goma, in the Democratic Republic of Congo. The initiative combined practical support with direct interaction, addressing immediate needs while fostering a sense of inclusion and connection. A total of USD $3,377 was invested, supporting approximately three months of essential needs. Assistance included food, clothing, fuel, electricity, and kitchen equipment, benefiting 55 individuals (47 children and 8 staff). This support contributed to improved living conditions and greater operational stability for the orphanage. Beyond material contributions, the visit promoted engagement and social connection, reinforcing Alliad's commitment to dignity and community presence. The initiative also highlighted ongoing challenges faced by the orphanage, including limited resources for education and healthcare, underscoring the importance of continued support for vulnerable communities.

Key Impact

USD $3,377

invested (covering approximately 3 months of essential needs like basic supplies -food, clothing, fuel -firewood and charcoal-, electricity costs, and kitchen equipment).

55 beneficiaries reached including 47 children and 8 staff

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Supporting Vulnerable Children in Somalia and the Central African Republic

In 2025, we delivered targeted support to vulnerable children through initiatives in Somalia and the Central African Republic (CAR), focusing on immediate needs while identifying opportunities for longer-term impact.
In **Mogadishu, Somalia**, a joint visit by Alliad and Agility to a privately run orphanage supporting **166 children** (116 boys and 50 girls) highlighted severe living conditions, including overcrowding, poor sanitation, and limited resources. In response, essential food, hygiene, and daily-use items were provided to improve living conditions. Plans were also initiated to enhance hygiene conditions through cleaning interventions and awareness sessions. Despite security constraints limiting engagement, the initiative provided critical relief and helped identify priority areas for future support, including shelter, sanitation, and education.

Orphanage Donation Drive in Somalia
The Somalia Orphanage Donation Drive, conducted from September 30 to October 10, 2025, managed to mobilize employees' contributions in support of an orphanage in Mogadishu through locally purchased essential supplies.

Our Impact
Employees raised **AED D 6,461,** which was matched by the company, bringing the **total contribution to AED D 12,922,** and the funds were used to provide food, hygiene items, footwear, and sustainable support delivered by the UNSOS team on the ground.

In **Central African Republic**, support was delivered to five orphanages across Bangui and surrounding areas, reaching **135 children** (60 girls and 75 boys). The program provided food supplies, hygiene kits, and learning materials, directly improving nutrition, health conditions, and access to basic education resources. Immediate support addressed urgent demands.
In these cases, our community interventions highlight the need for ongoing engagement, stronger local partnerships and continued investment to maximize longer-term impact.

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Advancing Education, Health, and Environmental Awareness in Uganda

In 2025, we implemented a series of community initiatives in Uganda addressing education, healthcare, and environmental sustainability, with a focus on women, children, and local schools.
Efforts to support girls' education and women's livelihoods included a fundraising initiative in partnership with the Rotary Club of Muyenga Sunday Sunset that generated over **UGX 40 million** to enable access to education for vulnerable girls and vocational opportunities for mothers.
Additional support was provided through food donations to healthcare and community centers, extending benefits to vulnerable groups.

In healthcare, targeted support at Kawempe Referral Hospital provided essential supplies to **150 mothers** and **150 newborns**, improving hygiene, dignity, and post-natal care conditions.

Environmental initiatives reached 32 schools in Lower Buliisa, where **1,600** fruit tree seedlings were distributed alongside practical tools and environmental education. The establishment of school green clubs further supports long-term engagement and maintenance. These initiatives delivered tangible benefits while reinforcing the importance of sustained follow-up and community partnerships to maximize long-term impact.

470 Mango trees

570 Jackfruit trees

245 Avocado trees

1,285 Total trees planted

Alliad Sustainability Report 2025

6 Our Approach to People and the Community

Own workforce and workers in the value chain

Human Rights and Working Conditions

Occupational Health and Safety

Community Engagement

Looking Ahead

Strengthening the Healthcare System in Uganda

In Uganda, we made a financial contribution to the Mengo Blood Bank, enabling the funding of equipment upgrades and increased storage capacity, improving operational efficiency and blood safety. As a result, over 500 patients benefited from more reliable access, reducing the risk of shortages during emergencies and routine medical procedures.

Key Impact

USD 6,126
Financial contribution

Over 500 patients
Beneficiaries

Facility improvements: Equipment upgrades, increased storage capacity, enhanced operational efficiency

Alliad Sustainability Report 2025

6 Our Approach to People and the Community
Own workforce and workers in the value chain
Human Rights and Working Conditions
Occupational Health and Safety
Community Engagement
Looking Ahead

Looking Ahead

As we continue to strengthen our people and community impact, the focus remains on building inclusive practices, enhancing employee experience, and delivering measurable, long-term outcomes.

Moving forward, key actions include:

1. **Strengthening leadership pathways and further embedding digital HR solutions to enhance efficiency and employee experience**
2. **Reinforcing training, risk assessments, grievance mechanisms, and improving the availability and quality of workforce data and reporting**
3. **Enhancing critical risk controls, supervision, and reporting culture with regards to Occupational Health and Safety, while improving action tracking and audit processes**
4. **Enhancing critical risk controls, supervision, and reporting culture with regards to Occupational Health and Safety, while improving action tracking and audit processes**
5. **Advance the DEI agenda through incorporating targets, women-focused initiatives, improving visibility of gender equality policies and strengthening trainings in the area**
6. **Fostering partnerships that enable continuity and long-term support beyond one-off initiatives, at the community level**

Our Approach to the Environment

At Alliad, we are committed to environmental stewardship, aligning our operations with our sustainability strategy to reduce our environmental footprint and support long-term resilience. Operating in remote and climate-vulnerable regions, we proactively manage climate-related risks that can affect our operations, supply chain and communities. Environmental protection and climate action are central to our approach with a focus on reducing emissions, improving water and waste management and investing in renewable energy solutions to support the sustainability of our operations.

Our Priority Areas

- **Climate Change Adaptation**
- **Climate Change Mitigation**
- **Energy Management**
- **Biodiversity and Terrestrial and Marine Ecosystems**
- **Resource Inflows**
- **Water Management**
- **Resource Outflows, Waste and Pollution**

Alliad Sustainability Report 2025

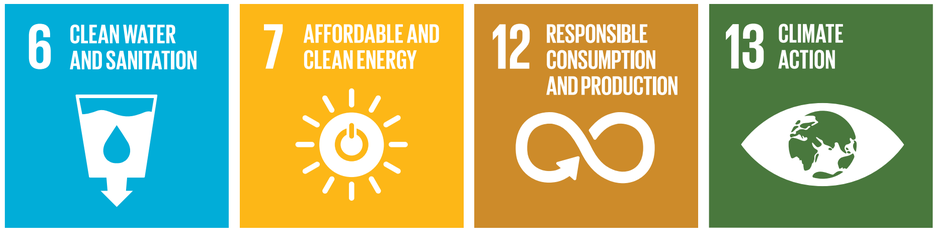
7 Our Approach to the Environment
Climate Change
Energy Management
Our Approach to Biodiversity
Sustainable Resource Management
Looking Ahead

Key Highlights

11% of electricity consumption comes from renewable sources

2,190 solar panels installed across operations in the Democratic Republic of Congo and Central African Republic

Fleet optimization initiatives across Côte D'Ivoire and Kenya



"Over the past year, sustainability has become increasingly embedded in the way we deliver projects, moving beyond compliance to influence our decisions on safety, environmental protection, worker welfare, community engagement, and resource management. Looking ahead, I am excited to see sustainability further integrated into daily operations through stronger data-driven decision-making, innovation, and greater engagement of our workforce and supply chain."

Mounir Ziani
QHSE Head- Africa (Cote D'Ivoire)

"At Alliad Kenya, sustainability is being progressively integrated into operational delivery through improved transport planning, truck refurbishment, addition of new fleet, and closer alignment with client expectations. Participation in the Environment Committee has further strengthened understanding of the role of governance, accountability and continuous learning in advancing sustainability outcomes. Sustainability is becoming increasingly embedded in day-to-day operations, driven by rising client expectations and a stronger organizational focus on responsible business practices and delivery against sustainability objectives".

Irene Onyango
QHSE Manager (Kenya)

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Climate Change

Climate change is one of the most pressing challenges of our time, driving the need for strategic environmental action. For Alliad, the effects of a changing climate, such as extreme weather events and resource scarcity, have a direct impact on our operations, our supply chains, as well as on the well-being of our people and the communities we serve. **Building resilience is both a business and social imperative.**

Climate Change Adaptation

At Alliad, we recognize that effective adaptation requires a systematic and structured approach to identifying and managing physical climate risks across our diverse geographies. Our operations are exposed to risks such as extreme heat, water scarcity and environmental degradation, which may impact service delivery, employee safety and local supply chains.

