



2024

SUSTAINABILITY REPORT

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01



INTRODUCTION AND STRATEGY

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ABOUT THIS REPORT

Welcome to Dulsco Group's second annual sustainability report, documenting our performance and initiatives for 2024. This report has been prepared in accordance with the GRI Standards (2021), using them as a guiding framework for structuring disclosures and performance reporting and reflecting our ongoing commitment to transparent communication with all stakeholders.

The scope of this report includes all operating business entities of Dulsco Group – Dulsco People, Dulsco Environment, Parisima, and Advance Global Recruitment (AGR). Performance data covers Group-wide operations unless otherwise specified. The 2024 report also incorporates the outcomes of our updated materiality assessment, informed by structured external stakeholder engagement across client, supplier, NGO, and government stakeholders. The content of this report has been verified internally to ensure data accuracy and reliability. However, no external assurance has been conducted for this report.

SCOPE AND TERMINOLOGY

This report covers Dulsco Group's activities from **1 January to 31 December 2024**, offering a thorough overview of all our subsidiaries and significant business operations and sustainability performance. While we have made every effort to be comprehensive, we acknowledge certain data limitations in some areas which we have transparently addressed to ensure the integrity of our sustainability disclosures.

Terminology

- **Staff**
Refers to office personnel within Dulsco Group.
- **Workforce**
Refers to frontline workers who are outsourced to clients or who work within Dulsco Group operated sites.
- **Employees**
Refers to people employed by Dulsco Group, encompassing both "staff" and "workforce."

CONTACT INFORMATION

For inquiries or feedback regarding this report or Dulsco Group's sustainability initiatives, please contact us at csr@dulsco.com.

CAUTIONARY STATEMENT

This report includes statements about Dulsco Group's future plans and aspirations. While we have prepared them with care based on our current understanding and available data, we must acknowledge the inherent uncertainties in today's rapidly evolving business landscape. The actual journey may unfold differently than we have outlined. Dulsco Group cannot warrant the absolute precision or comprehensiveness of these forward-looking perspectives. If our projections or circumstances change, we are not required to issue public updates. We share these insights to provide transparency about our direction.

GROUP CEO'S MESSAGE



I am pleased to share DulSCO Group's second annual GRI-based Sustainability Report, shaped by the voices of our stakeholders including our employees, clients, suppliers, and the wider communities we serve. This report reflects our progress during 2024 and the steps we are taking to shape a more responsible and resilient business.

As we prepare to celebrate our 90th anniversary in 2025, we reflect on a legacy built on trust, service, and adaptability. From our beginnings in 1935 as a workforce solutions provider, DulSCO Group has grown into an integrated group delivering people solutions, environmental solutions, talent solutions and energy recruitment solutions across the world.

Our expansion has always been rooted in long-term value creation, and sustainability plays a central role in that strategy. It guides how we operate, who we partner with, and how we define success.

In the year under review, we took important strides to deepen our commitment to sustainability. We launched a comprehensive materiality refresh, our first to include structured external stakeholder engagement, bringing together insights from our clients, partners, and regulators alongside our internal stakeholders. Their input has helped us validate our ESG priorities and refine how we direct our efforts and report impact. We also made progress in governance: our EcoVadis rating improved from Bronze to Silver, and we were recognised under the Dubai Chamber ESG Label for our ongoing sustainability efforts.

Our people remain our most valued asset. As of 2024, our workforce includes 21,379 employees representing 69 nationalities. In 2024, we delivered over 151,000 hours of training, promoted staff from within, and extended health and welfare programmes, including mental well-being support and enhanced medical infrastructure.

We also made structural improvements in how we manage health, safety, and quality. To reinforce our safety culture, we launched our new Group-wide initiative, "I Work Safely", a unifying call to action that encourages every employee to take ownership of safety, wherever they work.

In April 2024, during a period of severe weather, our people rose to the occasion with exceptional speed and discipline. At major airports, critical operations were sustained without interruption, ensuring seamless service during challenging conditions, a testament to the DulSCO People team's professionalism and preparedness. Simultaneously, our My City My Environment (MCME) Operations team played a vital role in supporting waste management and street cleaning services, working tirelessly around the clock to maintain sanitation in affected communities, upholding the city's health and safety standards. These coordinated efforts were widely recognised by clients and authorities alike and stand as one of the finest demonstrations of our workforce in action.

Equally, we remain grateful to our customers, whose confidence we work to acquire and maintain every day. Throughout 2024, we continued to enhance our service quality, digital responsiveness, and operational readiness. We concluded the year with a 94.9% customer retention rate and an advocacy score of 87.1%, indicating consistent service performance across our operations and calibre of our team.

We continued to enhance our environmental performance by increasing the use of biodiesel and solar power generation, launching a real-time carbon dashboard, and achieving an 86% landfill diversion rate in handling our waste. The completion of our new Refuse Derived Fuel Facility marks a significant milestone in our circular waste-to-energy journey.

We aim to take practical steps toward a lower-carbon future, in lockstep with the UAE's Net Zero by 2050 ambitions.

Beyond operations, we remained committed to our social responsibilities, promoting inclusive hiring, exceeding nationalisation targets, supporting humanitarian relief, and driving educational, environmental, and community initiatives. We also financed the construction of the Purana Faredua Pond in Rajasthan, India, which supports livelihoods and reforestation in villages. In these efforts, our intention is not recognition, but to uphold our responsibility and act in a manner we believe to be right.

As we look ahead to our 90th year, we remain focused on embedding sustainability deeper into our business. A dedicated Group-wide ESG department is being established to strengthen ESG alignment across the organisation.

With clear priorities and continued investment in our people and operations, we are prepared for the challenges ahead. Our approach to long-term value creation is grounded in practical sustainability measures, ongoing innovation, and a commitment to responsible business conduct. I thank our employees for their efforts throughout the year, and our clients and partners for their continued collaboration.

GROUP CEO - DULSCO GROUP

David Stockton

HIGHLIGHTS FROM 2024

69

Nationalities

21,379

Employees

3700+

Customers



TOTAL EMISSIONS

36,501 tCO₂e



195,684

Plastic bottle savings were achieved through water stations installed across offices.

89 YEARS OF
EXPERTISE

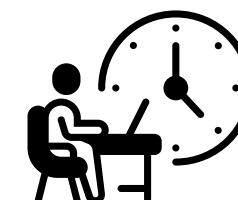


274,072 kWh

Solar Power Generation at Muhaisnah Accommodation

51.82% ICV SCORE

151,779
TOTAL
TRAINING
HOURS



8.4%

Decrease in total water consumption compared to 2023.

7.10 | AVERAGE TRAINING
HOURS PER EMPLOYEE

2,227 | VOLUNTEERING HOURS

CIPS Ethical
Procurement
Recognition



583

QHSE Campaigns
& Initiatives

94.9%

Customer
retention rate

75.44%

Overall
workforce
satisfaction

23.18%

Increase in water reclaimed
through greywater, sewage, and
liquid treatment facilities,
totalling 30.6 million litres in 2024



ABOUT DULSCO GROUP

Founded in 1935, as a workforce solutions provider in the UAE, DulSCO Group has steadily evolved into a diversified service provider offering integrated People, Environmental, Talent, and Energy Recruitment Solutions. The year 2024 marked a defining chapter in our journey of accelerated growth, strategic transformation, and deeper impact across the industries we serve.

DULSCO PEOPLE

Workforce and outsourcing solutions across a range of industries, underpinned by high standards in worker welfare, productivity, and compliance.

DULSCO ENVIRONMENT

Waste management and environmental services powered by investments in circular economy models and sustainable infrastructure.



Customised talent acquisition services including RPO, permanent placement, and contract staffing.



Recruitment services for the Oil & Gas and Renewable Energy sectors, connecting specialised talent with industry-leading projects.

A MILESTONE YEAR

DulSCO Group is preparing to celebrate its 90th anniversary in 2025, a moment that honours our legacy of resilience, adaptability, and shared value creation. It is also a reminder of the responsibility we carry as a long-standing contributor to regional growth and sustainability. **This upcoming milestone marks not just the passage of time, but our continued evolution alongside the clients, communities, and industries we serve.**

1935
2025

Industries we serve

We deliver tailored solutions to a wide range of industries, including:

- Agriculture
- Aviation
- Construction & Infrastructure
- Digital
- Event Management
- Facilities Management
- FMCG
- Government & Utilities
- Healthcare & Pharmaceuticals
- Hospitality
- IT & Telecom
- Logistics & Warehousing
- Manufacturing
- Oil & Gas
- Property Developers
- Real Estate
- Renewables
- Retail & B2B
- Shipping & Ports
- Transport

OUR PURPOSE, MISSION, VISION & CORE VALUES



Our Purpose

To be better today than we were yesterday, everyday



Our Mission

Providing solutions that enable communities to perform at their best, to live and operate sustainably and create better outcomes for all



Our Vision

Communities that thrive and prosper



Our Core Values

As we mark 90 years of service and look toward the future, our core values guide everything we do

Core Values



Value Creation

We drive innovation and outcomes that create lasting value for our stakeholders.



Customer Focus

We listen, adapt, and deliver with purpose to meet evolving customer needs.



Integrity

We act with honesty, responsibility, and transparency across all our interactions.



Teamwork

We collaborate, support, and grow together as one family.



Community

We contribute meaningfully to the well-being of people and the planet, wherever we operate.

OUR BUSINESS OPERATIONS

As of December 2024, our operations extended across the Middle East, Africa, Europe, Asia, and the Americas, with a total of 21,379 employees serving more than 3,700 clients. We continued to prioritise long-term partnerships, reflected in our customer retention rate and client advocacy score, both slightly ahead of our 2023 benchmarks.

21,379
employees

3,700+
clients

94.9%
customer retention rate

87.1%
client advocacy score

Progress in 2024

The year 2024 marked a significant chapter in Dulsco Group's journey. We recorded the highest growth in our history, achieving a 26% year-on-year increase in revenue and 11% growth in EBITDA on a like-for-like basis. Operationally, we maintained sound financial discipline through improved receivables collection, cost control, and positive working capital management. This performance was driven by strong execution, market diversification, and strategic sector and geographical expansion across our business units.

- Dulsco People successfully expanded into new sectors while reinforcing its relationships with existing clients.
- Dulsco Environment invested in infrastructure upgrades and greater focus on carbon management.
- Parisima continued to scale, establishing a presence in 18 countries, with particularly strong momentum in KSA and the wider GCC region.
- Advance Global Recruitment (AGR) had a solid first half and entered new territory with a delivery base in Guyana.

AWARDS & RECOGNITION



EcoVadis Silver Medal



Dubai Chamber of Commerce ESG Label

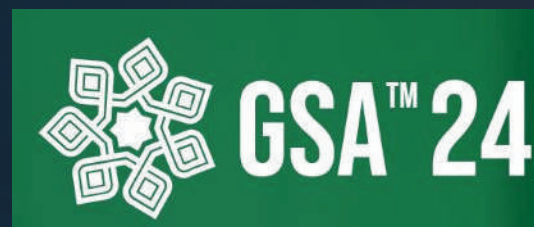
UAE's MOCCA
recognition for mangrove
plantation effortsGold in the Customer Happiness
Team of the Year category for
Aviation Solutions

Received Highly Commended in the Sanitation and Waste Management Company of the Year category for Dulsco Environment

- Won Gold in the Best Employee Well-being category for Dulsco Group
- Won Bronze in the Water & Waste Management category for Dulsco Environment

Won Silver in the Best Retention Initiative category for Dulsco Group

- Mental Health Heroes – Empathy in Leadership for Dulsco Group CEO David Stockton
- Highly Commended in the 'Best Mental Health Care in Human Resources and Recruitment' for Dulsco Group
- Highly Commended for 'Outstanding Mental Health Support in the Energy Industry' for AGR



DULSCO GROUP TIMELINE

1935

Establishment of DulSCO, started with stevedoring and supply of blue-collar workers.

1996

Establishment of a new line of business: Environmental Solutions.

1999

DulSCO enters the Abu Dhabi market.

2004

Started white-collar staff outsourcing.

2005

DulSCO becomes a Limited Liability Company and expands its geographical presence to include all seven Emirates and neighbouring Gulf countries.

2007

DulSCO Village is established.

2018

Launch of Construction and Demolition Waste Recycling Facilities.

2019

DulSCO was awarded as the Official Waste Management Partner of EXPO 2020 Dubai.

2021

Launch of DulSCO Facilities: Material Recovery Facility, Liquid Treatment Facility, The New Old & Reloved.

2022

DulSCO acquires Parisima as part of an expansion plan.

DulSCO Training Academy (DTA) launched.

Technological advancement with Refuse Derived Fuel (RDF) Facility.

2023

DulSCO acquires Advance Global Recruitment (AGR).

Parisima opens in KSA.

2024

AGR opens in Guyana.



LEADERSHIP TEAM



ANTONY MARKE

Chief Executive
Officer,
Dulsco People



TIAGO COSTA

Chief Executive
Officer,
Parisima



STUART HUNTER

Chief Executive
Officer,
Advance Global
Recruitment



MAHDI MOHAMAD

Chief Business
Support Officer,
Dulsco Group



MOHAMED SAMIR

General Counsel
and Board
Secretary,
Dulsco Group



AHMED HAMED

Group Human
Resources
Director,
Dulsco Group

SUSTAINABILITY AT DULSCO GROUP

In 2023, we took a significant step by publishing our first GRI-aligned sustainability report. That milestone formalised our commitment to transparency, stakeholder responsiveness, and responsible business conduct. Our sustainability framework focuses on four key pillars – **Integrated Solutions & Innovation, Environmental Sustainability, Social Sustainability, and Governance** – and remains the foundation of our sustainability journey.

In line with our national commitments such as UAE Net Zero by 2050 Strategic Initiative and the UAE Circular Economy Policy 2021–2031, we continued to advance our efforts while also aligning with key international frameworks, including the United Nations Sustainable Development Goals (SDGs). This report will detail this alignment through dedicated SDG aligned initiatives, ensuring that our efforts remain both locally relevant and globally informed.