During the reporting period, our approach to climate adaptation focused on strengthening operational resilience through improved internal awareness, enhanced decision-making processes, and targeted local initiatives. While awareness-raising activities, such as employee engagement during key environmental awareness days. continue to play a role, greater emphasis is being placed on translating awareness into practical actions that support resilience across operations.

We also supported local initiatives that contribute to ecosystem restoration and long-term environmental resilience. For example, land restoration and tree-planting activities in India and Kenya contributed to increased green cover and soil stability, while promoting community engagement.

These initiatives highlight the importance of locally driven solutions in addressing climate-related challenges.

Looking ahead, Alliad aims to further strengthen its approach by progressively enhancing the identification, assessment, and management of climate-related risks across operations, with a focus on integrating adaptation considerations into operational planning and decision-making.

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Local Partnerships for Climate Resilience

In 2025, we advanced targeted tree-planting initiatives in India and Kenya, contributing to increased green cover and ecosystem restoration.

› In **Hyderabad, India,** in partnership with Grow Billion Trees, employees planted 100 native and fruit-bearing trees, expected to 170 square meters of green cover and sequester approximately 2 tons of CO_2 over time.

› In **Kenya,** collaboration with Nature Kenya led to the planting of 1,000 indigenous trees in the Kereita Forest, a critical water catchment area, supporting long-term restoration efforts. These initiatives highlight the importance of local partnerships, appropriate species selection, and ongoing monitoring to ensure lasting environmental and community impact.

Enhancing Environmental Awareness

In 2025 we strengthened environmental awareness and engagement through targeted, hands-on initiatives across our operations, on the occasion of Earth Day.

› In **Kenya**, activities included tree planting and a "Go Green" campaign encouraging employees to adopt environmentally responsible behaviors.

› In **Somalia**, our team was engaged in local environmental campaign under the slogan "Fifty trees. We also extended our engagement to local communities.

› In **Côte D'Ivoire**, as part of our community development efforts, our local team engaged with students at Akoupé-Zeudji Attingué near Abidjan, delivering an environmental awareness session to 45 pupils on the occasion of the Earth Day. The initiative combined education with creativity, encouraging students to explore sustainability through a drawing competition. Three winners were recognized, and their artwork is now displayed in our offices, reinforcing our connection with the community and commitment to environmental stewardship.

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Climate Change Mitigation

To mitigate climate change, Alliad continues to focus on improving energy efficiency and reducing greenhouse gas emissions across its operations. Our emissions footprint is primarily driven by fuel consumption in logistics and operational activities, as well as electricity use across offices and project sites.

During the reporting period, efforts were directed towards managing and reducing this footprint through targeted operational improvements, including enhanced energy monitoring, optimization of fuel use, and the adoption of digital tools to support data-driven decision-making. These initiatives enable greater visibility of consumption patterns and identification of efficiency opportunities across regions. In parallel, local teams implemented complementary initiatives, including nature-based solutions such as tree planting, which contribute to emission reduction while supporting biodiversity and community engagement. While these initiatives play a supporting role, the primary focus remains on operational efficiency and reducing direct emissions.

As data collection processes continue to mature, Alliad is working towards establishing a more robust emissions baseline to support future target-setting and performance tracking, further strengthening its approach to climate change mitigation. These efforts are closely linked to our energy management practices, which are key to reducing emissions and improving operational efficiency across Alliad.

Energy Management

At Alliad, energy management is a key component of our climate change mitigation efforts, as electricity and fuel consumption represent the primary drivers of our emissions footprint across operations, from offices to logistics and project sites. Our approach focuses on improving efficiency, strengthening data visibility, and supporting the transition to lower-impact energy use.

During this reporting period, we advanced structured energy monitoring using various digital tools incorporating quarterly data collection, trend analysis, and onboarding projects into a central online reporting platform, enabling more consistent data-driven decisions and helping prioritize energy efficiency improvements across all operations.

Driving Efficiency and Safety through Fleet Optimization across our Operations
Recognizing that fleet operations are a major contributor to energy consumption, Alliad continued to advance fleet optimization initiatives across Côte d'Ivoire and Kenya during the reporting period, combining behavioral and technological measures to enhance efficiency and safety.

In Kenya, **a phased fleet modernization program is underway** to replace older trucks with newer, fuel-efficient models equipped with advanced safety features. To date, **approximately 40% has been completed**, including the refurbishment of existing trucks and the introduction of 16 EURO 5 vehicles. In parallel, advanced technologies have been deployed across the fleet, including full installation of AI-enabled cameras and telematics systems, alongside the implementation of a transport ERP platform (Orbits) for real-time monitoring and performance tracking. These initiatives are expected to improve fuel efficiency by 10–15% and reduce maintenance costs by approximately 25%.

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Energy Consumption

Energy Consumption	2025	2024
Grid Electricity (kWh)	3,299,307.33	653,889.16
Solar Electricity (kWh)	412,343.7	514,013.5
Diesel (liters)	5,230,893.5	4,225,161
Gasoline/petrol (liters)	96,605.6	69,964.6
Gaseous Fuels (liters)	7,825.58	185,585

› Energy consumption patterns changed during the reporting period, reflecting variations in operational activities and site coverage. Certain consumption figures were estimated using appropriate assumptions and available operational data where direct measurements were not accessible.

› Renewable electricity generation decreased compared to the previous year due to reduced availability and performance of solar energy systems.

Fuel Consumption 2025	Diesel (Liters)	Gasoline/ petrol (Liters)	LPG (Kg)
Australia	16,618.8	91.1	4,875.0
Central African Republic	1,018,405.0	7,445.3	-
Cote d'Ivoire	277,499.9	32,587.1	-
Democratic Republic Congo	437,424.0	-	2,951.0
India	-	-	-
Kenya	1,807,264.0	41,694.0	-
Papua New Guinea	18,162.0	2,816.6	-
Somalia	1,625,247.0	4,460.1	-
Uganda	26,855.8	6,732.0	-
United Arab Emirates – Dubai Office	1,909.6	-	-
Western Sahara	1,507.5	779.3	-

2025 Total Fuel Consumption

5,230,893.5 Diesel (Liters)

96,605.6 Gasoline/petrol (Liters)

7,826 LPG (Kg)

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Electricity Consumption by Country (kWh)	2025	2024	2023
Australia	14,466	14,663	13,941
Central African Republic*	84,788.70	201,002.50	-
Cote D'Ivoire	393,789.30	158,256	133,302
Democratic Republic of Congo*	102,669.99	358,387.80	207,047
India	44,237.10	17,928.16	-
Kenya	106,960.80	101,090.53	112,452
Papua New Guinea	2,801,974.14	-	-
Somalia	-	-	-
Uganda	73,659	212,814.18	665,683
United Arab Emirates – Dubai Office	62,043	13,733	30,042
Western Sahara	27,062.88	90,027	-
Total	3,711,650.91	1,167,902.17	1,162,467

Reported grid electricity consumption includes estimated values for certain operations where direct consumption data was unavailable. These estimates were based on reasonable assumptions and available operational information and have a material influence on the reported consumption figures.

Renewable energy produced 2025 (kWh)

327,555 kWh
Democratic Republic of Congo

84,789 kWh
Central African Republic

Energy-efficient practices across Alliad

We are committed to improving energy efficiency across our operations by integrating low-consumption technologies and promoting the use of renewable energy. Key measures include the adoption of high-efficiency HVAC systems, LED lighting, and motion-sensor controls to reduce energy use and associated emissions.

In parallel, during the reporting period, we continued to expand the use of solar energy solutions, including panel installations and solar-powered lighting across our locations. These initiatives aim to reduce reliance on conventional energy sources, lower costs, and enhance access to cleaner energy across our facilities. These efforts contribute to improved energy performance, supporting more efficient operations and a gradual improvement in energy-related environmental impact.

Use of renewable energy	2025	2024
Purchased Electricity (KWh)	3,299,307.21	653,889.16
Renewable Energy Consumed (KWh)	412,343.70	514,013.5
Total	3,711,650.91	1,167,902
Percentage of Renewable Energy	11%*	44%

*The observed reduction in renewable energy consumption (%) compared to the previous year is primarily driven by a substantial increase in grid electricity usage, largely attributable to the addition of PNG operations.

*Additionally, the estimation methodology applied for the LNG Plant Site—accounting for 2,797,355.32 kWh—has significantly influenced the overall consumption profile. When the LNG Plant Site is excluded, total grid electricity consumption stands at 501,951.89 kWh, resulting in an adjusted renewable energy share of 45%.

*The decline is further compounded by reduced solar electricity generation, mainly due to the CAR solar panels being non-operational since Q2.