ESG LABEL FROM DUBAI CHAMBERS

In 2024, DulSCO Group received the ESG label from the Centre for Responsible Business, Dubai Chambers, recognising our commitment to responsible business practices. The label reflects our performance across key ESG areas and also highlights the role we play in setting a benchmark for sustainable business within the UAE's private sector.



ECOVADIS SILVER RATING

DulSCO Group achieved a Silver Medal in the 2024 EcoVadis sustainability assessment, marking a significant improvement from our Bronze rating in 2023. This advancement reflects the impact of our targeted efforts across core ESG pillars:

- **ENVIRONMENT**
- **LABOUR AND HUMAN RIGHTS**
- **ETHICS**
- **SUSTAINABLE PROCUREMENT**

With this result, DulSCO Group was ranked in November 2024 among the top 15% of companies globally evaluated by EcoVadis over the preceding 12 months.

ALIGNMENT WITH UAE STRATEGIC FRAMEWORKS

UAE Net Zero by 2050 Strategic Initiative

DulSCO Group signed the Climate-Responsible Companies Pledge, reinforcing its commitment to the UAE's national decarbonisation goals.

UAE Circular Economy Policy 2021–2031

Through recycling, upcycling, and alternative fuel production, we are advancing waste diversion and circular resource use in line with national policy.

UAE National Carbon Sequestration

DulSCO Group has supported the national afforestation agenda by planting 500 mangrove trees at Jebel Ali Wildlife Sanctuary in 2024.

Waste to Zero – Global Initiative for Waste Decarbonisation

As an endorsed partner, DulSCO Group contributes to reducing waste-related emissions among its customers through facility upgrades, recycling, and waste-to-energy solutions.

Aluminium Recycling Coalition

As a member, DulSCO Group promotes recycling awareness and infrastructure development across the UAE.

UAE Energy Strategy 2050

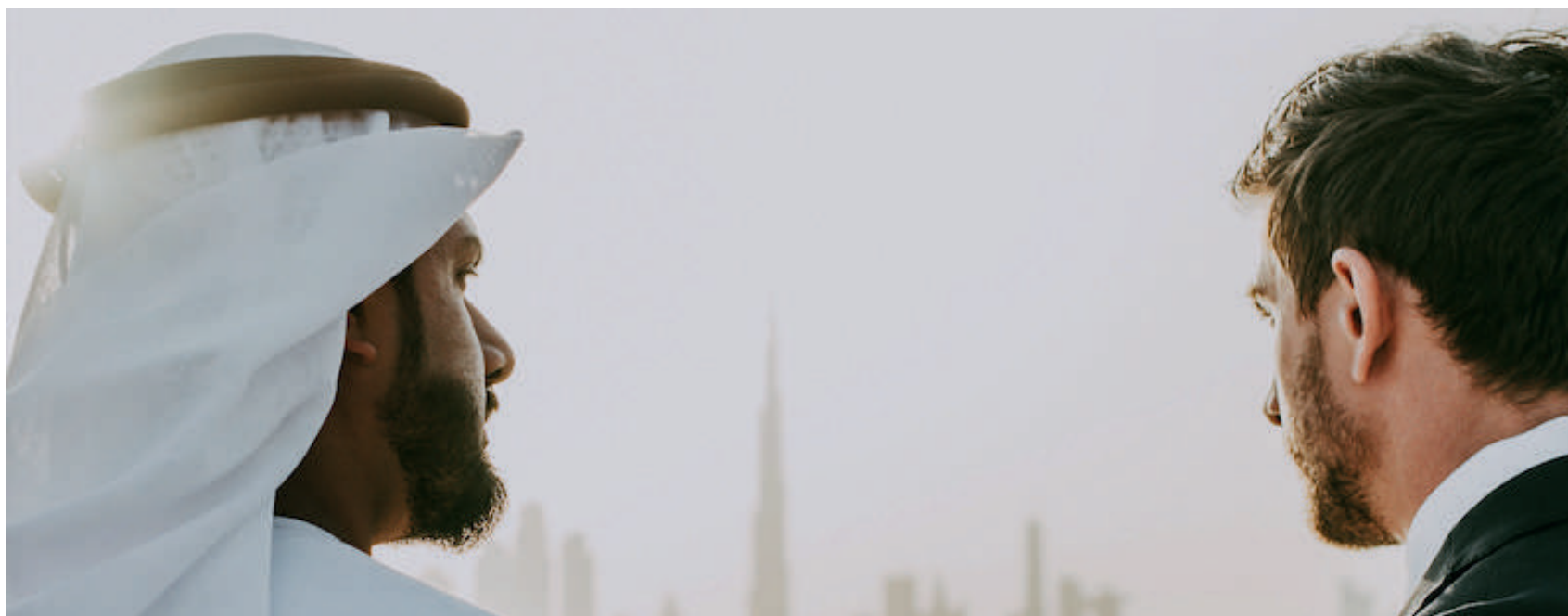
DulSCO Group contributes to national clean energy goals under the UAE Energy Strategy 2050, including the Dubai Clean Energy Strategy, through solar energy generation, biodiesel adoption, and deployment of EV charging infrastructure.

UAE Labour Law

Labour law awareness and policy updates are regularly integrated into our employee training, ensuring compliance and ethical workforce management.

In-Country Value (ICV)

DulSCO Group supports the UAE's ICV agenda through local procurement practices and initiatives that promote workforce nationalisation.



UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS ALIGNED INITIATIVES

Supporting the UAE's Sustainable Development Goals

To highlight our contribution to the UAE's sustainability agenda, we have included relevant SDG targets that reflect how our initiatives support national efforts aligned with the UN Sustainable Development Goals. This mapping helps illustrate our commitment to advancing the UAE's priorities across environmental, social, and economic pillars.



Promoting economic stability through skilled and manual labour employment, along with providing accommodation, transport, and healthcare services.

SDG 1 Targets 1.4 and 1.5



Supporting community welfare through meal distribution during Ramadan Aman and sponsorship of food relief drives. Nutritional awareness sessions were conducted under the Welfare Month initiative.

SDG 2 Targets 2.1 & 2.2



Health and Safety training across Group, including the "I Work Safely" initiative. Welfare Month focused on mental and physical well-being, supported by dental and medical camps for workforce.

SDG 3 Targets 3.8 & 3.9



Providing English and vocational classes for employees. Through AGR Academy, providing industry-accredited training, career planning, global exposure, and international travel opportunities. Promoted environmental awareness in schools and communities. The HIPO Programme concluded its first cohort in 2024, while the Dulsco Training Academy continues to develop operational talent.

SDG 4 Targets 4.3 & 4.4



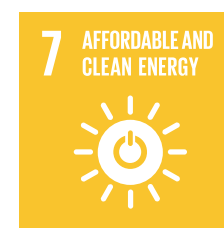
Strengthening inclusive hiring practices, internal mobility, and cultural celebrations. The Ras Al Khaimah Business Centre is mainly operated by Emirati women.

SDG 5 Targets 5.1 & 5.5



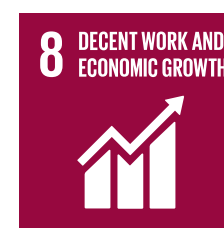
Enhancing water management through greywater and sewage treatment facilities. Installed filtered water stations. Funded construction of pond in Rajasthan, India, supporting local community and enabling groundwater recharge. Hygiene audits across Muhaisnah accommodations averaged 8.8/10.

SDG 6 Targets 6.3 & 6.4



Continuing to innovate with sustainable energy solutions through increased use of biodiesel, solar water heating, and solar-powered infrastructure. Clean energy practices extending across fleet and facility operations, including EV chargers. The Liquid Treatment Facility and Refuse Derived Fuel Facility are supporting low-carbon waste management.

SDG 7 Targets 7.2 & 7.3



Maintaining ethical labour practices and fair recruitment processes, ensuring safe and supportive working conditions. Creating jobs, promoting economic growth, and investing in continuous workforce development.

SDG 8 Targets 8.5 & 8.8



Successfully implemented ERP systems, AI tools, and digital platforms to enhance safety, sustainability, and operational efficiency. Key innovations includes the CSN App, GreenRoad driver monitoring, and Carbon Dashboard, enabling improved oversight, emissions tracking, and real-time risk response.

SDG 9 Targets 9.4 & 9.5



Employees from 69 nationalities, 25+ cultural celebrations, and internal mobility for 655 employees. Supporting inclusion events such as the Al Noor Superhero Walk, Emirates NBD Unity Run, and collaborations with autism centres.

SDG 10 Targets 10.2 & 10.3



Engagement through clean-up drives, awareness campaigns like the CAN initiative, and civic events that promote environmental responsibility. The Dulsco Recycling Bus and Birdy mascot continued to raise awareness on circular economy and waste segregation. Partnered with municipalities to enhance recycling infrastructure.

SDG 11 Targets 11.3 & 11.6



Strengthening circular practices through recycling, reuse, and waste-to-energy initiatives. Diverted 86% of waste from landfill. The "New, Old and Reloved" campaign repurposed bulky materials into functional products. Energy efficiency was enhanced with a 0.02% reduction in utility use. Completed construction of the Refuse Derived Fuel Facility.

SDG 12 Targets 12.2, 12.4 & 12.5



Advancing energy and emissions management through the launch of a real-time Carbon Dashboard and increased use of biofuels. Transitioned to R410A refrigerants to minimise environmental impact. Monitored carbon intensity across operations. Our efforts are aligned with the UAE Net Zero by 2050 initiative.

SDG 13 Targets 13.2 & 13.3



Planted 500 mangroves in Jebel Ali Wildlife Sanctuary, recognised by UAE MOCCAEC certification. Treated marine oily waste (4,075 tonnes) in line with MARPOL at UAE's first MEMAC-accredited facility.

SDG 14 Targets 14.1 & 14.2



Supporting CSR projects for land and water conservation. Organising beach and desert clean-ups. Providing biodiversity education. Green roofs and shaded parking introduced at key sites to combat urban heat.

SDG 15 Targets 15.1 & 15.5



Robust governance policies, including Code of Conduct, Whistleblowing, and Ethical Recruitment policies. We trained our staff in Labour Law of UAE and KSA. Zero ethics violations reported.

SDG 16 Targets 16.5 & 16.6



Collaborated with government entities, NGOs, and peers to advance shared sustainability goals. Engaged in multi-stakeholder platforms including the Aluminium Recycling Coalition and Waste to Zero initiative.

SDG 17 Targets 17.16 & 17.17

OUR APPROACH TO SUSTAINABILITY

Sustainability at Dulsco Group is embedded within a practical framework built on four key pillars. This framework guides us in integrating responsible practices across our operations, delivering value to clients, and responding to evolving stakeholder expectations.

This year, we took meaningful steps to strengthen this approach. A refreshed materiality reassessment, supported by extensive external stakeholder engagement, including client interviews and surveys, helped us validate and reprioritise the issues that matter most to our business and the communities we serve. This engagement confirmed that while our material topics remain relevant, their relative importance has shifted, and our reporting now reflects this updated perspective.



Integrated Solutions & Innovation

In 2024, we strengthened this pillar through focused progress on digital transformation and innovative circularity at Dulsco Group. With 90% of the Chrysalis programme completed, the Group has significantly unified internal efficiency by integrating previously disconnected systems, automating workflows, and strengthening data security. AI tools were deployed in selected operations, and ESG criteria were formally embedded into supplier evaluation through our new ERP system. On the circularity front, our “New, Old and Reloved” initiative continued to grow, transforming waste materials into functional products for community and operational use. In 2024, recycling volumes rose by 20.2% compared to 2023, reflecting strengthened waste segregation and recovery practices. Additionally, the relocation of our new Refuse Derived Fuel Facility to DIP in Dubai marked a significant milestone in our waste-to-energy transition, positioning us for scalable impact in the years ahead.



Environmental Sustainability

In 2024, we made targeted progress in carbon management, improving resource efficiency, and strengthening environmental governance. A Group-wide Carbon Dashboard was launched to monitor emissions in real time, supporting data-led decision-making. For the first time, we also reported three categories under Scope 3 emissions, marking a step forward in value chain transparency. We scaled up the use of biodiesel, and solar energy generation across our sites was also increased, aligning with our cleaner energy transition goals and contributing to cleaner energy consumption. Utility consumption dropped by 0.02% through energy efficiency upgrades and behavioural campaigns.



Social Sustainability

In 2024, we expanded the scale of our Welfare Month campaign, offering over 85 targeted activities across sites. Internal mobility and development programmes resulted in hundreds of workforce promotions, reinforcing our focus on career progression. Over 151,000 training hours were delivered across regulatory, safety, and interpersonal development modules. CSR efforts were broadened with increased focus on people of determination, environmental volunteering, and educational outreach and youth support initiatives. We focused on enhancing customer experience through stronger engagement channels, regular service quality monitoring, and targeted training for customer-facing teams. In order to better understand changing expectations and service goals, the 2024 materiality update involved formal external stakeholder engagements. The input helped shape our understanding of service needs and guided the direction of our reporting and operational focus.



Governance

In 2024, we continued to strengthen our internal governance systems with a focus on compliance, transparency, and responsible leadership. Key policies, including whistleblowing, anti-bribery, and ethical recruitment are in place across the Group. A new Ethical Labour and Human Rights Protection Policy is currently under development and scheduled for implementation in 2025. To further clarify roles and oversight structures, work began on a Group-wide Governance Charter, which will be finalised in 2025. We also initiated BCP certification for enhanced organisational resilience. Awareness sessions were held to familiarise employees with Labour law of the UAE and KSA. We updated internal protocols and risk registers were developed at the departmental level.

SUSTAINABILITY FRAMEWORK

Our sustainability framework aligns with Dulsco Group's business practices, stakeholder expectations, and long-term ESG goals. Grounded in cross-functional integration and leadership oversight, the framework is structured around four strategic pillars:

- **INTEGRATED SOLUTIONS AND INNOVATION**
- **ENVIRONMENTAL SUSTAINABILITY**
- **SOCIAL SUSTAINABILITY**
- **GOVERNANCE**

Each pillar anchors material topics identified through a robust materiality assessment process and stakeholder feedback.