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

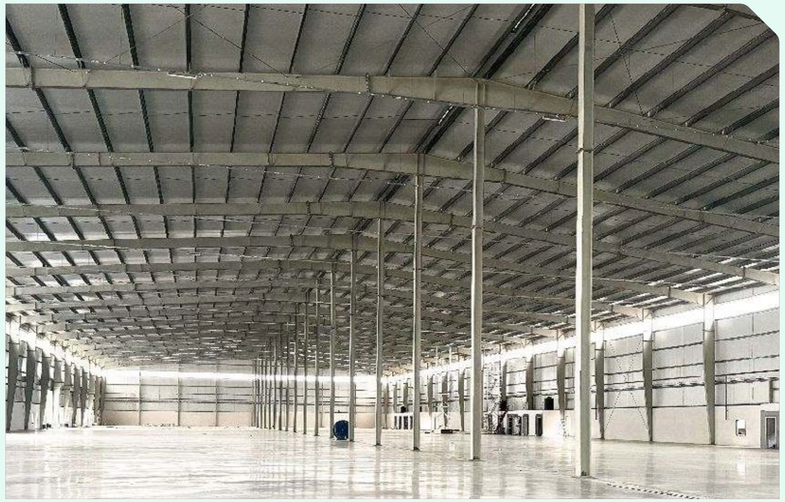
Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Electricity Consumption Intensity (kWh/employee)	2025	2024
Australia	**111.3**	166.6
Central African Republic	**1,766.4**	4,102.1
Cote D'Ivoire	**2,289.5**	764.5
Democratic Republic Congo	**772.0**	2,559.9
India	**789.9**	358.6
Kenya	**434.8**	428.3
Papua New Guinea	**22,967.0**	-
Somalia	**-**	-
Uganda	**173.3**	601.2
United Arab Emirates	**827.2**	190.7
Western Sahara	**2,706.3**	9,002.7
Total	**2,459.7**	**885.4**



Emissions reduction initiatives across Alliad include:
In our Head office, we ensure that all ACs and lights are switched off at the end of each working day with every member of the team working in the head office being accountable for this action.

Central African Republic

- Installation of timer switch for reliable automation, used for lights, pumps, and other equipment
- 94% of the lights have been replaced with LEDs

Democratic Republic Congo

- Reduced fuel consumption for generators by 15% through improved monitoring and load optimization
- Upgraded solar capacity by increasing PV panels in Goma and Beni and reduced fuel consumption by between 15-20%
- Introduced and implemented anti-syphoning of fuel by sealing fuel outlets and restricting access eliminating fuel theft
- Emphasized preventative maintenance schedule for generators and PV solar maintenance cutting downtime by 25%.
- Conducted staff training on fuel management and energy efficiency practices, improving awareness and discipline which resulted in fuel reduction by at least 6000 liters on a monthly basis
- Installed 5,672 square feet of panels covering warehouse rooftops

Western Sahara

- All the lighting in the warehouse was replaced with LEDs

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Carbon Emissions Reporting

Alliad continues to strengthen its approach to carbon emissions reporting through the systematic collection of quarterly environmental data from operational stakeholders. This data is consolidated within a dedicated digital platform used since 2021, where carbon emissions are calculated based on recorded energy consumption using the DEFRA emissions factors.

The platform supports the tracking of greenhouse gas (GHG) emissions through customized dashboards, enabling the categorization and monitoring of emissions across Scope 1, Scope 2, and Scope 3. This supports more consistent monitoring of emissions across operations.

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

GHG emissions

2025	Tons of CO2e	%
Scope 1	15,860.59	81.39%
Scope 2	141.50	0.73%
Scope 3	3,484.74	17.88%
Total	19,486.83	100%

2024	Tons of CO2e	%
Scope 1	12,479.83	80.19%
Scope 2	228.81	1.47%
Scope 3	2,854.01	18.34%
Total	15,562.65	100%

Scopes	2025		2024		2023	
	Tons	%	Tons	%	Tons	%
Scope 1	15,860.59	81.39%	12,479.83	80.19%	11343.00	78.59%
Scope 2	141.50	0.73%	228.81	1.47%	375.00	2.60%
Scope 3	3,484.74	17.88%	2,854.01	18.34%	2716.00	18.82%
Total	19,486.83	100.00%	15,562.65	100.00%	14434.00	100.00%

Even after observing an increase in the grid electricity, there is no increase in Scope 2 emissions because the grid electricity consumption at the LNG Plant site deploying an estimation methodology is not accounted here during the data input to diligent platform.

Change in CO2e	Tons	%
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%

Scope	Source Category
Scope 1	Mobile Combustion - Owned Fleet Stationary Combustion
Scope 2	Purchased and Used Electricity
Scope 3	Fuel and Energy-Related Activities Not Included in Scope 1 or Scope 2 Purchased goods and services

100% of headcount covered by CO2 reporting

Alliad Sustainability Report 2025

7 Our Approach to the Environment
Climate Change
Energy Management
Our Approach to Biodiversity
Sustainable Resource Management
Looking Ahead

Participation in the UNGC Climate Ambition Accelerator (CAA)

In 2025, Alliad participated in the UNGC Climate Action Accelerator as part of our ongoing commitment to strengthen climate action and align our sustainability strategy with global best practices. The Climate Accelerator is a structured, capacity building program designed to help companies translate high level climate commitments into practical, science based actions that support the goals of the Paris Agreement. The Accelerator provided a strong foundation for understanding climate risks and opportunities across operations and the value chain, helping us better assess where it can have the most meaningful impact.

Key Outcomes:

Strengthened climate literacy- across internal teams, improving understanding of climate science, decarbonization levers and the role of business in achieving Net Zero targets.

Offered practical tools and frameworks to support the development of emissions reduction strategies aligned with science based approaches and international standards.

Provided peer learning and collaboration and an exchange of insights with companies from different sectors and regions facing similar challenges in advancing climate action.

Reinforced the link between climate action, long term business resilience and value creation.

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Our Approach to Biodiversity

At Alliad, we recognize that certain operational activities may pose risks to biodiversity, particularly in remote and environmentally sensitive locations. Potential impacts include increased pest populations linked to food waste, unintended effects of pest control measures on native species, and disruption to nocturnal wildlife from artificial lighting.

While these impacts are not yet fully quantified across all operations, we are strengthening monitoring practices and implementing mitigation measures to manage potential risks. In parallel, we support local initiatives that contribute to ecosystem restoration and promote more responsible interaction with surrounding environments.

In 2025, our biodiversity efforts focused on nature-based initiatives, particularly tree planting.

- In India, we planted native, fruit-bearing species to enhance urban biodiversity by creating habitats and food sources for local wildlife.
- In Kenya, in partnership with Nature Kenya, we planted 1,000 indigenous trees in the Kereita Forest, supporting ecosystem restoration in a critical water catchment area.
- In Côte D'Ivoire, our initiatives included the creation of arboretums across 10 local schools, with over 500 trees planted through reforestation efforts, supporting habitat creation, enhancing local biodiversity and fostering environmental awareness within local communities.

Our aim moving forward is to integrate biodiversity more systematically into our environmental management, expand conservation efforts, and strengthen impact monitoring over time.

Sustainable Resource Management

Circular Economy

With a view to decreasing and eventually eliminating waste while incorporating the principles of the circular economy, at Alliad we developed a 5-year plan, focusing on achieving waste reduction across four key areas:

- Production or Acquisition: Improving the design, manufacturing, and sourcing of products and services,
- Promoting responsible consumption: Enhancing awareness, behavioral change
- Waste management: Improving the collection, sorting, and treatment of waste,
- From waste to resources: Enhancing recovery, transformation, and utilization of secondary raw materials, to create new value chains and markets

Resource Inflows

Resource inflows, including fuel, operational materials, office supplies, packaging and construction materials, represent a key area of focus in our transition towards more sustainable and circular practices.

Our approach aims to reduce material consumption, promote reuse, and prioritize lower-impact and renewable inputs across our activities. During 2025, efforts focused on targeted, high-impact initiatives, such as optimizing packaging use, while recognizing the need for a more structured and consistent approach to resource management.

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Resource Outflows, Waste and Pollution
Waste management is an integral part of our environmental responsibility, with a focus on minimizing waste generation, promoting reuse, and increasing recycling where feasible. Our approach prioritizes reducing waste at source while identifying opportunities to improve resource efficiency across operations.

Across business activities, our approach is adapted to operational context:

Engineering and Construction

direct control over waste handling enables the implementation of targeted reduction strategies.

Supply Chain and Logistics

increasing client expectations are driving efforts to limit waste generation and optimize material use.

Facilities Management

while waste handling is often managed by third parties, there is growing emphasis on the adoption of environmentally preferable consumables.

Across all activities, we continue to align our practices with industry standards and evolving stakeholder expectations.

E-Waste in our Head Office
In 2025, we donated 200+ electronic devices to the Green Hand Used Electronics Company for recycling. This ensured that no e-waste did not made it's way to landfill and formed part of our ongoing commitment to managing its e-waste more sustainably.