Stakeholder Engagement & Materiality Refresh

As part of the 2024 materiality refresh, we updated our stakeholder mapping to reflect current engagement practices and evolving expectations. The mapping covers both internal and external stakeholders across all subsidiaries, informed by insights from surveys, interviews, and strategic meetings. Dulsco Group identified stakeholder groups based on their level of influence and relevance to sustainability priorities. The table outlines the core groups, engagement mechanisms, and key expectations that emerged during this process.

	STAKEHOLDER GROUP	ENGAGEMENT MECHANISMS	NEEDS AND EXPECTATIONS
INTERNAL	Shareholders	Financial reports, Board meetings, Executive updates, Strategic planning sessions	Financial performance, ESG integration, Risk management, Long-term value creation
	Office Staff	Internal surveys, Townhalls, Performance reviews, E-learning, Open-door HR communication	Career development, Inclusive and safe workplace, Rewards and recognition, Mental well-being, and Access to grievance channels
	Workforce (Site-based)	Welfare campaigns, Health & Safety training, Satisfaction surveys, Feedback boxes, Recreational events	
	Outsourced Talent	Online induction, Open houses	
EXTERNAL	Customers	Operational reviews, Digital reporting tools, Materiality surveys, Joint sessions, Community activities, Surveys	Reliable service delivery, ESG transparency, Data dashboards, Co-created solutions
	Government & Regulators	Compliance audits, Licensing reviews, Strategic dialogues, Participation in national drives	Legal compliance, alignment with UAE Net Zero, In Country Value Programme, Circular economy targets, Stakeholder protection
	Suppliers & Vendors	Supplier onboarding, ESG due diligence, Feedback mechanisms, Procurement meetings	Transparent procurement, Ethical standards, Timely payments, Local Sourcing opportunities
	Community & NGOs	CSR initiatives, School programmes, Volunteer campaigns, Awareness events	Environmental education, Inclusion of people of determination, Sustained community support

Engagement Methods and Coverage

In 2024, Dulsco Group undertook its first comprehensive and methodologically structured external stakeholder engagement initiative to refresh material ESG priorities. This initiative was designed to reflect emerging regulatory expectations, evolving stakeholder relationships, and the Group’s strategic transformation across subsidiaries.

The process employed a multi-modal approach, combining quantitative and qualitative methods to ensure both depth and breadth of insights. A balanced sample of stakeholders was selected to represent diverse operational entities, including Dulsco People, Dulsco Environment, Parisima, and AGR, and to capture viewpoints across all major stakeholder groups, including government bodies, clients, suppliers, and NGOs.

All inputs were analysed thematically and mapped against the four pillars of Dulsco Group’s sustainability framework. This process formed the foundation for updating the Group’s material topics and strengthening alignment between stakeholder expectations and reporting focus.

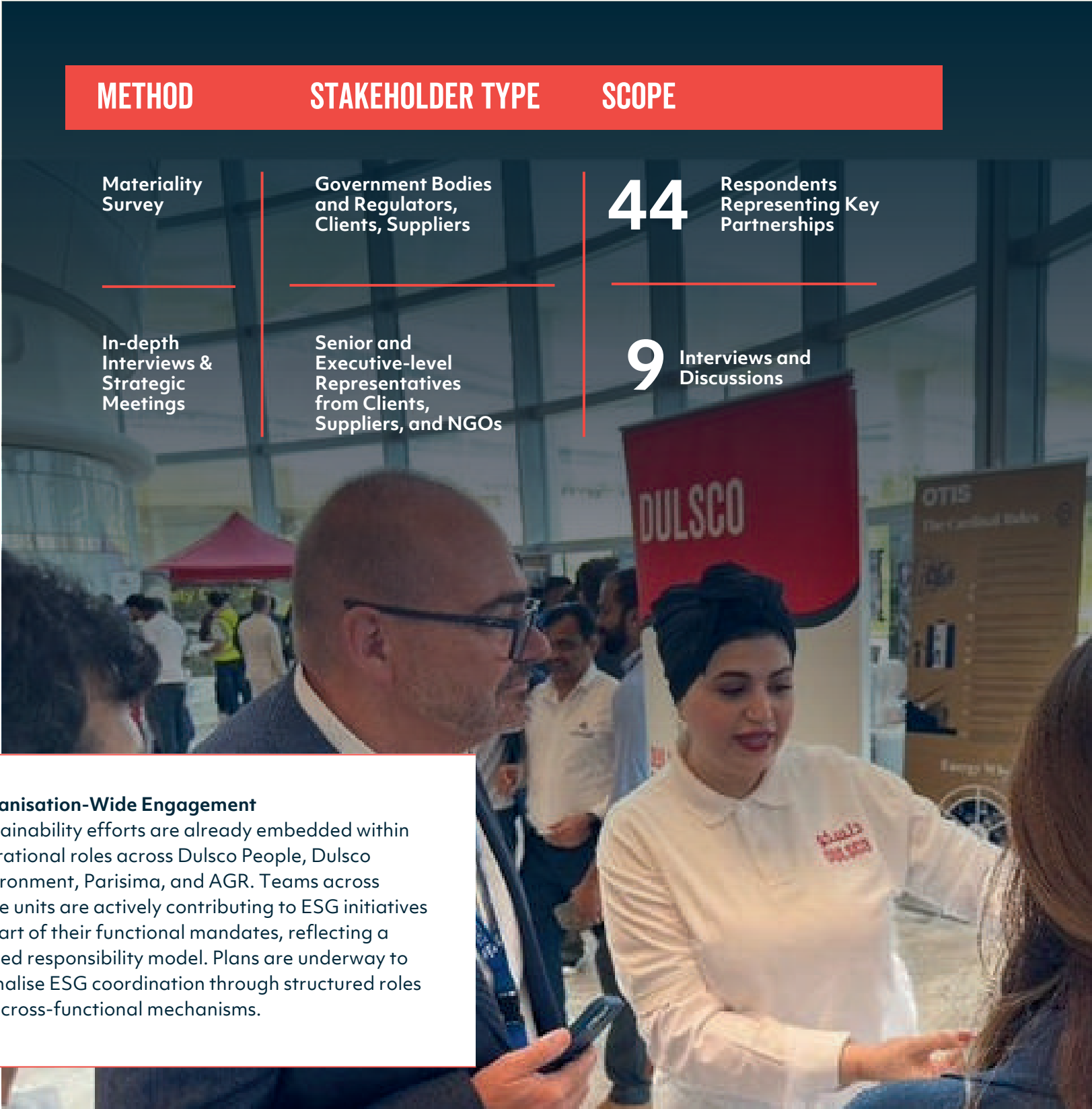
Integrated Action across the Pillars

Leadership Oversight

Material topics were reviewed and validated through Leadership Team discussions, ensuring alignment with Dulsco Group’s operational realities and long-term direction.

Organisation-Wide Engagement

Sustainability efforts are already embedded within operational roles across Dulsco People, Dulsco Environment, Parisima, and AGR. Teams across these units are actively contributing to ESG initiatives as part of their functional mandates, reflecting a shared responsibility model. Plans are underway to formalise ESG coordination through structured roles and cross-functional mechanisms.



Material Topics and Sustainability Pillars

Our revised framework reflects material topics grouped under four strategic sustainability pillars. Each topic was prioritised through a triangulated assessment involving quantitative survey ranks, qualitative interview insights, and sector-specific stakeholder feedback. This helped us refine our focus on issues such as carbon reduction, ethical business practices, and data-enabled customer service. While these pillars remain central to our strategy, the structure of this report does not follow their exact sequence, allowing for a more cohesive narrative flow across interconnected themes.



02



INTEGRATED SOLUTIONS AND INNOVATION

- ▶ **DIGITAL TRANSFORMATION**
- ▶ **INNOVATIVE CIRCULARITY**

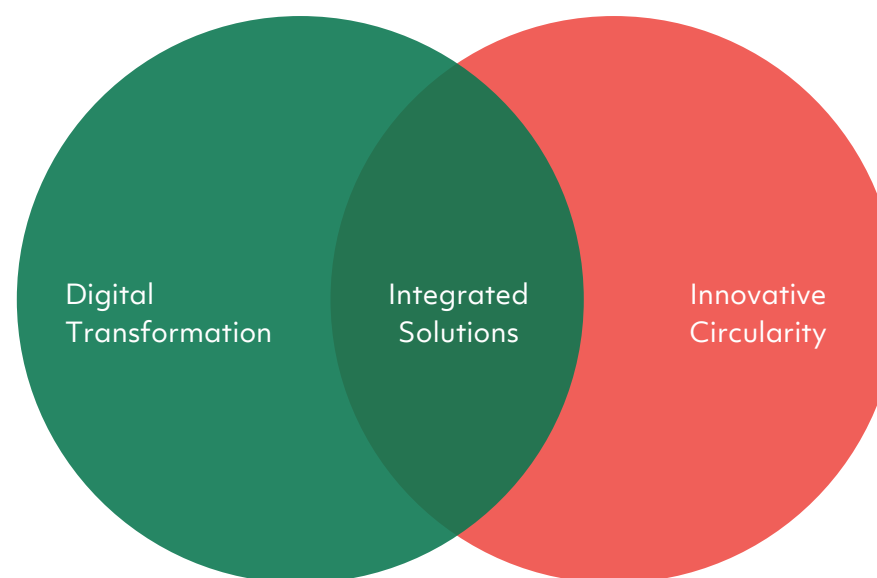
OUR APPROACH

DulSCO Group's approach to business transformation is built on innovation and adaptability in service delivery. Our integrated solutions combine technologies, sector expertise, and a deep understanding of client and community needs. Throughout 2024, we focused on enhancing practical solutions that address operational requirements while supporting long-term sustainability objectives for us and our stakeholders. By offering environmental services, workforce and talent solutions, we help clients improve efficiency, reduce environmental impact, and strengthen their business.

Our integrated model is best understood as the intersection of digital transformation and innovative circularity. This dual-track approach ensures that our services are both technically advanced and environmentally responsible.

- **Enhanced Efficiency** by aligning technology with sustainability and circular economy solutions.
- **Long-term Value Creation** through stakeholder trust, operational resilience, and sustainable innovation.
- **Environmental Impact** via improved waste management, resource recovery, and emissions reductions.
- **Innovation and Adaptability** by applying forward-thinking solutions that address both market and environmental challenges.

INTEGRATED IMPACT



We translate the integration of digital and circular innovation into tangible outcomes through hands-on implementation. From waste diversion to resource recovery and specialised talent development, our solutions are grounded in measurable value. Our operational ecosystem is adaptable, resilient, and future-oriented. This integration enables us to enhance operational efficiency, create long-term value for clients and communities, reduce environmental impact, and stay responsive to emerging challenges. They are embedded within a broader system of feedback, where client engagement shapes service refinement. By combining operational insight with continuous input, we ensure that our innovation efforts remain relevant, scalable, and outcome driven. Looking ahead, we are focused on co-developing sector-specific solutions that accelerate sustainable transformation across the industries we serve.

DIGITAL TRANSFORMATION

Since the launch of our 'Digital Transformation' programme in 2020, Dulsco Group has taken steps to improve operational efficiency, customer service, and employee engagement, while aligning these improvements with our sustainability ambitions. Our approach is shaped by a desire to adapt to changing needs and to build a resilient organisation that is future proofed. We have introduced several initiatives aimed at enhancing how we operate, equipping our teams with better tools and capabilities, and encouraging a workplace culture that values continuous improvement. These efforts are helping us respond more effectively to challenges and identify opportunities for more efficient, sustainable practices across the business.

SMART SOLUTIONS & INTEGRATION

AI Integration

Artificial Intelligence (AI) is incorporated into selected areas of our operations as part of our broader digital strategy. We focus its use on supporting decision-making, improving resource management, and contributing to more consistent service delivery. We apply AI tools where they can provide practical benefits and streamline existing processes.

Integrating ESG Criteria into Supplier Evaluation Through ERP

In 2024, we introduced a dedicated Enterprise Resource Planning (ERP) system to support the assessment of new suppliers against Environmental, Social, and Governance (ESG) criteria. This system has been developed to enhance the way we evaluate supplier performance, ensuring that environmental responsibility, ethical practices, and sound governance are integral to our procurement decisions.

By embedding ESG considerations into our supplier onboarding process, we aim to promote greater transparency and accountability across our supply chain. The system enables a more structured and consistent approach to screening, helping us identify suppliers whose values and practices align with our sustainability commitments.



PROGRAMME CHRYSALIS: OUR DIGITAL TRANSFORMATION JOURNEY

'Programme Chrysalis', our flagship digital transformation initiative, was launched to simplify and streamline how we work across the DulSCO Group. The goal was clear: replace outdated, disconnected systems with one unified cloud solution that allows teams to collaborate more effectively and make better, faster decisions. **Programme Chrysalis is 90% complete**, and the progress made so far is already delivering a measurable impact.

To manage the scale and complexity of this transformation, we broke Programme Chrysalis down into two major tracks, **Project Alpha** and **Project Omega**, each focused on a specific set of priorities and challenges.

Project Alpha

Project Alpha focused on automating repetitive and time-consuming tasks by developing a robust Target Operating Model that supports efficient, aligned processes across the organisation. A key step in this initiative was the deployment of an Oracle system to automate core operations in line with this model.

Recognising the importance of people in this transformation, we provided comprehensive training programmes to ensure teams can confidently adopt the new systems. We also implemented structured Change Management protocols to guide users through the transition smoothly. These efforts have significantly improved internal efficiency and process visibility across functions.

Project Omega

Project Omega is being developed for modernising various non-Oracle digital platforms across the organisation, including the website, clinic systems, pharmacy, and accommodation services. These systems previously operated in silos, leading to inefficiencies and fragmented data. As part of the upgrade, Omega focused on integrating these non-Oracle applications with the Oracle system to ensure seamless operations. Additionally, the project implemented diverse technological and security measures to support the overall transformation and enhance system resilience.

Accomplishments



Website security enhancement which has improved backup systems in place.



Automation of several processes which have been enhanced and streamlined.



Network upgrades to improve and resolve technical problems.



Updates are now managed centrally, so services are more consistent across departments.



Less downtime, accessible for employees and external users.

Oracle Systems Performance

The Oracle Fusion ERP Solution has demonstrated consistent reliability since its launch, achieving 100% uptime and maintaining a swift average response time of 0.5 seconds. Security standards remained robust, with full compliance recorded throughout the reporting period.