Reducing Packaging Waste through Innovation in Western Sahara
Replacing wooden pallets with lightweight plastic slip sheets significantly reduced packaging waste and improved operational efficiency. The more durable solution minimized breakage, while reducing material weight by approximately 98%. This enabled higher load capacity, optimized transport, and fewer shipments. The initiative demonstrates how rethinking conventional practices and working closely with suppliers can deliver practical solutions that lower environmental impact while enhancing overall performance.

Waste Management	Hazardous waste (kg)	Non-hazardous waste (kg)	Total amount of waste (kg)
Diverted from disposal	38,663.9	152,132	190,795.9
NOT diverted from disposal	27,225	211,466.1	238,691.1
Total	**65,888.9**	**363,598.1**	**429,487**

*Assumption used for converting used oil quantities from liters to kilograms. Density factor used: 0.88 kg/L

Includes data from: Australia, Cote D'Ivoire, Democratic Republic of Congo, Kenya and Somalia

Alliad Sustainability Report 2025

7 Our Approach to the Environment
Climate Change
Energy Management
Our Approach to Biodiversity
Sustainable Resource Management
Looking Ahead

Circular Economy Initiatives across the Region
At Alliad, we are progressively embedding circular economy principles across our operations, focusing on waste reduction, responsible sourcing, and resource efficiency. Governance drives alignment with ISO 14001 life cycle thinking, promotes green procurement, and strengthens sustainable waste management practices.

Across operations, these measures contribute to reduced material waste, improved efficiency, and stronger supply chain sustainability, demonstrating a practical shift towards more circular and resilient resource management.

Key initiatives and measures include:

- **Increased use of reusable packaging**
- **Local sourcing to reduce transport impacts**
- **Food waste minimization is achieved through portion control and improved planning**

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

With regards to food waste, we continue to implement advanced inventory systems and practices such as FIFO/FEFO that ensure efficient stock management, reducing spoilage and operational waste.

Organic waste streams are diverted to composting, supporting resource recovery and circular use. Water treatment processes further enhance reuse opportunities, while supplier engagement and training reinforce environmentally responsible procurement and recycling practices.

More specifically, across our operations in 2025:

Central African Republic

Replaced cardboard boxes with reusable plastic trays as packing material for shipping fresh fruits and vegetables and bread for bakery.

Cote D'Ivoire

Formal waste removal contract established between ALLIAD E&C and Lassire Déchet to improve traceability and ensure that all waste streams are handled by a certified waste management contractor.

- More than **50,000** kg of waste was removed by a certified waste management contractor.
- **2,100** liters of used oil recycled.

Kenya

Scrap metal and used oil is **100%** recyclable

Papua New Guinea

In catering business:

- Replacing all plastic takeaway containers for biodegradable recycled cardboard takeaway packs
- Changing plastic cutlery to wooden reduces plastic pollution.
- This also includes trading check out plastic bags for recycled biodegradable bags.

Western Sahara

Replaced cardboard boxes with reusable plastic trays as packing material for shipping fresh fruits and vegetables and bread for bakery.

Adherence to ISO 14001:2015 Life Cycle Perspective- Côte D'Ivoire

In Côte D'Ivoire, we have strengthened our environmental management practices in line with the ISO 14001:2015 Life Cycle Perspective. Monthly waste reporting is conducted in accordance with both ISO requirements and internal HSE governance, ensuring transparency and accountability.
We thus closely monitor waste streams, tracking volumes generated, recycled, and disposed of, as well as distinguishing between hazardous and non-hazardous waste. Progress toward our Zero Waste Pollution objectives is regularly communicated to stakeholders. In parallel, structured housekeeping campaigns enhance employee awareness and build capacity, fostering responsible waste management practices and embedding a culture of environmental stewardship across our operations.

Installation of Waste Segregation Bins in Alliad's Head Office- UAE

As part of our ongoing commitment to environmental stewardship, at the end of 2025, we introduced a structured waste segregation system across our office premises. Clearly labeled bins for paper, plastic, and general waste enable more efficient waste management and support higher recycling rates. This initiative aims to reduce landfill contributions, promote responsible disposal habits, and foster a culture of sustainability among employees. By encouraging correct usage and collective participation, we are strengthening our environmental performance and minimizing our ecological footprint. This initiative reflects our broader goal of creating a cleaner, greener workplace while actively engaging our team in meaningful, everyday sustainability practices.

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Water management

Water management is a key priority, particularly in remote areas where freshwater access is constrained by limited infrastructure and climate pressures. As operational demand increases, we are committed to using water efficiently to support sustainable operations. Recognizing water as a shared and scarce resource, we focus on responsible consumption, protecting water quality, strengthening awareness, and supporting long-term water security in the communities where we operate.

In 2025, our efforts centered on promoting a culture of conservation and delivering targeted community interventions.

-10.2%

in water consumption for our activities in Australia

Water Consumption (Liters)	2025	2024	2023
Australia	**72,521.7**	80,770	58,840
Central African Republic	**934,000**	10,198,160	
Cote D'Ivoire	**1,977,944**	46,496	42,234
Democratic Republic of Congo	**5,609,413.4**	5,234,562	4,028,011
India	**Not available**	Not available	Not available
Kenya	**1,996,266.1**	1,813,440.5	1,732,516
Papua New Guinea	**438,000**		
Somalia	**9,426,842**		
***Uganda**	**578,000**	866,378	921,840
***United Arab Emirates**	**330,141**	634,315.31	2,616,742
Western Sahara	**23,983**	99,783	
Total Consumption	**21,387,111.2**	**18,973,904.81**	**9,414,015**

*UAE: Lower consumption reflects data available from Q3 onward.
*Uganda: Decrease is due to a methodology update in 2025
Overall: Consumption increase is driven by adding Papua New Guinea, Somalia and higher Cote D'Ivoire use linked to construction activity.

Key measures and initiatives implemented to enhance water efficiency across operations include:

Monitoring, Maintenance and Digitalization

- Monitoring and recording of water abstraction and consumption in line with regulatory requirements
- Use of digital tools (e.g. QR code-based reporting systems) to enhance leak reporting and response efficiency
- Promotion of operational efficiency practices, such as running appliances only at full capacity

Awareness, Training and Behavioral Change

- Employee awareness and training programs to promote responsible water use, including leak detection and daily conservation practices

Alternative Water Sources and Recycling

- Adoption of alternative water sources, including boreholes
- Deployment of on-site wastewater treatment solutions
- Reuse and repurposing of water streams (e.g. reverse osmosis reject water) for non-potable applications such as dust suppression and sanitation
- Introduction of water recycling practices for secondary uses, including irrigation of green areas

Alliad Sustainability Report 2025

7 Our Approach to the Environment

Climate Change

Energy Management

Our Approach to Biodiversity

Sustainable Resource Management

Looking Ahead

Key 2025 Advancements across our geographies in regard to water management

Australia

- All sites operate within requirements of local (state/territory) Environmental Public Authority (EPA) requirements
- Some sites discharge to the central sewage
- More remote sites have onsite wastewater treatment plants

Cote D'Ivoire

- Quarterly Water monitoring systems across operational sites, enabling accurate tracking of water consumption

DRC

- Monitoring and seal water leakages
- Installed low flow shower heads to reduce water usage
- Allocated specific garden watering days according to needs
- Laundry days equally allocated for each room to manage water usage
- Intensify water-saving habits across our operations through awareness actions i.e.
  - Information Posters outside toilets and kitchens
  - Toolbox Talk (TBT) to raise awareness about optimizing water usage

Restoring Community Water Access in Uganda

A borehole rehabilitation initiative in the villages of Kasinyi, Kibambura, and Uduk 2 restored access to safe water for over 200 households, significantly improving daily living conditions and reducing reliance on unsafe sources. This intervention highlights how focused, small-scale actions can deliver immediate and meaningful social benefits while strengthening relationships with local communities.

Alliad Sustainability Report 2025

7 Our Approach to the Environment
Climate Change
Energy Management
Our Approach to Biodiversity
Sustainable Resource Management
Looking Ahead

Looking Ahead

As we further improve our environmental performance, we continue to strengthen data-driven decision-making, improve resource efficiency, and reduce operational impacts across diverse geographies.

Moving forward, key targets and actions that we plan to undertake over the next 12 months will include:

1. **Undertaking an externally led GHG Inventory to formally identify our carbon hotpots and develop Alliad's first carbon reduction roadmap accompanied by preliminary reduction targets focusing on scope 1 and 2 emissions**
2. **Initial mapping and data collection of scope 3 emissions will be carried out, enabling us to get a full picture of our value chain emissions across material scope 3 categories**
3. **Fully implementing our ESG data management platform that will help enhance emissions measurement, strengthen ESG performance monitoring and support targeted progress in priority areas such as waste reduction and water**
4. **Increasing investment for renewable energy across select sites**
5. **Supporting more community initiatives for environmental conservation and resilience**
6. **Expanding smart packaging solutions, improving waste reduction practices, and developing systems to track resource inflows and support material efficiency targets**
7. **Conducting structured climate risk assessments**
8. **Developing site-specific adaptation plans to address local vulnerabilities**
9. **Promoting nature-based initiatives such as scaling tree planting programs and enhancing monitoring through digital tracking and participant feedback**

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

About the Report

Our 2025 Sustainability Report is the third report issued by Alliad. It provides an overview of the Environmental, Social and Governance (ESG) performance of the organization, and presents our vision for the future, formal approach and frameworks in identifying and managing the most important ESG impacts as identified by Alliad and its stakeholders.