User engagement was stable, with nearly 600 active users generating over 11,000 login sessions within a month. Despite steady usage, system load remained low, with infrastructure utilisation averaging just 16%, indicating strong capacity for future demand.

Operational support was responsive and effective, with over 1,400 service tickets addressed across internal IT and external vendor teams. The majority were resolved promptly, highlighting the system's efficiency in maintaining service continuity.

ENHANCED SECURITY

The digital landscape continues to evolve, presenting both opportunities and challenges for organisations across all sectors. Recognising the critical importance of data security, DulSCO Group has established comprehensive frameworks to address cyber risks and protect sensitive information. Technology upgrades and systematic IT security programmes form the foundation of the Group's cybersecurity approach, encompassing both preventative measures and responsive protocols designed to identify and mitigate potential vulnerabilities.

The Group ensures compliance with data protection regulations through clear policies that promote responsible information governance and consistent security standards across all business units.

Prompt and effective measures were implemented to safeguard systems and data during the global "CrowdStrike" security incident, ensuring operational continuity and protection. Regular communication with stakeholders regarding security matters is part of standard operational transparency. The Group continues to monitor emerging threats and adjusts its security posture as necessary, acknowledging that cybersecurity requires ongoing attention and adaptation to address evolving risks.

DIGITAL TRANSFORMATION FOR SAFETY

As part of DulSCO Group's broader digital transformation journey, we have embedded intelligent safety systems that elevate our ability to prevent incidents, respond rapidly, and empower frontline teams with real-time tools. These technologies are reshaping traditional safety practices, allowing for greater visibility, responsiveness, and inclusivity across our operations.

In 2024, we have enhanced DulSCO Group's digital safety infrastructure to better manage risks, enhance decision-making, and improve workforce accountability. One of the key enhancements this year was the extended use of the GreenRoad system, which continues to play a vital role in monitoring driver behaviour and reducing fatigue-related risks. We have observed a positive trend in reducing vehicle incidents, recognising that sustainable impact relies on continuous follow-up, training, and reinforcement.

We also implemented QR code enabled access to key health and safety procedures to make safety information more accessible for our diverse, multilingual workforce. These QR codes are displayed at strategic locations across our worksites, allowing employees to scan and view guidelines in multiple languages. This practical tool helps ensure that critical safety processes are understood and followed, regardless of their job role or language proficiency.

CSN Safety Dashboard

To digitalise site-level safety operations, we introduced the Connected Safety Net App, which allows for real-time inspection reporting, digital form submission, and access to data dashboards. This application has replaced fragmented manual processes with a unified digital interface, giving QHSE teams quicker access to insights enhancing decision-making.



INNOVATIVE CIRCULARITY

In 2024, we continued to integrate circular economy principles across our operations to support both sustainability and efficiency. This included a growing focus on technology localisation to enable the reuse and recovery of materials within local value chains. By reducing waste and using resources more effectively, we can limit our environmental impact while creating commercially viable opportunities. Applying circularity also strengthens our ability to manage risks linked to resource availability and market fluctuations, helping us remain resilient and competitive in an evolving global context.



PARTNERING FOR CIRCULAR IMPACT

Keolis, one of our key clients, set an ambitious goal to enhance waste management across its network in alignment with Dubai's broader sustainability goal and zero landfill vision. The initiative aimed to tackle waste generated across their operating sites, covering general, green, construction, and recyclable waste streams.

To bring this vision to life, Keolis partnered with Dulsco Environment, combining Keolis' strategic direction with Dulsco Environment's on-ground expertise in waste management operations and circularity. As a result, a scalable and cost-efficient solution was implemented: instead of replacing over 800 stainless steel bins, the team retrofitted them with custom-designed recycling labels. These bins were designed to support the collection of mixed recyclables, which are then processed at Dulsco Environment's Material Recovery Facility, ensuring effective segregation, recovery, and recycling of materials.

The impact of this collaboration was swift and significant. Within just 12 months, landfill diversion rates jumped to approximately 90% —a major leap from the earlier baseline of 5–15%. This progress reflects Keolis' leadership in sustainable transport and also how meaningful partnerships can translate bold ideas into measurable outcomes.

By working hand-in-hand, Keolis and Dulsco Environment have demonstrated how circular economy thinking, when paired with operational innovation, can deliver both environmental and economic value.

This approach prolonged the lifespan of existing assets, eliminated unnecessary procurement, and brought implementation costs down to just 7.5% of the initially projected amount.



Dry Washing Services

Building on the initiative introduced in 2023, Dulsco Group has continued its collaboration with Assured Group to implement dry washing techniques as a sustainable alternative to conventional wet cleaning. Embedded widely across areas such as aircraft maintenance, ground service equipment, vehicle detailing, and office cleaning, the solution also supports operational efficiency. The products used in this process are eco-friendly and certified by approved authorities, ensuring both environmental safety and compliance with regulatory standards. A notable example includes the dry vehicle washing of the Dulsco People fleet, which alone resulted in a savings of approximately 161,280 litres of water in 2024, contributing significantly to ongoing efforts to reduce water use and support environmental stewardship in the region.

With water conservation remaining a key priority in the Middle East, the approach has shown long-term potential in reducing resource consumption and in improving operational outcomes, such as minimising corrosion.



Partnership with Dubai Municipality

Dulsco Group established a strategic partnership with Dubai Municipality, formally announced during COP28, aimed at advancing sustainable waste management practices and accelerating the transition towards a circular economy within the Emirate of Dubai. As part of this partnership, we supported Dubai Municipality in managing waste at COP28 through a comprehensive waste pathflow model designed to maximise landfill diversion. This model included the use of Dulsco Environment's Materials Recovery Facility (MRF), on-site composting units, and Dubai Municipality's Waste-to-Energy Facility for responsible treatment and disposal — thereby contributing to a more efficient and environmentally responsible waste management ecosystem.

Transition to Electric Vehicles

As part of our ongoing efforts to decarbonise operations and align with the UAE's Net Zero by 2050 Strategic Initiative, we have continued to advance plans for transitioning our fleet towards low-emission mobility solutions. In 2024, our fleet comprised of 213 vehicles under Dulsco People and 250 vehicles under Dulsco Environment. Recognising the environmental impact of traditional transport, we have started exploring the phased integration of electric vehicles (EVs) to replace conventional models and are expected to receive the first Electric Bus in 2025.

Dulsco Group's The New, Old and Reloved initiative continued to evolve in 2024 as part of our practical efforts to support circular economy principles through designed reuse. Launched in 2021, the initiative focuses on repurposing materials such as wooden pallets and used coolant barrels into functional upcycled indoor and outdoor furniture.

Working through our in-house workshop, bulky waste collected from operational sites is carefully reworked into items such as benches, tables, and decorative pieces. These products are made available through our online platform - www.thenewoldandreloved.com, offering a second life to materials that would have otherwise been discarded. The initiative supports waste reduction and encourages more thoughtful use of resources.

THE
NEW
& Reloved
by Dulsco



As part of its wider application, the programme also delivered repurposed recycling containers for community use in Abu Dhabi in 2024, showcasing how reused materials can support sustainable infrastructure. While Dulsco Environment does not operate these units directly, they serve as a visible example of how discarded materials can be reimaged to meet community needs.

CIRCULAR ECONOMY AND RECYCLING

In 2024, the recycling services delivered through Dulsco Environment recorded a significant increase in recycling volumes compared to 2023. This growth was driven by ongoing efforts to improve source segregation and raise public awareness, supported by consumer education sessions that promoted waste segregation at the source and enhanced the efficiency of recycling systems.

Internally in 2024, all our accommodations adopted a three-stream bin system for general, recyclable, and organic waste. Daily data is now tracked for each stream, strengthening our internal monitoring processes. While customer waste is recorded in detail by category, internal waste data is reported collectively at the Group level to ensure consistency and oversight.

The QHSE team actively participated in waste segregation and recycling drives, including the collection of cans and recyclables.



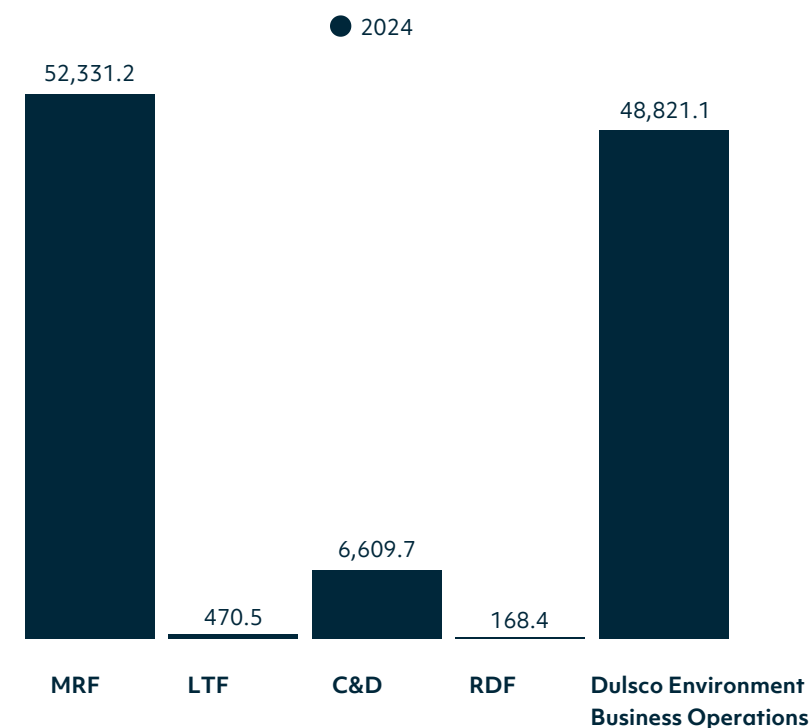
ENABLING LOW CARBON SOLUTIONS

Dulsco Group continues to invest in scalable, low-emission waste solutions that help our clients reduce their carbon footprint while advancing national sustainability priorities. Across our operations, four specialised facilities play a critical role in diverting waste from landfill, recovering materials, and replacing high-emission disposal methods with circular alternatives.

Recovery Facilities

These recovery-driven operations minimise environmental impacts and lead to measurable emissions savings. Our operations contribute directly to avoided emissions and more efficient resource use by providing an alternative to landfill disposal with recycling, alternative fuels, and sustainable treatment processes.

Emissions Avoided by Waste Recovery Facilities (tCO₂e)



Construction & Demolition Waste Recycling Facilities

In 2024, our Construction and Demolition Waste Recycling Facilities (C&D) processed over 599,626 tonnes of construction and demolition waste. The facilities support waste diversion efforts by converting construction and demolition waste into recycled products such as aggregates and sub-base, which are used in applications like road construction, block manufacturing, and other industrial purposes.

The facilities maintain a landfill diversion rate of approximately 95%, contributing to resource efficiency and waste reduction. As a result, we avoided approximately 6,610 of CO₂e emissions. During the year, we implemented upgrades to our C&D operations to improve processes and enhance productivity across the sites.

Material Recovery Facility

In 2024, we diverted 34,198 tonnes of waste away from landfill through our Material Recovery Facility (MRF), which is designed to segregate and recover more than 38 distinct types of recyclable materials. The semi-automated Facility employs a combination of advanced technologies to separate and prepare materials for recycling, including trommels, ballistic separators, eddy currents, industrial magnets, and balers to compress the finished recyclables for more efficient transport. Through these recycling efforts, we successfully avoided approximately 52,331 tonnes of CO₂e emissions for Dulsco Environment customers.

Liquid Treatment Facility

The Liquid Treatment Facility (LTF) recovered over 4,075 tonnes of liquid waste, including oily slop and sludge from the marine and automotive industries. The facility treats various hydrocarbon-based wastes and converts them into outputs such as treated fuel, furnace oil, and water suitable for irrigation purposes. Through these recovery and reuse efforts, we avoided approximately 470 tonnes of CO₂e emissions. The LTF remains the first MEMAC-approved facility in the GCC, specialising in the treatment of oily sludge, slop oil, and industrial wastewater from the marine, oil & gas, and broader industrial sectors. The facility is listed on the IMO-GISIS platform and approved by the PCFC Ports & Maritime Section as a certified MARPOL Waste Reception Facility. As a MARPOL-approved facility, LTF operates in full compliance with the highest environmental standards.

Refuse Derived Fuel Facility

In 2024, we completed the construction of our new Refuse Derived Fuel Facility (RDF), relocating it from its original site at Expo 2020 Dubai to Dubai Industrial City (DIC). This development advances our practical approach to expanding waste-to-energy solutions. During this period, we treated over 1,018 tonnes of waste and avoided 168 tonnes of CO₂e emissions. The RDF facility, designed to process non-recyclable waste, will become fully operational in 2025. Once active, it will contribute to diverting non-recyclable materials from landfills by converting them into alternative fuel for the cement industry.



Construction & Demolition Waste Recycling Facilities



Material Recovery Facility



Liquid Treatment Facility



Refused Derived Fuel Facility



03



ENVIRONMENTAL SUSTAINABILITY

- ▶ **CARBON & ENERGY MANAGEMENT**
- ▶ **RESPONSIBLE WASTE MANAGEMENT**
- ▶ **WATER STEWARDSHIP**
- ▶ **ECOLOGICAL IMPACT**

ENVIRONMENTAL SUSTAINABILITY



DulSCO Group integrates sustainability across its operational framework, converting environmental challenges into positive outcomes. Our practical waste management systems and technological implementations aim to work towards reducing our environmental impact and create a positive and responsible future. Our focus is on reducing our ecological impact by enhancing recycling processes and limiting landfill usage through our modern facilities. This approach reframes waste as a resource with significant potential value.

Our climate action efforts include stringent protocols for monitoring and decreasing greenhouse gas emissions. This encompasses both direct and indirect emissions, reflecting our commitment to environmental stewardship. We place a significant emphasis on energy optimisation throughout our operations, while our water conservation projects demonstrate our dedication to responsible resource management. DulSCO Group recognises the operational and environmental risks posed by climate change and is working to address them through measured, practical action.