Reporting period
The report covers the calendar year from January 1st to December 31st, 2025. Information from previous years is provided when necessary.

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, Democratic Republic of Congo, India, Kenya, Papua New Guinea, Somalia, Uganda, United Arab Emirates (UAE) and Western Sahara.

Report exclusions
In November 2024, the Abu Dhabi entity exited the Alliad Group and 2024 information data and information included in the report has been 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. All financial data is expressed in USD ($).

Reporting frameworks and guidelines
The Report has been prepared with reference to the Global Reporting Initiative (GRI) standards, and in accordance with the AA1000AP (2018) Standards. Its content follows the 8 principles of the Global Reporting Initiative (GRI) 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 United Nations Sustainable Development Goals (SDGs), the UN Global Compact, the United Arab Emirates 2031 Vision "We the UAE 2031".

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

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 in this report.

Contact us:
Maud Monteau, Director Business Development and Sustainability
Dubai, United Arab Emirates
Website: alliad.com
Email: Info@alliad.com

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

ESG Metrics

Alliad at a Glance

GRI 2-7, GRI 401-1

Total number of people	2025	2024
Total number of people	1,509	1,319
% women in organization	27.89%	22.67%
Average employee age	39.12 years	40.35 years
Total number of new hires	367	855
Voluntary employee turnover rate	44.36%	15.50%

Basis of preparation and notes:

1. Number of people are given as headcount, where a person is working on a full-time basis
2. Headcount figures are as of the last day of the calendar year (December 31st, 2025)
3. Voluntary employee turnover rate is captured by voluntary separations only
4. New hires data for 2024 included employees from our Abu Dhabi operations which is no longer in operation from 2025

Our People

GRI 2-7

People across our regions by country

Country	Headcount	Percentage
Australia	130	8.61%
Central African Republic	48	3.18%
Cote D'Ivoire	172	11.40%
Democratic Republic of Congo	133	8.81%
India	56	3.71%
Kenya	246	16.30%
Papua New Guinea	122	8.08%
Somalia	92	6.10%
Western Sahara	10	0.66%
Uganda	425	28.16%
United Arab Emirates	75	4.97%

Basis of preparation and notes:

1. Number of people are given as headcount, where a person is working on a full-time basis. No headcount inclusion of subcontracted or casual workers
2. Headcount figures are as of the last day of the calendar year (December 31st, 2025)

Total employees by gender and age	Employees under 30		Employees 30-50		Employees 50+	
	Female	Male	Female	Male	Female	Male
Australia	14	16	24	35	20	21
Central African Republic	0	4	0	30	0	14
Cote D'Ivoire	4	18	6	124	3	17
Democratic Republic Congo	0	8	8	100	0	17
India	10	10	8	26	0	2
Kenya	3	6	39	138	7	53
Papua New Guinea	6	3	65	30	11	7
Somalia	1	3	3	76	0	9
Uganda	63	96	94	149	4	19
United Arab Emirates – Dubai Office	3	5	21	30	4	12
Western Sahara	0	0	0	7	0	3
Total	104	169	268	745	49	174

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Employee hires and turnover by gender and age

Employees that left	<30		30-50		>50	
	Female	Male	Female	Male	Female	Male
Australia	4.4%	1.8%	3.7%	2.6%	3.7%	4.0%
Central African Republic	0.0%	0.4%	0.0%	3.7%	0.0%	0.7%
Cote D'Ivoire	1.8%	3.7%	0.7%	9.6%	0.0%	1.1%
Democratic Republic Congo	0.0%	1.8%	0.0%	4.4%	0.0%	1.1%
India	1.5%	1.5%	0.7%	2.9%	0.0%	0.0%
Kenya	0.0%	0.0%	1.1%	2.6%	0.0%	1.5%
Papua New Guinea	0.0%	0.4%	0.7%	1.5%	0.4%	0.4%
Somalia	0.4%	0.0%	1.1%	5.1%	0.0%	1.8%
United Arab Emirates – Dubai Office	0.4%	0.0%	1.8%	2.2%	0.4%	0.4%
Uganda	3.7%	6.3%	4.4%	6.6%	0.0%	0.7%
Western Sahara	0.0%	0.0%	0.0%	0.4%	0.0%	0.0%
TOTAL	12.1%	15.8%	14.3%	41.5%	4.4%	11.8%

New hires	<30		30-50		>50	
	Female	Male	Female	Male	Female	Male
Australia	3.3%	3.5%	4.1%	6.0%	1.4%	2.7%
Central African Republic	0.0%	0.0%	0.0%	2.2%	0.0%	0.3%
Cote D'Ivoire	0.0%	0.8%	0.3%	1.6%	0.3%	0.0%
Democratic Republic Congo	0.0%	0.5%	0.3%	1.9%	0.0%	0.3%
India	2.5%	1.9%	0.5%	1.4%	0.0%	0.0%
Kenya	0.0%	0.0%	0.3%	4.4%	0.0%	0.0%
Papua New Guinea	1.6%	0.5%	12.0%	3.3%	1.9%	0.0%
Somalia	0.0%	0.0%	0.3%	0.8%	0.0%	0.3%
United Arab Emirates – Dubai Office	7.4%	9.5%	8.4%	8.4%	0.0%	0.5%
Uganda	0.3%	1.1%	0.8%	1.4%	0.0%	0.5%
Western Sahara	0.0%	0.0%	0.0%	0.5%	0.0%	0.0%
TOTAL	15.0%	18.0%	27.0%	31.9%	3.5%	4.6%

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

GRI-405-1

Gender diversity across roles	2025	2024
Number of women in Senior Management	1	0
Number of women in Upper Management	3	5
Number of women in Middle Management	40	33
Number of women in Junior roles	377	261
% of women promoted to upper/senior management	1 female was promoted from Group HR Director (Upper Management) to VP of Human Resources position (Senior Management)	0
% of women promoted to middle management	1 female was promoted from an Executive to Sales Manager position	0
% of female hires	45.50%	26.08%

GRI-405-1

Leadership diversity	2025	2024
Board members under 30 yrs	0	0
Board members under 50- 30 yrs	0	0
Board members under 50+ yrs	2	2
Members under 50- 30 yrs on the Executive Committee	2	2
Members under 50+ yrs on the Executive Committee	3	3
Number of nationalities on the Executive	5	5
Number of nationalities on the Board	2	2

Basis of preparation and notes:

1. Senior management is defined as employees occupying the highest level of executive leadership below the Board, with organization-wide strategic accountability and authority over overall business direction, governance, and performance.
2. Upper management is defined as employees leading major business units, functions, countries, or departments, with accountability for translating organizational strategy into operational plans and overseeing implementation through subordinate managers.
3. Middle management is defined as employees with formal management responsibility for teams, departments, projects, or operational units, who are responsible for supervising employees and implementing day-to-day management and functional objectives.
4. Junior roles include non-management positions and individual contributor roles, including entry-level, administrative, technical, specialist, coordinator, officer, and support roles that do not carry formal people management responsibility.

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Managerial positions by gender (number and %) – Full Time Employees	2025				2024			
	Female		Male		Female		Male	
	number	%	number	%	number	%	number	%
Top/ Senior Management	0	0%	6	100%	0	0%	7	100%
Upper Management	4	17%	19	63%	5	0%	15	100%
Middle Management	40	36%	110	64%	33	25%	101	75%
Total	44		38		38		123	

Basis of preparation and notes:

1. For definitions on Senior, Upper and Middle Management please see data table on 'Gender diversity across roles'

GRI-401-3

Parental leave by gender and Employee retention after parental leave, by gender	2025		2024	
	Female	Male	Female	Male
Employees that were entitled to parental leave	5	3	4	12
Total number of employees that took parental leave	5	3	4	12
Employees that returned to work in the reporting period after parental leave ended	5	3	4	12
Employees that returned to work after parental leave ended that were still employed 12 months after their return to work	5	2	2	12

Basis of preparation and notes:

1. Parental leave is defined as 'Leave granted to men and women workers on the grounds of the birth of a child'- according to GRI
2. The return to work rate is calculated by taking the total number of employees who retuned to work after parental leave and diving it by the number of employees who took parental leave in that period
3. Parental leave retention rates can be calculated by taking the number of employees who returned to work and stayed during the financial year and dividing it by the total number of employees who took parental leave

GRI 2-7

Contract type and employment status by gender	2025	2024
Employment status by contract type		
% of men working full time	72.11%	77.33%
% of women working full time	27.89%	22.67%

Basis of preparation and notes:

1. Employees are defined as: Individuals who have a direct employment relationship with the organization
2. Workers are defined as: Individuals who are not directly employed but perform work through contractors, agencies, or vendor arrangements
3. Employees are further classified as:
   - **Permanent Employees:** Individuals hired on an ongoing, open-ended contract (e.g., full-time, or part-time employees on Alliad's payroll).
   - **Temporary Employees:** Individuals hired for a fixed duration or specific projects (e.g., interns, trainees, consultants). These are distinct from workers, who are typically outsourced or contract personnel.