Our influence extends beyond internal practices, as we provide comprehensive waste management solutions that enable clients and business partners to meet their own environmental targets. This strategy amplifies our positive impact across the sector.



OUR ENVIRONMENTAL IMPACT – AT A GLANCE

In 2024, Dulsco Group's total Greenhouse Gas (GHG) emissions amounted to 36,501 tonnes of CO₂ equivalent (tCO₂e), compared to 35,232 tCO₂e in 2023

Scope 1	27,236 tCO₂e
Scope 2	8,082 tCO₂e
Scope 3*	1,183 tCO₂e

274,072 kWh

Solar Power Generation at Muhaisnah Accommodation

23.18%

Increase in water reclaimed through greywater, sewage, and liquid treatment facilities, totalling 30.6 million litres in 2024

* Considered three categories: Employee Commute, Waste Generated and Business Travel

8.4%

Decrease in total water consumption compared to 2023

87 Vehicles

On average, Dulsco People fleet vehicles operated on biodiesel throughout the year, saving 267,934.96 kg of CO₂e

19,385,287 kWh

Total Electricity Consumption

2,170 tonnes

Waste successfully diverted from landfill

CARBON & ENERGY MANAGEMENT

Emissions reduction and carbon footprint management remained operational priorities for our organisation in 2024, although we experienced a normal increase in carbon emissions due to expanded business operations and the inclusion of Scope 3 emissions, which were calculated for the first time in 2024. We continued working on Greenhouse Gases (GHG) reduction strategies in response to stakeholder expectations from customers and regulators who increasingly evaluate environmental performance.

Our management approach focused on addressing climate objectives and business risks whilst maintaining operational efficiency. We monitored our carbon footprint over the course of the year to identify factors linked to the increase in emissions and looked into practical ways to reduce them.

OUR METHODOLOGY

GHG Emissions Categorised by Scope

Emissions have been categorised into three standard scopes in accordance with the Greenhouse Gases Protocol:

Scope 1 – Direct Emissions

These are emissions from sources that are owned or controlled by Dulsco Group, including:

- Stationary combustion (e.g. burners, LPG systems, diesel generators)
- Mobile combustion (e.g. vehicles using diesel, petrol, biodiesel, or CNG)
- Fugitive emissions from refrigerants

Scope 2 – Indirect Emissions from Energy Consumption

These refer to indirect GHG emissions from the generation of purchased energy, specifically:

- Electricity
- Heating
- Cooling

Scope 3 – Other Indirect Emissions

Of the 15 categories defined under Scope 3, Dulsco Group has initiated measurement and reporting for the following three categories during the reporting year:

- Employee commuting
- Waste generated in operations
- Business travel

Carbon Management Tool

To better manage our environmental impact, we developed and launched a digital Carbon Dashboard in 2024. This platform enables us to monitor, assess, and manage carbon intensity in real time, guiding data-driven decision-making.

GHG EMISSIONS OVERVIEW

In 2024, Dulsco Group's total GHG emissions amounted to 36,501 tonnes of CO₂ equivalent (tCO₂e), reflecting a marginal increase of 3.5% compared to the 35,232 tCO₂e recorded in 2023. This rise is primarily attributed to expanded operational activities across key business divisions and the inclusion of Scope 3 emissions, which were calculated for the first time in 2024. Despite the increase in absolute emissions, the Group maintained operational efficiency, with an emission intensity of approximately 1.70 tCO₂e per employee, based on a workforce of 21,379 employees. Emissions were categorised under the standard GHG Protocol scopes.



Scope 1 - Direct Emissions

27,236 tCO₂e

- Mobile combustion was the dominant contributor, accounting for 24,975 tCO₂e, primarily from diesel (15,688 tCO₂e), petrol (4,593 tCO₂e), and biodiesel (4,686 tCO₂e). A minor contribution came from Compressed Natural Gas (8 tCO₂e).
- Stationary combustion amounted to 1,411 tCO₂e, with liquefied petroleum gas (LPG) as the largest component (824 tCO₂e), followed by lights-end fuel (301 tCO₂e) and diesel (286 tCO₂e).
- Fugitive emissions totalled 851 tCO₂e, with 822 tCO₂e arising from R-22 and 29 tCO₂e from R-410 refrigerants used in air conditioning and refrigeration systems.

Scope 2 - Indirect Emissions from Energy

8,082 tCO₂e

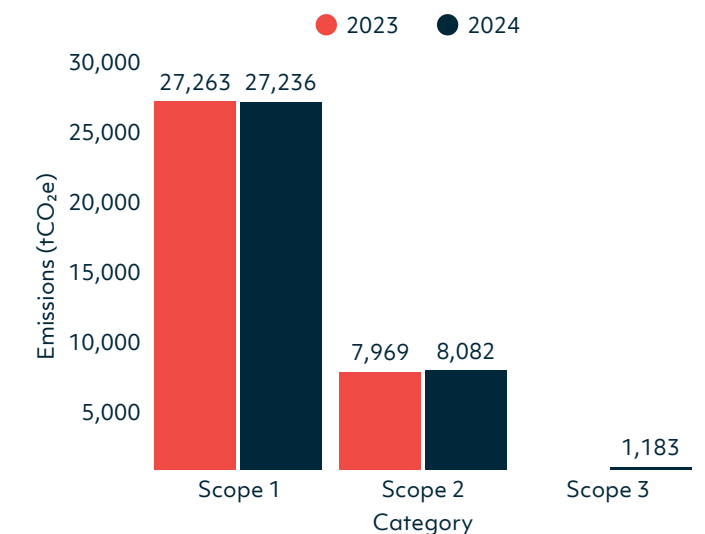
- Emissions from electricity consumption stood at 7,729 tCO₂e, while district cooling and heating contributed 350 tCO₂e and 3 tCO₂e respectively.

Scope 3 - Other Indirect Emissions

1,183 tCO₂e

- These included emissions from employee commute (756 tCO₂e), waste generated (164 tCO₂e), and business travel (264 tCO₂e).

GHG Emissions of Dulsco Group



Emissions by Entity

In 2024, overall emissions increased compared to 2023, largely due to expanded operations and the initiation of Scope 3 monitoring, as well as improved asset tracking, which enabled more accurate emissions reporting.

DulSCO Environment remained the largest source of the Group's total emissions, contributing 18,272 tCO₂e, or 50%. This marks a slight decrease from 19,807 tCO₂e (55.22%) in 2023, primarily due to enhanced operational efficiency and better emissions management within the organisation.

On the other hand, emissions from DulSCO People increased to 16,923 tCO₂e in 2024, up from 14,720 tCO₂e in 2023. This represents a 14.96% rise and corresponds to 46.36% of total emissions, up from 41.67% the previous year. The increase is primarily linked to the expansion of workforce-related activities and service coverage, which led to higher energy use and transport emissions.

DulSCO Group Support Services generated 1,107 tCO₂e, up from 664 tCO₂e, raising its share of total emissions from 1.8% to 3.03%, primarily due to higher service demand and operational activity.

Parisima's emissions rose from 31 tCO₂e to 107 tCO₂e, increasing its contribution from 0.08% to 0.29%, driven by business growth and a larger employee count.

AGR's reported emissions increased from 9 tCO₂e to 92 tCO₂e, representing 0.25% of the Group's total, up 0.02% from 2023 mainly due to Scope 3 emissions. AGR continues to report zero Scope 1 emissions due to absence of operational activity within the scope.



ENERGY MANAGEMENT

Energy management remains a practical necessity for maintaining operational efficiency across our business operations. Through systematic monitoring and optimisation of energy consumption, we work to control operational expenses while supporting productivity levels. These efforts contribute to reducing our overall environmental impact as part of our operational framework.

Our approach to energy management aligns with our commitment to sustainable business practices and supports the long-term viability of our operations. The measures we implement help ensure resource efficiency while meeting the expectations of the communities where we operate, contributing to both business resilience and environmental responsibility. In 2023, our organisation began implementing solar energy generation across selected sites as part of our sustainability strategy.

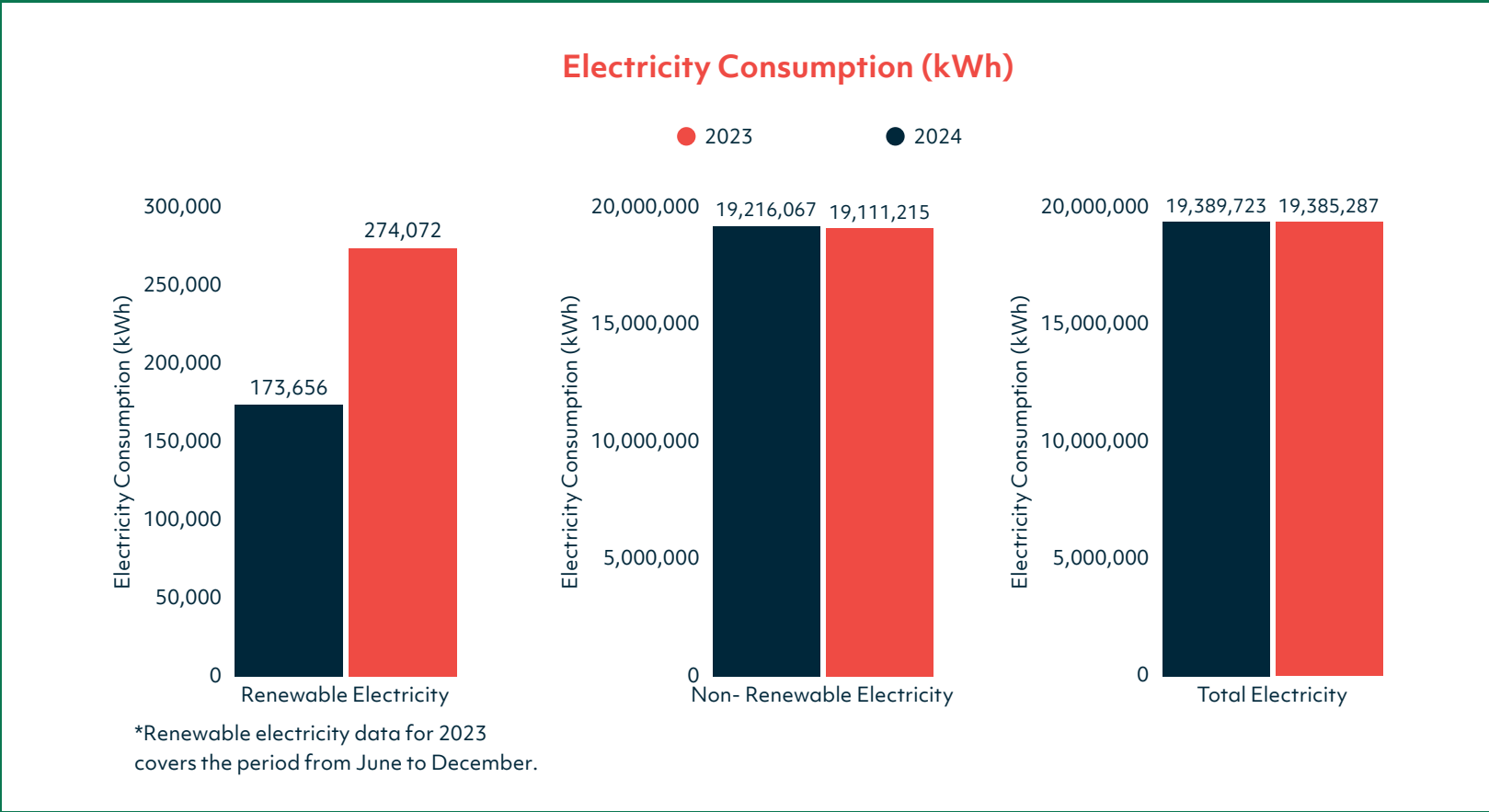
In 2024, we have significantly increased our solar energy production compared to the previous year through investments in renewable energy infrastructure, thereby, reducing our dependence on conventional energy sources.

During 2024, DulSCO Group operations required approximately 907 kWh of electricity per employee to support daily business activities throughout the year.

In 2024, solar energy accounted for 274,072 kWh of DulSCO Group's total electricity consumption, an improvement from 173,656 kWh in 2023. Meanwhile, non-renewable energy accounted for 19,111,215 kWh, a slight decrease from 19,216,067 kWh the previous year.



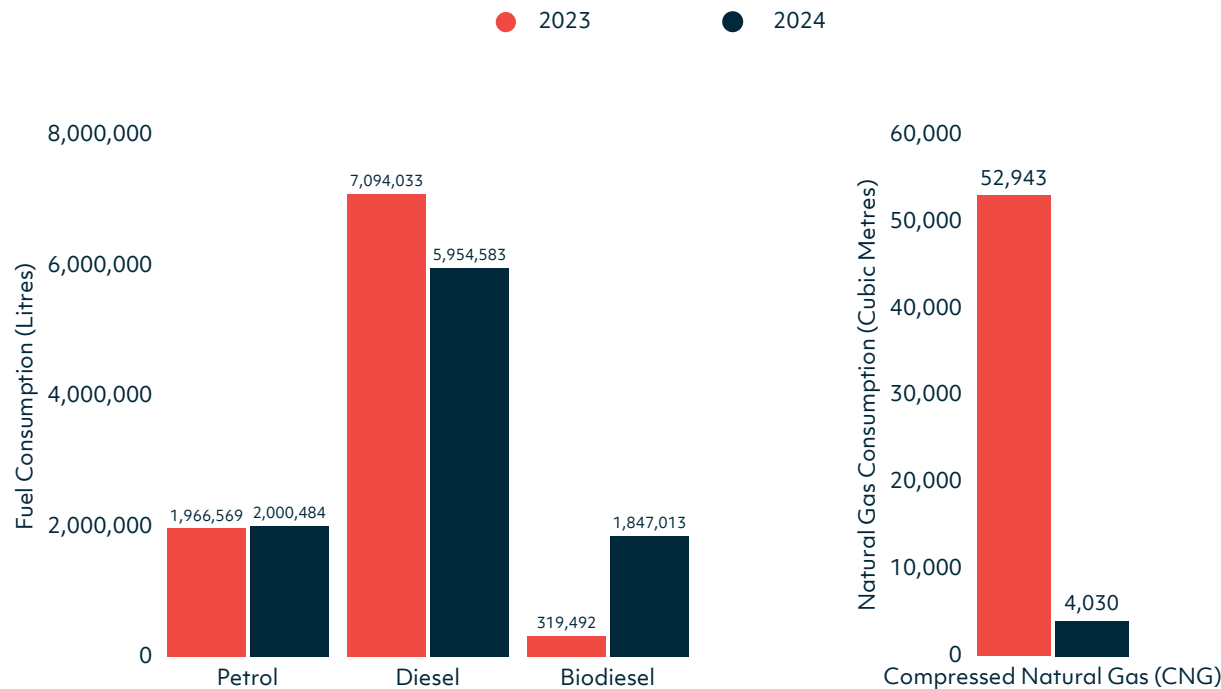
This shift reflects the Group’s continued efforts to enhance the share of cleaner energy sources within its own operations. In total, electricity consumption across the Group decreased to 19,385,287 kWh in 2024, down from 19,389,723 kWh in 2023, marking an overall decrease of approximately 0.02%. This reduction reflects the successful implementation of optimisation measures across our operations, contributing to improved environmental performance without compromising operational continuity.



FUEL CONSUMPTION

In 2024, our operational activities utilised 2,000,484 litres of Petrol and 5,954,583 litres of Diesel across all business units. We successfully incorporated 1,847,013 litres of biodiesel. This strategic integration of renewable fuel alternatives illustrates our efforts to embed responsible practices throughout our operational framework, as we work towards minimising our ecological footprint. Analysing fuel consumption across our various entities shows that Dulsco Environment accounted for 71% of total fuel usage, excluding the biodiesel during the reporting period, reflecting the intensive energy demands inherent to the comprehensive environmental services we deliver to our clients.

Year-on-Year Fuel Usage Comparison



Use of Biodiesel in Dulsco People Vehicles

In support of national sustainability goals and broader climate action, Dulsco People continued its collaboration with Neutral Fuels, a UAE-based certified biodiesel producer. In 2024, the initiative contributed to an estimated reduction of 267,935 kg of CO₂e emissions by using biodiesel as an alternative to conventional fuel, which is equivalent to taking 63 fossil-fuelled cars off the road for one year or the carbon sequestered by 4,430 tree seedlings grown over ten years.

Neutral Fuels processes waste cooking oil into biodiesel blends that meet local regulatory standards. As part of this partnership, Dulsco Environment played a facilitative role by collecting over 163,957 litres of used cooking oil through its business operations and providing it to Neutral Fuels for treatment during the reporting period.

In 2024, the Dulsco People fleet continued to operate on B5 biodiesel. On average, 87 vehicles in the Dulsco People fleet operated on biodiesel throughout the year, with ongoing efforts to broaden adoption and reduce reliance on fossil fuels. The total biodiesel consumption for the fleet during this period was 1,847,013 litres. From April 2025 onwards, the fleet transitioned to a B7 biodiesel blend, supporting enhanced carbon outcomes while maintaining operational efficiency.

Plan for 2025

We plan to transition from **B7 to B10** biodiesel to further reduce our fleet's environmental impact.



Refrigerant and Pollution Management

We continued to make progress in reducing harmful emissions by transitioning our air conditioning systems from R22 refrigerants to more environmentally friendly alternatives, such as R410A. This shift aligns with our commitment to minimising ozone-depleting substances and greenhouse gas emissions. In 2024, our total refrigerant consumption amounted to 482 kg.

Moreover, we implemented air and noise pollution monitoring at some of our facilities, using installed instruments to ensure compliance and mitigate local environmental impacts.

Plan for 2025

We plan to transition from **R22 to R32** refrigerants in our air conditioning systems to reduce our emissions.

ENVIRONMENTAL SUSTAINABILITY POLICY



In 2024, DulSCO Group introduced a comprehensive Environmental Sustainability Policy, replacing the previous policy framework that had guided our efforts in previous years. This updated policy provides clearer direction and accountability across operations, with an emphasis on reducing environmental impact through practical and measurable actions.

Key areas of focus include responsible resource use, pollution prevention, and improving environmental performance through targeted reductions in water and energy consumption. These objectives are supported by staff training, adherence to relevant environmental standards, and regular internal monitoring.

Engagement with suppliers and customers remains an important part of the approach, particularly in aligning expectations and identifying opportunities for shared improvement. Stakeholder communication, environmental data tracking, and performance reporting have also been strengthened to ensure greater transparency and more informed decision-making.



RESPONSIBLE WASTE MANAGEMENT

Waste management remains a core operational priority as we work to reduce our environmental footprint. Our approach focuses on diverting materials away from landfill where possible and finding sustainable alternatives for waste disposal.

We established our Waste Handling Policy twelve years ago and have updated it regularly to maintain consistent waste management practices. The policy covers waste reduction, reuse, recycling, and disposal procedures for both standard operational waste and hazardous materials.

In 2024, Dulsco Group recorded a total waste generation of 2,517 tonnes across its operations reflecting a significant increase of approximately 58% compared to the 1,595 tonnes generated in 2023. This rise in waste volume is primarily attributed to the expansion of operational activities and service scope during the year, which naturally led to higher levels of waste output.

Despite the increase in total waste, Dulsco Group made notable progress in waste diversion efforts. In 2024, 86% of total waste equivalent to 2,170 tonnes was successfully diverted from landfill. This shows a substantial improvement over 2023, when 65% or 1,037 tonnes of waste was diverted.

The enhanced diversion rate in 2024 was achieved through the continued routing of eligible waste streams to the recycling channels and to Dubai Municipality's Waste to Energy Facility in Al Warsan. These practices not only reduced reliance on landfill disposal but also supported circular economy principles by facilitating resource recovery and energy generation.

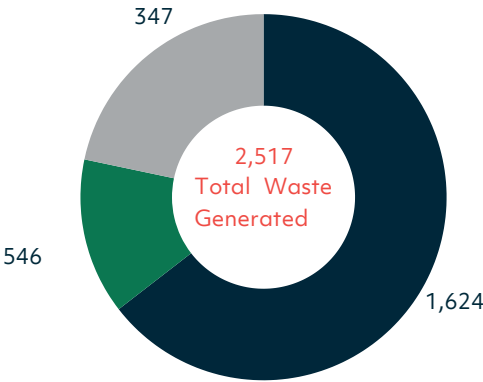
Correspondingly, the volume of waste directed to landfill in 2024 was reduced proportionally to just 14% of total waste generated amounting to 347 tonnes despite the overall increase in waste. This represents an absolute reduction of 211 tonnes compared to the 558 tonnes sent to landfill in 2023, reflecting the effectiveness of the Group's enhanced waste management strategies.

Overall, while waste generation increased due to operational growth, Dulsco Group significantly improved its waste diversion performance in 2024, reinforcing its commitment to responsible waste management and sustainability.



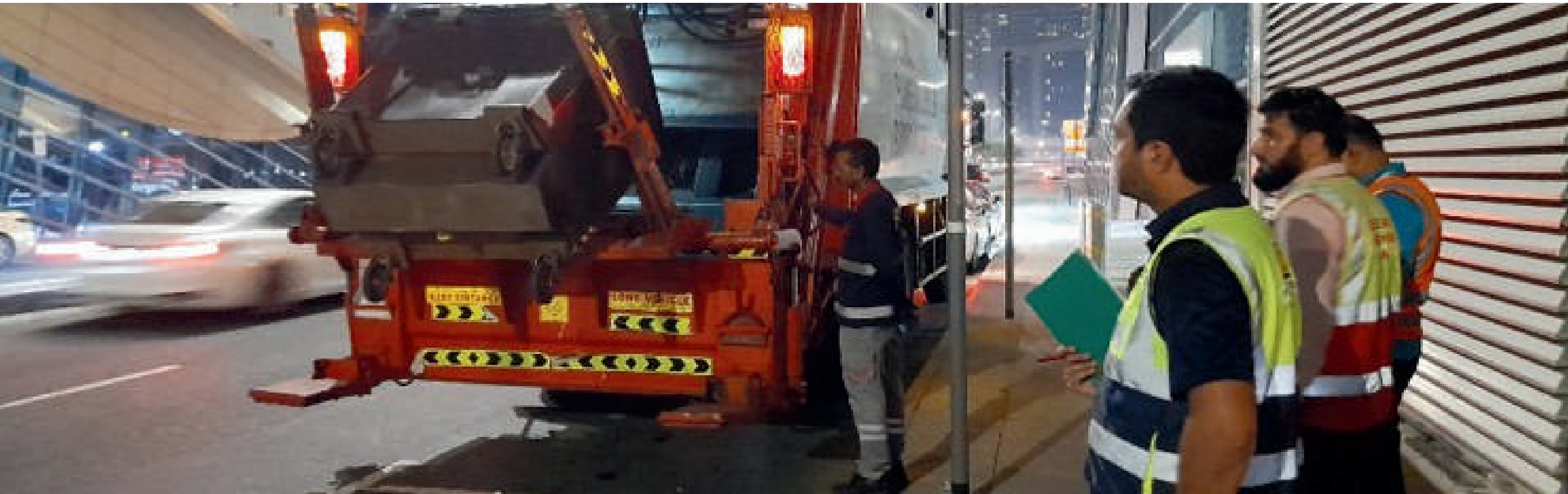
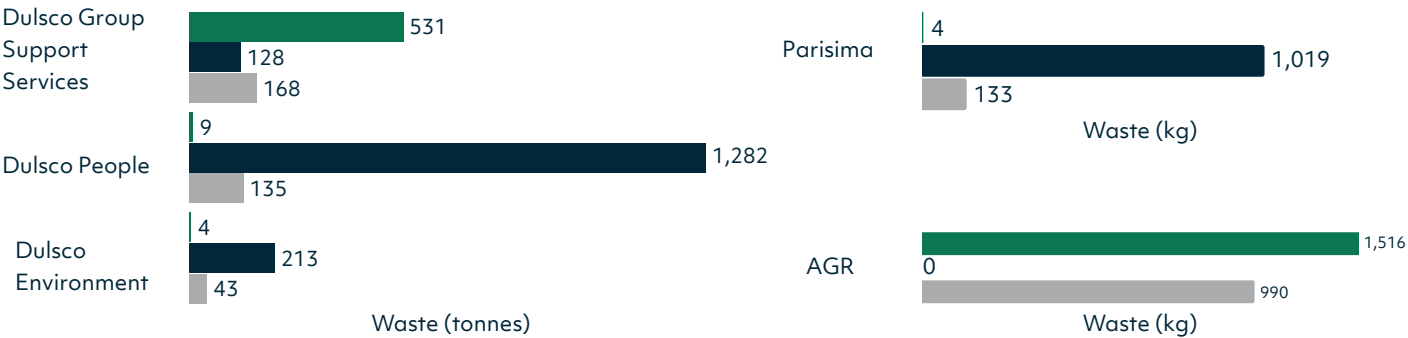
Waste Management Overview (Tonnes)

● Recycling and Recovery ● Waste to Energy ● Waste Sent to Landfill



Waste Composition by Business Unit

● Recycling and Recovery ● Waste to Energy ● Waste Sent to Landfill



OUR WASTE MANAGEMENT SERVICES

DulSCO Environment delivers large-scale waste collection services across the UAE, supporting both municipal and private sector clients. In 2024, we enhanced operational performance across Dubai and Abu Dhabi, with performance improvements including reduced fleet-related incidents and enhanced customer satisfaction.

Key partnerships such as the Dubai Municipality's My City My Environment (MCME) programme achieved 29% landfill diversion while supporting community engagement and safe driving initiatives. Please refer to the "Elevating Customer Experiences" section on page 87 for further details.



Recyclables Collection Drive - Show You Care, Do Your Share

The 'Show You Care, Do Your Share' initiative was introduced to reduce the volume of waste sent to landfill from employee accommodations and office premises, while also encouraging responsible recycling practices at home.

The programme included the collection of various types of recyclable materials, with a focus on aluminium cans, e-waste, and mixed recyclables. By the end of the fourth quarter, a total of 19,712 kg of recyclables had been collected. This included 18,857 kg of recyclables from homes and accommodations, 481 kg of aluminium cans, 280 kg of e-waste, and 90 kg of electrical waste. The effort also contributed to environmental savings equivalent to conserving approximately 50 trees, 1,840 litres of oil, 19,825 hours of electricity, and 57,148 litres of water.

In 2024, Dulsco Group expanded its recycling efforts through the CAN Initiative, launched under the theme 'Show You Care, Do Your Share' to encourage the recycling of metal cans. To support this initiative, Dulsco Group placed dedicated collection points at all staff accommodation and raised awareness among employees about safe waste disposal and environmental responsibility.

WATER STEWARDSHIP

Water is fundamental to our operations, and we recognise the need to manage this resource carefully. Our approach to water usage considers both immediate operational requirements and longer-term resource availability.

In 2024, Dulsco Group achieved a reduction in total water consumption across its key facilities, using 349,054,132 litres compared to 381,242,381 litres in 2023.

This reflects an overall decrease of approximately 8.4%, indicating improved water efficiency measures. This included usage at Dulsco Group Head Office, Dulsco Village accommodation, DIP accommodation, Muhaisnah 1, 2, and 3 accommodations, Fujairah accommodation, and the Parisima and AGR DIFC office.

The Dulsco Village Accommodation Greywater Treatment Plant and the Fujairah Sewage Treatment Plant made a significant contribution towards our water stewardship activities.

Dulsco Environment's Liquid Treatment Facility (LTF) in Jebel Ali also contributes by treating oily sludge, slop oil, and wastewater to prevent marine pollution and reclaim water for reuse.