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

GRI 404-3		
Employees receiving performance reviews- CY25	2025	2024
% of men receiving annual performance review	46%	100%
% of women receiving annual performance review	16%	100%

Basis of preparation and notes:

1. The Performance Management Cycle is typically scheduled to open on January 1 and run for three months, concluding on March 31. However, due to the implementation of the new HR system, all Performance Management processes were migrated to the new platform. This transition resulted in a delay in the activation of the Performance Management module, which was only launched on January 29, 2026.
2. The 2025 Performance Review low completion rate was primarily due to limited familiarity with the new process. To address this, HR has been actively supporting stakeholders through guided sessions, follow-ups, and continuous assistance to help drive completion and ensure understanding of the new system.

Occupational Health and Safety

GRI 403		
	2025	2024
Employees covered by an audited OHS management system	1,286	2,862
Number of recordable work-related injuries (employees)	4	10
Number of cases of recordable work-related ill health (employees)	0	0
Number of fatalities as a result of work-related ill health (employees)	1	0
Total number of QHSE training hours completed across the organization	10,2770	19,9204

Basis of preparation and notes:

1. OHS Management System at Alliad is covered by an ISO 14001 certification. Coverage of ISO certification extends to the following locations: UAE, Australia and Uganda.
2. 1 workplace fatality recorded in 2025.

Governance

GRI 205		
	2025	2024
Anti-bribery and Corruption training completion rate	100%	100%
Ethics and Code of Conduct completion rate	100%	100%
Cybersecurity training completion rate	80.9%	100%
Fair Labor training completion rate	100%	100%
Sustainability Foundations training completion rates	51.1%	0

Basis of preparation and notes:

1. For the Sustainability Foundations training, no data is available for the previous reporting period as the training was launched in September 2025.
2. All completion rates disclosed cover Alliad employees who are computer users.

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Total employees by employment type and gender

Full-time employees	Total	Female	Male
Australia	130	58	72
Central African Republic	0	0	0
Cote D'Ivoire	168	13	155
Democratic Republic Congo	0	0	0
India	56	18	38
Kenya	245	48	197
Papua New Guinea	122	82	40
Somalia	91	4	87
Uganda	68	24	44
United Arab Emirates – Dubai Office	0	0	0
Western Sahara	0	0	0
TOTAL	880	247	633

Ethics Training

	Number of Employees		Total Training Hours	
	2025	2024	2025	2024
Australia	3	119	51	1,775
Central African Republic	5	39	90.77	601
Cote D'Ivoire	5	85	52.87	1,343
Democratic Republic of Congo	1	68	17	830
India	25	59	358.96	741
Kenya	27	103	177.98	532
Papua New Guinea	18	0	278.79	0
Somalia	97	123	459.56	1,274
Uganda	24	57	297.47	638
United Arab Emirates	18	100	223.57	806
Western Sahara	0	3	0	6
Total	223	756	2,007.97	8,546

Fair Labor Training

	Number of Employees		Total Training Hours	
	2025	2024	2025	2024
Australia	14	51	4.41	15.68
Central African Republic	26	36	20.62	25.67
Cote D'Ivoire	18	28	15.38	26.19
Democratic Republic of Congo	87	152	60.19	97.59
India	39	35	23.60	13.14
Kenya	142	60	119.28	52.24
Papua New Guinea	76	0	71.01	0
Somalia	3	19	1.60	9.84
Uganda	197	226	558.89	456.83
United Arab Emirates	23	27	10.98	16.28
Western Sahara	1	2	0.50	0.66
Total	626	636	886.46	714.12

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Eligible employees that completed Fair Labor training 2025

Australia	36
Central African Republic	45
Cote D'Ivoire	102
Democratic Republic Congo	141
India	58
Kenya	201
Papua New Guinea	107
Somalia	89
Uganda	438
United Arab Emirates – Dubai Office	75
Western Sahara	10
TOTAL	1,302

Training hours by type of learning

Year	2025		2024	
Type	Number	%	Number	%
External / Internal	49,870	81%	41,082	78.1%
Online	4,417	7%	8,733	16.6%
LMS	7,457	12%	2,815	5.3%
Total	61,744	100%	52,630	100%

Average hours of training taken by country and level

	Top Management		Senior management		Middle management		Junior/entry-level		Average hours per FTE of training and development	
	Female	Male	Female	Male	Female	Male	Female	Male	Female	Male
Australia	-	0.3	-	-	151.1	105.3	260.1	475.2	8.7	9.8
Central African Republic	-	-	-	-	-	179.8	-	338.7	-	9.3
Cote D'Ivoire	-	-	-	44.1	0.6	162.5	49.9	337.5	10.1	14.3
Democratic Republic of Congo	-	-	-	-	-	1,249.1	515.6	8,323.5	85.9	71.4
India	-	-	-	23.2	33.7	46.5	107.9	446.1	10.9	12.9
Kenya	-	-	-	42.3	276.6	202.3	453.8	814.4	15.9	9.8
Papua New Guinea	-	-	-	-	26.3	46.2	447.8	108.7	6.4	5.0
Somalia	-	-	-	-	150.9	1,080.2	469.9	7,671.2	77.6	80.3
Uganda	-	-	-	465.1	544.0	1,695.7	7,556.5	11,743.9	45.5	49.1
United Arab Emirates – Dubai Office	20.0	207.3	83.7	41.3	188.6	206.8	222.5	377.4	17.2	19.8
Western Sahara	-	-	-	-	-	112.6	-	4.5	-	39.0

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Community Investment

Community Investment Activity	2025	2024
Total amount invested into community initiatives (in USD)	**$49,172**	$12,595
Total number of beneficiaries impacted	**2,089**	1,225
Total number of women impacted	**181**	265

Basis of preparation and notes:

1. All investment information is disclosed in USD.
2. The B4SI (Business for Societal Impact) defines community investment as the *"long-term, mutually beneficial contributions a company makes to community projects. This includes strategic, voluntary involvement that addresses community needs while also aligning with the company's core business goals".*

Our Suppliers

	2025				2024			
	International Suppliers		Local Suppliers		International Suppliers		Local Suppliers	
	Number of Suppliers	% of value spent per country	Number of Suppliers	% of value spent per country	Number of Suppliers	% of value spent per country	Number of Suppliers	% of value spent per country
Australia	-	-	723	100%	-	-	654	100%
Central African Republic	49	79%	35	21%	41	73%	39	27%
Cote D'Ivoire*	39	54%	138	46%	65	70%	126	30%
Democratic Republic of Congo	65	88%	30	12%	59	86%	36	14%
India	-	-	31	100%	-	-	10	100%
Kenya	144	21%	221	79%	97	13%	336	87%
Papua New Guinea	-	-	49	100%	-	-	55	100%
Somalia**	99	73%	23	27%	103	24%	33	76%
Uganda	1	3%	84	97%	2	10%	46	90%
United Arab Emirates – Dubai Office	9	54%	23	46%	22	40%	8	60%
Western Sahara	6	4%	6	96%	-	-	19	100%

*For Cote D'Ivoire, international suppliers constitute suppliers outside of the country who are dealt with directly from the Alliad Head Office in the UAE.
**Restatement of 2024 information for Somalia. Supplier data updated to reflect accurate supplier information.

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Our Environment

GRI 103-2

Energy Consumption- CY 25	2025	2024	2023
Australia	14,466.00	14,663.00	13,941.00
Central African Republic	84,788.70	20,1002.50	0.00
Cote D'Ivoire	39,3789.30	15,8256.00	13,3302.00
Democratic Republic of Congo	102,669.99	35,8387.80	20,7047.00
India	44,237.10	1,7928.16	0.00
Kenya	10,6960.80	10,1090.53	11,2452.00
Papua New Guinea	28,01974.14	0.00	0.00
Somalia	0.00	0.00	0.00
UAE	73,659.00	21,2814.18	66,5683.00
Uganda	62,043.00	13,733.00	3,0042.00
Western Sahara	27,062.88	9,0027.00	0.00
Total	**37,11650.91**	**11,67902.17**	**11,62467.00**

Basis of preparation and notes:

1. The comparatively high grid electricity consumption reported for PNG is primarily driven using an estimation-based methodology for the LNG Plant site. Excluding this estimated component, the actual invoice consumption for PNG HQ is 4,618.82 kWh, contributing to a total global consumption of 501,951.89 kWh.