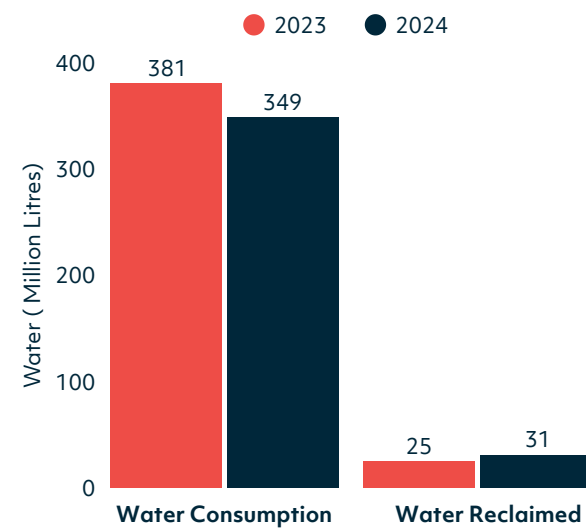
The facility produces high-quality, irrigation-grade water that supports industrial and maritime operations, reducing demand on freshwater resources. By transforming waste into reusable resources, the Liquid Treatment Facility promotes sustainable water management by recycling 98,000 litres of water for irrigation purposes.

Through our water recovery systems, specifically the Dulsco Village Accommodation Greywater Treatment Facility, the Fujairah Sewage Treatment Facility, and the Liquid Treatment Facility, we reclaimed 30,614,000 litres of water in 2024, an increase of 5,760,000 litres from the 24,854,000 litres reclaimed in 2023.

We continuously review water use across our operations to identify opportunities for reducing consumption, improving efficiency, and ensuring responsible discharge. This includes monitoring usage patterns, evaluating equipment performance, and enhancing water treatment processes where required.

Our focus remains on achievable, incremental improvements that reduce our water footprint over time, as part of our broader environmental management efforts.

Water Consumption and Reclamation



*Water consumption data includes the Dulsco Group Head Office, Dulsco Village accommodation, DIP accommodation, Muhaisnah 1, 2, and 3 accommodations, Fujairah accommodation, and the Parisima and AGR DIFC office.

*Water reclaimed data includes contributions from the Dulsco Village Accommodation Greywater Treatment Facility, Fujairah Accommodation Sewage Treatment Facility, and the Liquid Treatment Facility.

By installing drinking water stations in our several offices, we achieved a **39.35% increase** in the number of plastic water bottles saved from **140,429 in 2023 to 195,684 in 2024**.

Dry vehicle washing of the Dulsco People fleet resulted in saving approx. **161,280 litres water in 2024**. For more details, please refer to page 42 in the Integrated Solutions section.



WATER EFFICIENCY POLICY

In 2024, the Water Efficiency Policy continued to guide the application of effective water management practices across our offices, accommodations, and facilities. The policy outlines structured procedures for upgrading sanitary fixtures and systems, ensuring flow rates and water usage remain consistent with design expectations.

It also establishes a framework for building-level water metering and sets clear roles, responsibilities, and timelines for periodic review. Emphasis remains on maintaining reliable performance data and fostering ongoing improvements through scheduled reassessment and quality assurance protocols. The policy addresses both indoor water use reduction and operational efficiency, supporting a systematic approach to responsible resource management.



GREY WATER TREATMENT PLANT



SEWAGE TREATMENT PLANT

ECOLOGICAL IMPACT

Dulsco Group continues environmental stewardship through nature-based solutions and clean energy initiatives that support biodiversity conservation, climate resilience, and sustainable resource management.

Conservation Efforts

During 2024, Dulsco Group planted 500 mangrove trees, contributing to biodiversity conservation and carbon sequestration whilst aligning with the UAE National Carbon Sequestration initiative. With each mangrove tree sequestering up to 13.6 kg of CO₂ annually, these 500 trees have the potential to capture approximately 6,800 kg of CO₂ per year.

Our efforts also included the financing of a pond in Rajasthan, India, with a capacity of 25,800 m³, benefitting 80 families and supporting the plantation of 4,000 trees. The pond helped address water scarcity challenges by facilitating groundwater recharge, enhancing local biodiversity, and supporting climate adaptation for communities in water-stressed regions.

Heat Island Reduction and Green Roofing

Dulsco Group implements strategies to mitigate urban heat island effects, which threaten microclimates, public health, and wildlife habitats. Our approach incorporates green roofing systems and vegetated surfaces across non-roof areas and covered parking facilities, including installations at Dulsco Group Head Office, in accordance with US Green Building Council standards.

Preserving Nature, Powering the Future

The Group participates in marine ecosystem preservation through beach clean-up initiatives in Dubai and Abu Dhabi whilst promoting environmental awareness across stakeholder communities. Additionally, we integrate renewable energy solutions throughout our project portfolio to reduce fossil fuel dependency, lower carbon emissions, and support progress towards sustainable operations.

CLIMATE CHANGE VULNERABILITY

Dulsco Group continues to assess and manage the environmental impact of our operations as part of our sustainability commitments. In 2024, we focused on practical measures to reduce ecological disruption and promote responsible resource use.

Our environmental management encompasses waste reduction, energy efficiency improvements, and emissions monitoring, alongside efforts to protect ecosystems and biodiversity. These initiatives support regulatory compliance whilst meeting client and community expectations for environmental stewardship.



04



SOCIAL SUSTAINABILITY

- ▶ **HEALTH & SAFETY CULTURE**
- ▶ **EMPLOYEE WELFARE & INCLUSION**
- ▶ **ATTRACTING & RETAINING TALENT**
- ▶ **ELEVATING CUSTOMER EXPERIENCES**
- ▶ **CSR & COMMUNITY ENGAGEMENT**
- ▶ **PRIVACY & DATA SECURITY**

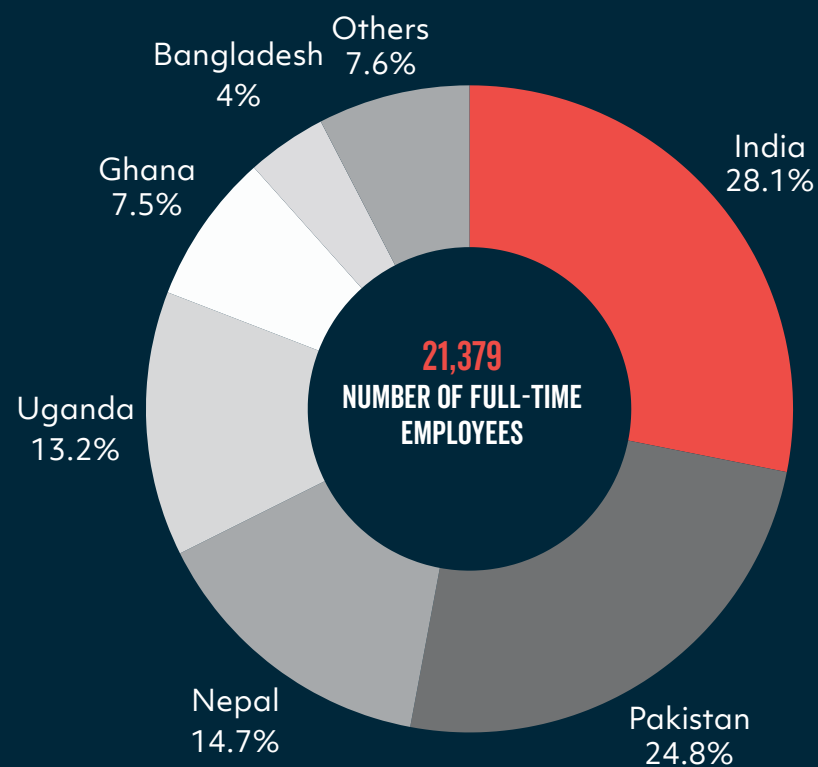
OUR PEOPLE - AT A GLANCE



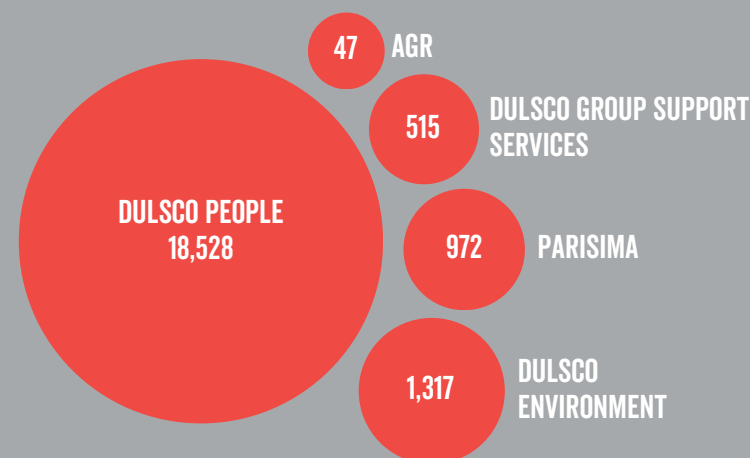
33 IMPACTFUL CSR
ACTIVITIES IN 2024



69 NATIONALITIES



NUMBER OF FULL-TIME EMPLOYEES FOR EACH BUSINESS ENTITY



44,613,037

TOTAL MAN-HOURS WORKED ON-SITE

1,127

QHSE TRAINING SESSIONS



29.49%
Female



70.51%
Male

OFFICE STAFF GENDER DISTRIBUTION

SOCIAL SUSTAINABILITY

Social sustainability is integral to our operations at Dulsco Group, covering areas that influence employee engagement, operational continuity, and long-term community trust.

We have worked with various stakeholders, including external partners, to identify the key areas that require our focused attention and effective management.

Dulsco Group aims to embed a high-performing, values-driven culture grounded in customer focus, value creation, integrity, teamwork and community. Our core and leadership behaviours empower individuals to lead themselves, support others, and drive the business forward. This shared mindset enables our people to perform with purpose and passion across every level.

Our approach covers health and safety standards, quality measures, and employee welfare and engagement

programmes that help with professional development. We understand that having engaged employees from diverse backgrounds helps us to improve and creates a positive workplace for our organisation.

We aim to ensure that our organisation remains a place where talented people want to join and stay, as this is essential to our future success. Equally important is delivering quality service to our customers. We also strive to create a positive impact on the communities we operate; while ensuring we manage everyone's data and privacy responsibly.



HEALTH & SAFETY CULTURE

At Dulsco Group, we recognise that a safe, healthy, and quality-focused working environment is not just a requirement, it is a critical responsibility which we owe to every individual who is part of our organisation. In 2023, we made significant strides in enhancing compliance and operational controls. In 2024, we moved towards building a deeper culture of care, prevention, and shared responsibility across all our business units. Our approach is simple but deliberate: safety is everyone's responsibility. Whether on-site, on the road, or in our offices, we treat health, safety, and quality as integrated priorities that affect people, performance, and purpose.

We have tailored our training, systems, and campaigns to reflect the risks and realities of each environment we operate in. From logistics and environmental services to aviation and staffing, our safety efforts are informed by practical experience and real-world feedback.

In 2024, we launched several key initiatives that move us beyond compliance into a more proactive and accountable model. From the "I Work Safely" campaign to the expansion of our QHSE framework, we embed safety into everyday actions and conversations. Our QHSE teams are trained on the E-Colour Model to help our teams understand how individual traits influence decisions and risk awareness. Our systems are increasingly digitised, making it easier to report, learn from, and act on safety-related insights.

Importantly, we continue to maintain 100% coverage under our Occupational Health and Safety (OHS) system across all segments, with no exclusions. Our systems are regularly audited, and we regularly engage both employees and clients in identifying risks and improving responses.

Let's make today safer than it was yesterday, and tomorrow safer than it is today

”



Martin Brogan
Director of QHSE,
Dulsco Group



DEVELOPING A BROADER QHSE APPROACH

In 2024, we integrated our Quality function into our existing Health, Safety, and Environment (HSE) systems, forming a unified QHSE framework. Previously managed as a separate function, the integration of Quality reflects our recognition of its close alignment with safety and environmental performance, enabling a more streamlined and effective approach to operational excellence across all service lines.

To support this, we updated policies and procedures, began internal audits aligned with international standards, and started planning for ISO 22301:2019 certification for Business Continuity. Under QHSE there are four interconnected components designed to systematise our approach.

- Our five Safety Pillars establish consistent standards across business units, anchoring our practices in awareness, prevention, response, and continuous improvement principles.
- Safety Champions network provides peer leadership within departments, fostering accountability and embedding safe practices at all levels.
- A refreshed Safety Brand increases visibility and recognition through clear messaging, supported by data dashboards and visual cues across operational sites.
- Safety Dashboard to enhance visibility of key safety indicators, monitor performance trends and support proactive decision-making.