GRI 103-4

Energy Consumption intensity per employee	2025	2024
Australia	111	167
Central African Republic	1,766	4,102
Cote D'Ivoire	2,289	765
Democratic Republic of Congo	2,333	2,560
India	790	359
Kenya	435	428
Papua New Guinea	22,967	0
Somalia	0	0
UAE	982	134
Uganda	146	39
Western Sahara	6,766	9,003

Basis of preparation and notes:

1. Energy consumption intensity is calculated as total electricity consumption (KwH) per employee, based on the average employee headcount for the reporting year.
2. Year-on-year variations in energy intensity reflect changes in both electricity consumption and employee numbers across reporting locations.

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

GRI 103-2

Renewable Energy Consumption	2025	2024	2023
Resource Category			
Purchased Electricity (kWh)	**3,299,307.21**	653,889.16	986,121.95
Renewable Energy (kWh)	**412,343.70**	514,013.50	176,346.00
Total Electricity Consumption(kWh)	**3,711,650.91**	1,167,902.66	1,162,467.95
% of Renewable Energy	**11%**	44%	15%

Basis of preparation and notes:

1. The observed reduction in renewable energy consumption compared to the previous year is driven by a substantial increase in grid electricity usage, largely attributable to the addition of our PNG operations. Additionally, the estimation methodology applied for the LNG Plant Site in PNG has significantly influenced the overall consumption profile.
2. The decline is further compounded by reduced solar electricity generation, mainly due to our solar panels in CAR being non-operational since the second quarter.

GRI 305-1
GRI 305-2

Carbon Emissions Reporting	2025		2024		2023	
Scopes	**Tons**	**%**	**Tons**	**%**	**Tons**	**%**
Scope 1	**15,860.59**	**81.39%**	12,479.83	80.19%	11,343.00	78.59%
Scope 2	**141.50**	**0.73%**	228.81	1.47%	375.00	2.60%
Scope 3	**3,484.74**	**17.88%**	2,854.01	18.34%	2,716.00	18.82%
Total	**19,486.83**	**100.00%**	15,562.65	100.00%	14,434.00	100.00%

Basis of preparation and notes:

1. **Scope 1:** Includes emissions from- Mobile Combustion - Owned Fleet and Stationary Combustion
2. **Scope 2:** Includes emissions from- Purchased and Used Electricity
3. **Scope 3:** Includes emissions from- Fuel- and Energy-Related Activities Not Included in Scope 1 or Scope 2 and Purchased goods and services

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

GHG emissions 2025	Scope 1 GHG emissions	Scope 2 GHG emissions (market-based and location-based)	Scope 3 GHG emissions
GLOBAL	15,929.0	151.7	3,504
Australia	59.4	10.7	
Central African Republic	2,746.5		
Cote D'Ivoire	819.0	53.4	
Democratic Republic Congo	1,181.0	0.7	
India		31.1	
Kenya	4,939.8	52.4	
Papua New Guinea	55.2	1,961.4	
Somalia	4,366.0		
Uganda	87.5	3.8	
United Arab Emirates – Dubai Office	5.1	25.1	
Western Sahara	5.8	51.6	
TOTAL	**14,265.2**	**2,190.1**	

GRI 303-5

Water Consumption	2025	2024	2023
Australia	**72,521.7**	80,770	58,840
Central African Republic	**934,000**	10,198,160	Data not available*
Cote D'Ivoire	**1,977,944**	46,496	42,234
Democratic Republic of Congo	**5,609,413.4**	5,234,562	4,028,011
India	**Data not available**	Data not available	Data not available*
Kenya	**1,996,266.1**	1,813,440.5	1,732,516
Papua New Guinea	**438,000**	Data not available	Data not available*
Somalia	**9,426,842**	Data not available	Data not available*
UAE	**578,000**	866,378	921,840
Uganda	**330,141**	634,315.31	2,616,742
Western Sahara	**23,983**	99,783	Data not available*
Total	**21,387,111.2**	**18,973,904.81**	**9,414,015**

Basis of preparation and notes:

1. *For 2023 water data, there are several locations where water consumption data was not available or was not being collected. These data gaps have since been addressed.
2. ** For 2023 water data in India, water consumption data was not reported due to a move in office location.
3. The total for 2023 water consumption information also includes Lebanon, a location we no longer operate in from 2024 onwards.
4. The observed reduction in water consumption for UAE is primarily due to the unavailability of water bills for Q1 and Q2, following the office relocation completed by the end of Q2; consumption data is only available thereafter.
5. The reduction reported for Uganda is attributed to a revision in the calculation methodology—previously, wastewater treatment costs were included and converted to volume, whereas from CY2025 onwards, consumption has been based directly on invoice data.
6. The overall increase in water consumption is driven by the inclusion of two new countries (PNG and Somalia), as well as increased consumption at IVC, largely due to heightened construction activities.

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

GRI Content Index

Statement of use	Alliad has reported the information cited in this GRI content index for the period January 1st 2025 to December 31st 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI 2: General Disclosures 2021

Disclosure	Location
2-1 Organizational details	5-7, 93
2-2 Entities included in the organization's sustainability reporting	5-7, 93
2-3 Reporting period, frequency and contact point	93
2-4 Restatements of information	Publication date July 2025
2-5 External assurance	56, 97
2-6 Activities, value chain and other business relationships	93
2-7 Employees	5-14, 23, 24, 44, 45
2-8 Workers who are not employees	53, 94, 99
2-9 Governance structure and composition	53, 97
2-10 Nomination and selection of the highest governance body	35-38
2-11 Chair of the highest governance body	36
2-12 Role of the highest governance body in overseeing the management of impacts	35
2-13 Delegation of responsibility for managing impacts	36
2-14 Role of the highest governance body in sustainability reporting	36-38
2-16 Communication of critical concerns	36-38

Disclosure	Location
2-17 Collective knowledge of the highest governance body	40, 46, 47
2-22 Statement on sustainable development strategy	33, 34
2-23 Policy commitments	3
2-24 Embedding policy commitments	3, 15, 19, 20, 30, 33-35, 41, 47-49, 51, 52, 54, 59, 68, 76, 77
2-25 Processes to remediate negative impacts	3, 4, 20, 31, 32, 34, 41-43, 49, 50, 59, 60, 75, 92, 111
2-26 Mechanisms for seeking advice and raising concerns	40, 54
2-27 Compliance with laws and regulations	40
2-28 Membership associations	39, 40, 55
2-29 Approach to stakeholder engagement	15, 30
2-29 Approach to stakeholder engagement	24, 46, 47, 112

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Statement of use	Alliad has reported the information cited in this GRI content index for the period January 1st 2025 to December 31st 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI 3: Material Topics 2021

Disclosure	Location
3-1 Process to determine material topics	22-28
3-2 List of material topics	25
3-3 Management of material topics	19, 35, 36, 38-40, 43, 45-49, 53-67, 68-74, 78-91

GRI 101: Biodiversity 2024

Disclosure	Location
101-1 Policies to halt and reverse biodiversity loss	86
101-2 Management of biodiversity impacts	86
101-4 Identification of biodiversity impacts	86
101-6 Direct drivers of biodiversity loss	86

GRI 201: Economic Performance 2016

Disclosure	Location
201-2 Financial implications and other risks and opportunities due to climate change	42, 78

GRI 204: Procurement Practices 2016

Disclosure	Location
204-1 Proportion of spending on local suppliers	44, 101

GRI 205: Anti-corruption 2016

Disclosure	Location
205-1 Operations assessed for risks related to corruption	42-45
205-2 Communication and training about anti-corruption policies and procedures	39, 40, 98
205-3 Confirmed incidents of corruption and actions taken	39, 40

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Statement of use	Alliad has reported the information cited in this GRI content index for the period January 1st 2025 to December 31st 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI 206: Anti-competitive Behavior 2016

Disclosure	Location
206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	39, 40

GRI 302: Energy 2016

Disclosure	Location
302-1 Energy consumption within the organization	81-82, 102, 103
302-3 Energy intensity	83, 102
302-4 Reduction of energy consumption	76, 77, 83, 103

GRI 303: Water and Effluents 2018

Disclosure	Location
303-1 Interactions with water as a shared resource	90, 91, 104
303-3 Water withdrawal	90, 104

GRI 305: Emissions 2016

Disclosure	Location
305-1 Direct (Scope 1) GHG emissions	103, 104
305-2 Energy indirect (Scope 2) GHG emissions	103, 104
305-3 Other indirect (Scope 3) GHG emissions	103
305-5 Reduction of GHG emissions	76, 77, 103

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Statement of use	Alliad has reported the information cited in this GRI content index for the period January 1st 2025 to December 31st 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI 306: Waste 2020

Disclosure	Location
306-1 Waste generation and significant waste-related impacts	86-89
306-2 Management of significant waste-related impacts	86-89
306-3 Waste generated	87
306-4 Waste diverted from disposal	87
306-5 Waste directed to disposal	87

GRI 401: Employment 2016

Disclosure	Location
401-1 New employee hires and employee turnover	53, 94, 95
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	53
401-3 Parental leave	97

GRI 403: Occupational Health and Safety 2018

Disclosure	Location
403-1 Occupational health and safety management system	54-58
403-2 Hazard identification, risk assessment, and incident investigation	54-58
403-3 Occupational health services	54-58
403-4 Worker participation, consultation, and communication on occupational health and safety	54-58
403-5 Worker training on occupational health and safety	52, 56, 98
403-6 Promotion of worker health	54-58
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	54-58
403-8 Workers covered by an occupational health and safety management system	98
403-9 Work-related injuries	56, 98

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Statement of use	Alliad has reported the information cited in this GRI content index for the period January 1st 2025 to December 31st 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021

GRI 404: Training and Education 2016

Disclosure	Location
404-1 Average hours of training per year per employee	100
404-2 Programs for upgrading employee skills and transition assistance programs	52, 54, 55, 63-67, 98
404-3 Percentage of employees receiving regular performance and career development reviews	52, 98

GRI 405: Diversity and Equal Opportunity 2016

Disclosure	Location
405-1 Diversity of governance bodies and employees	59, 96-97

GRI 406: Non-discrimination 2016

Disclosure	Location
406-1 Incidents of discrimination and corrective actions taken	59

GRI 413: Local Communities 2016

Disclosure	Location
413-1 Operations with local community engagement, impact assessments, and development programs	61-63, 68-74, 94, 101
413-2 Operations with significant actual and potential negative impacts on local communities	51-53, 68-74

GRI 414: Supplier Social Assessment 2016

Disclosure	Location
414-1 New suppliers that were screened using social criteria	44
414-2 Negative social impacts in the supply chain and actions taken	42-45

GRI 418: Customer Privacy 2016

Disclosure	Location
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	48, 49

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

United Nations Global Compact Index

United Nations Global Compact

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.

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 15, 30, 39 and 68 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 pages 43 and 44 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 54 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 44 and 54 of this report.
PRINCIPLE 5	
Businesses should uphold the effective abolition of child labor.	For more information on this topic please see page 54 of this report

UNGC Principle	Sustainability Report Reference
PRINCIPLE 6	
Businesses should uphold the elimination of discrimination in respect of employment and occupation.	For more information on this topic please see pages 54, 59, 60 and 96 of this report
PRINCIPLE 7	
Businesses should support a precautionary approach to environmental challenges.	For more information on this topic please see pages 76-78 of this report
PRINCIPLE 8	
Businesses should undertake initiatives to promote greater environmental responsibility.	For more information on this topic please see pages 78-92 of this report
PRINCIPLE 9	
Businesses should encourage the development and diffusion of environmentally friendly technologies.	For more information on this topic please see pages 80, 82, 83, 87-89, 91 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 pages 39, 40 and 98 of this report.

Alliad Sustainability Report 2025

1 CEO Message
2 2025 Sustainability Highlights
3 Alliad at a Glance
4 Our Approach to Sustainability
5 Our Approach to Governance and Responsible Business Practices
6 Our Approach to People and the Community
7 Our Approach to the Environment
8 About the Report
9 ESG Metrics
10 GRI Content Index
11 United Nations Global Compact Index
12 Appendix

Appendix

Overview of ISO Certifications

Support Office

	ISO Standard	Original
Alliad DMCC Corporate Office Dubai	ISO 9001:2015	2008
	ISO 14001:2015	2011
	ISO 45001:2018	2010
	ISO 22000:2018	2008
	ISO 22000:2018	2019
	ISO 20000	2015
	ISO 20001	2015

Facilities Management

	ISO Standard	Original
Australia Camp Services – ACS Australia operations	ISO 9001:2015	2005
	TQCSI QHSE Code:2013	2005
	ISO 45001:2018	2020
	TQCSI HACCP Code:2020	2005
Kenya	ISO 9001:2015	2024
Uganda	ISO 9001:2015	2013
	ISO 14001:2015	2016
	ISO 45001:2018	2020
	ISO 22000:2018	2023

UN Division

	ISO Standard	Original
Gulf Catering Company for General Trade and Contracting WLL Morocco MINURSO	ISO 22000:2018	2022 2019 2025 2025 2025
Agility DGS Mogadishu, Somalia	ISO 22000:2018	2019
	HACCP	2023
	ISO 9001:2015	2019
Gulf Catering Company for General Trade and Contracting WLL DRC MONUSCO Goma	ISO 22000:2018	2023
	ISO 45001:2018	2023
Gulf Catering Company for General Trade and Contracting WLL DRC MONUSCO Beni	ISO 22000:2018	2023
	ISO 45001:2018	2023
Gulf Catering Company for General Trade and Contracting WLL DRC MONUSCO Bunia	ISO 22000:2018	2023
	ISO 45001:2018	2023
Gulf Catering Company for General Trade and Contracting WLL DRC MONUSCO Kinshasa	ISO 22000:2018	2023
	ISO 45001:2018	2023
Minusca	ISO 22000:2018	2025
	ISO 45001:2018	2025

Engineering & Construction

	ISO Standard	Original
Cote D'Ivoire	ISO 9001:2015	2022
	ISO 14001:2015	2022
	ISO 45001:2018	2022

Overview of our Engagement with our Stakeholders

Stakeholder Group	Strategic Partners	Customers and Clients	Banks and Creditors	Accreditation Bodies	Government, Regulatory Bodies and Agencies	Academic institutions	Community organizations, NGO's and Humanitarian Relief	Employees (including local hires and expatriates)	Suppliers and Vendors	Local Communities and Society	Media
Frequency and Method Engagement	Weekly meetings Support with sustainability governance and attending committee sessions Debrief sessions	One to one meetings with key clients/ customers Conferences and Exhibitions Emails/ Quarterly progress reports Satisfaction surveys	One to one high level meetings	One to one high level meetings with key auditing bodies Reaccreditation of certifications Audits, training, awareness session on upcoming standards updates or regulations	Awareness session on upcoming regulations	Annual programs Collaborative Forums Partnerships with local universities	Advisory panels Sectoral conferences Community outreach initiatives Partnerships with local organizations	Townhall meetings Open HR Forum Employee Council Team Building events Leadership meetings Personal and professional growth support Regular Employee surveys	Regular reviews and alignment meetings Emails/ Quarterly progress reports Collaborative Forums	Community outreach initiatives and partnerships Employment Training	Frequent communication through articles and press releases Events and conferences One-to-one interviews with our leadership by local media outlets on key projects/ business developments
Topics of Interest	Business opportunities and collaborations Strengthened corporate governance and performance disclosure	Strengthened collaboration Ongoing dialogue	Strengthened corporate governance and performance disclosure Reinforcement of business competitiveness	Maintain compliance with relevant laws and regulations Promote responsible business operations and innovation	Maintain compliance with relevant laws and regulations Building a healthy business ecosystem	Local employment Partnerships for local innovation and leadership	Strengthened corporate governance and corporate culture Impact from business operations on societies, local communities and the environment	Capacity development and career advancement Implementation of human rights principles Workplace environment, occupational health and safety	Sustainable supply chain Capability development Protection of human rights and reduction of environmental impacts Fair business operations	Employment opportunities Impact from business operations on societies, communities and environment	Social, community and environmental impacts from operations Business development Employee attraction
Value created for each Group	Information sharing and expand collaboration Foster sustainable business practices in diverse markets	Strengthening relationship Improving services to clients across all geographies	Financial and economic stability of the country Ethical business operations Long-term partnership	Ethical business operations Compliance with local/ global regulations	Financial and economic stability Development of the country's infrastructure	Innovation and research through collaboration Support the next generation of leaders in all markets	Align with community needs and promote our vision Gathering insights for addressing community well-being and crisis relief	Empower employees to drive organizational success Stability in profession and career growth opportunities Knowledge and skills for growth Safety and equality	Promote sustainable procurement and best practices across the value chain Foster innovation, knowledge and capability development Competitiveness in the global market Security of global food system Environmental protection and preservation	• Promote local employment and strengthen local communities Environmental protection and preservation	Ethical operations and transparent disclosure of information

ALLIAD

Empower
with enterprise

Boutique Office, Villa 17,
Al Zahra Street,
Al Sufouh 2,
Dubai Media City,
P.O. Box 634367, Dubai,
United Arab Emirates.

alliad.com
linkedin.com/company/alliad
T +971 4 455 2600
info@alliad.com