“I WORK SAFELY” A UNIFIED MINDSET



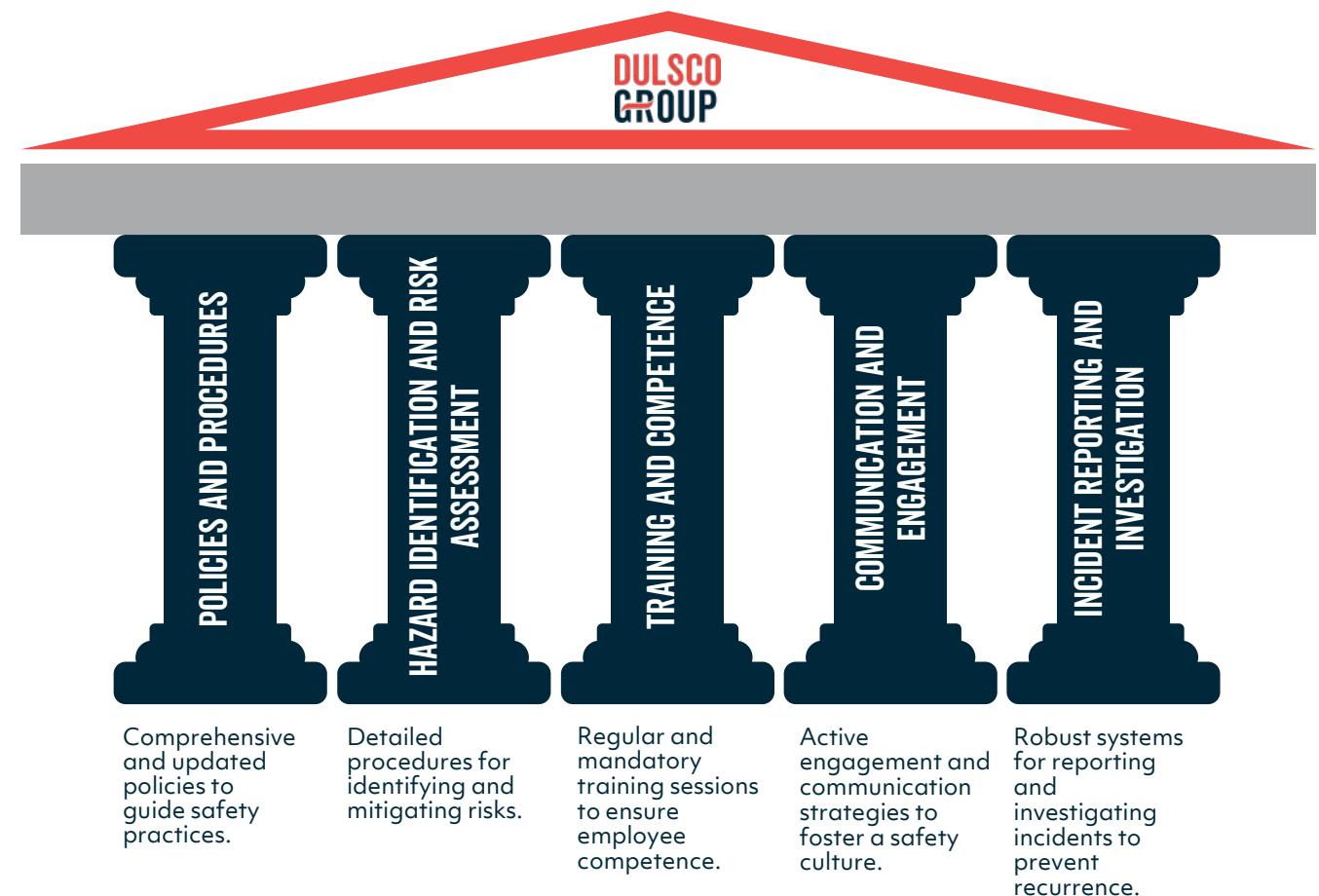
One of the most notable initiatives in 2024 was the rollout of our “I Work Safely” campaign, a clear, concise, and inclusive slogan adopted across DulSCO Group. This initiative promotes a shared mindset and personal accountability in everything we do, whether on-site, on the road, or at our facilities.

The adoption of this slogan across all business units signals a collective commitment to maintaining a safe work environment and empowers every employee to act as a safety ambassador. By fostering this shared sense of responsibility, we have seen positive behavioural shifts and improved safety metrics. Overall, from January to December 2024, we achieved a year-on-year reduction in total accidents by 39.18% and man-days lost by 38.90%, significantly surpassing the 5% target.



SAFETY PILLARS – THE FOUNDATION

Safety Management System (SMS) is a structured approach to managing safety within organisations, particularly in industries where safety is crucial. The pillars provide a strong approach to ensure the safety of our staff and our clients, and reduces risk across our operations.



DULSCO GROUP LEADERSHIP AND COMMITMENT

CERTIFICATIONS, AWARDS AND RECOGNITIONS

Certifications

- ISO 45001:2018 Occupational health and safety management
- ISO 14001:2015 Environmental management system
- ISO 9001:2015 Quality management system
- ISO 15189: 2012 Medical laboratories
- ADOSH Certification: Abu Dhabi Occupational safety and health
- British Safety Council Membership (Valid until 8th August 2026)

Awards

In 2024, Dulsco Group employees received a total of 280 safety awards, a significant increase from 143 awards in 2023, reflecting consistent improvements in QHSE standards across operations. These awards, presented by both clients and Dulsco Group, recognised employees who demonstrated exemplary safety practices.

Notable recognitions

Dulsco Group's commitment to QHSE excellence was recognised across several client operations throughout the year. Our teams were repeatedly acknowledged as top safety performers, especially during critical assignments such as cement plant shutdowns. For instance, Al Jawahir Engineering Company gave appreciation to one of our employees from the Northern Emirate region for the best shutdown performance without any Lost Time Injuries.

280 SAFETY AWARDS

143 AWARDS IN 2023

"Mr. Babul has been instrumental in supporting your deployed personnel while ensuring full compliance with our HSE standards. His presence eased much of the operational stress, and we highly commend his dedication and support."

- Marc Evan Gonzales
HSE Manager, Al Jawahir Engineering

These recognitions reflect the discipline, vigilance, and safety-first culture that defines our workforce and drives strong QHSE outcomes across industries and regions.



TRAINING & AWARENESS

In 2024, we strengthened our approach to developing competencies and supporting our workforce through targeted training programmes aligned with operational risks and regulatory requirements.

DulSCO Group delivered 1,409 regulatory training sessions to 15,925 participants, ensuring our teams remain up to date with relevant legal and compliance standards. These sessions were customised for specific job roles and industry needs, helping to create safer, more compliant operations.

Supporting these efforts, we conducted 1,127 QHSE training sessions with 30,991 participants across our business units. These focused on operational safety, hazard identification, emergency response, and responsible site behaviour. We maintained consistency and transparency in safety knowledge delivery through regular scheduling and digital tracking.

Beyond technical and compliance training, 2024 saw the introduction of a behavioural safety programme using the E-Colour Model, a personality-based approach designed to enhance safety-related decision-making. Currently in the training and early implementation stage, this initiative encourages people to consider how their behavioural patterns influence risk perception and teamwork, helping to establish more thoughtful safety practices across our operations.

All training records are maintained digitally to support effective data reporting and ongoing monitoring, and are assessed via Power BI dashboards to guide future priorities.



QHSE Trainings

1,127

TRAINING SESSIONS

30,991

PARTICIPANTS

Regulatory Trainings

1,409

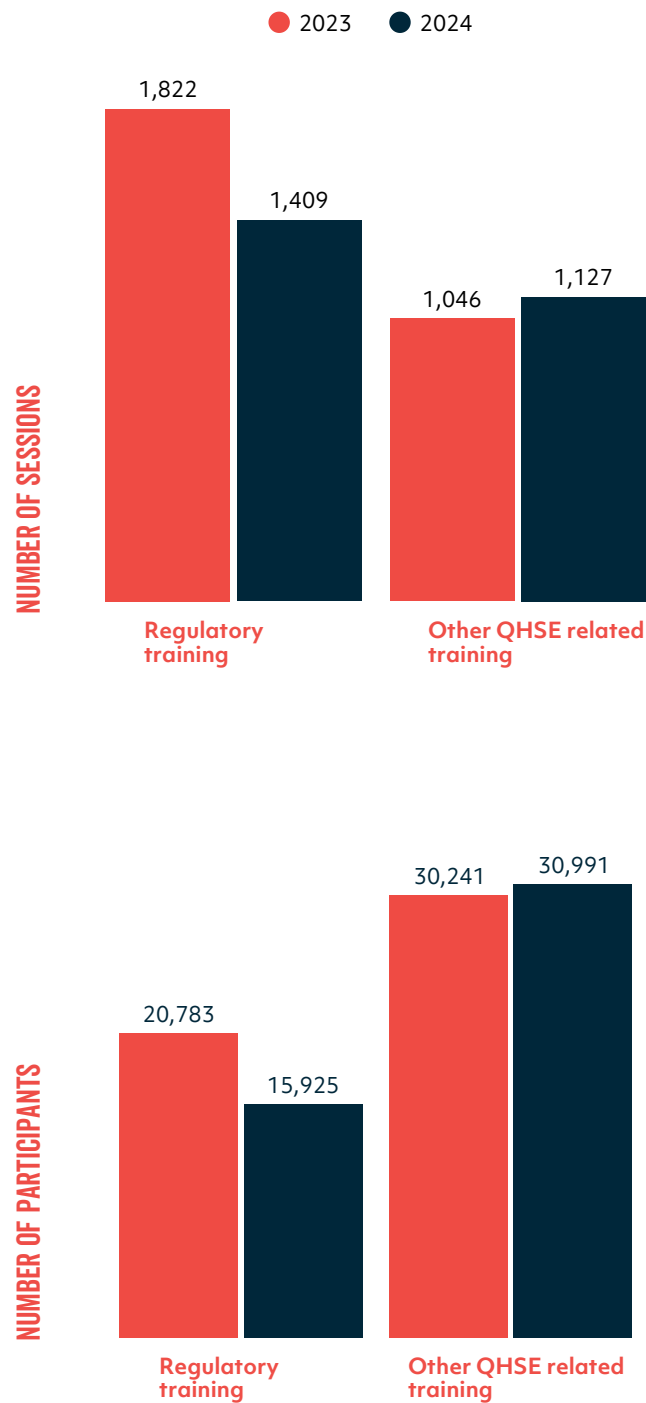
TRAINING SESSIONS

15,925

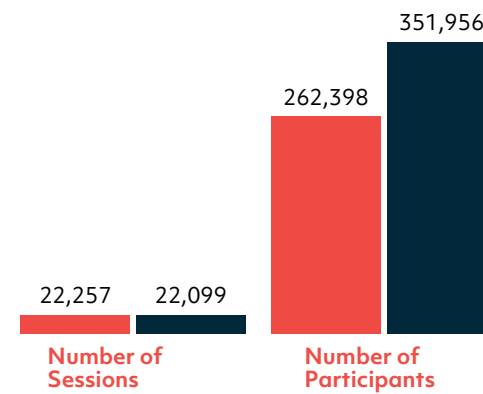
PARTICIPANTS



TRAINING METRICS



TOOLBOX TALKS



Enhancing Driver Safety Through Behavioural Insights

Complementing our digital safety tools, 2024 also saw the introduction of psychometric assessments for drivers. This initiative goes beyond measuring technical skills, it focuses on behaviour, reaction patterns, and decision-making under pressure. The assessments provide valuable insight into the psychological aspects of driving, enabling more targeted safety interventions.

When combined with our Defensive Driving Training, this approach encourages a shift from routine driving to more mindful, defensive road practices. By equipping drivers with tools to better understand and manage risk, we are contributing to a safer and more responsible transport operation.

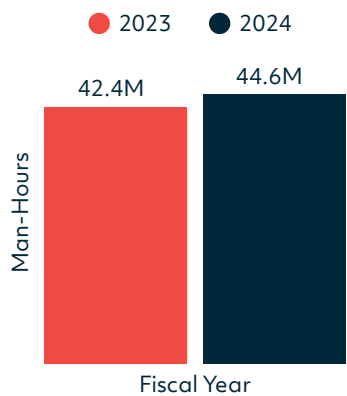


HEALTH & SAFETY METRICS

Total Work-Related Injuries

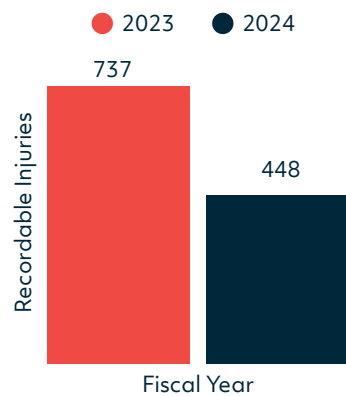
Workplace safety remains a critical focus of Dulsco Group's operations, with thorough record-keeping and data monitoring helping us maintain clear oversight. Our organisation documented 448 recordable injuries throughout the reporting period, including, very sadly, one fatality, highlighting our systematic approach to capturing workplace incidents. The breakdown across our business units provides valuable insights: Dulsco People accounted for 399 incidents, representing the highest concentration of reported cases, whilst Dulsco Environment recorded 48 incidents. AGR recorded 1 incident. We actively promote the reporting of all workplace incidents, from the most minor occurrences to more significant events.

MAN-HOURS WORKED (IN MILLION HOURS)



This comprehensive reporting culture ensures complete visibility of workplace safety matters and enables early intervention where potential hazards are identified. Our commitment to capturing every incident, regardless of scale, contributes to the substantial volume of recorded cases, as our figures encompass both serious and minor workplace events. We recognise the fundamental importance of examining these statistics to drive rigorous safety standards and ongoing training initiatives aimed at preventing workplace injuries and protecting employee welfare. These data points serve as essential benchmarks for evaluating the effectiveness of our safety procedures and identifying opportunities for continued enhancement in risk management practices.

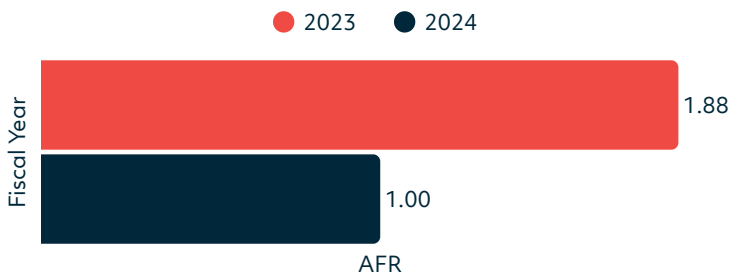
RECORDABLE INJURIES



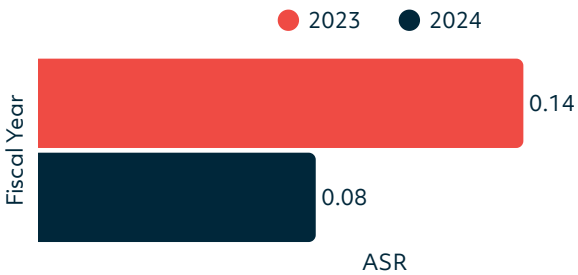
Accident Rate

Dulsco Group recorded a notable improvement in safety performance in 2024. The Accident Frequency Rate reduced from 1.88 in 2023 to 1.00, and the Accident Severity Rate dropped from 0.14 to 0.08. These reductions were achieved alongside a 5.2% increase in Total Man-hours, rising from 42.4 million to 44.6 million. This growth in operational activity, coupled with a decline in incidents, highlights the effectiveness of our targeted preventive measures and our ongoing commitment to workplace safety.

ACCIDENT FREQUENCY RATE (AFR)



ACCIDENT SEVERITY RATE (ASR)



HEALTH & SAFETY CAMPAIGNS

Our QHSE initiatives focus on practical ongoing support programmes for our employees. We aim to identify potential workplace risks before they arise, provide employees with relevant training and resources, and create an environment where everyone feels comfortable raising safety concerns or seeking help if required.

These programmes cover the areas that matter most to our employees' daily work life. From understanding how to handle equipment safely to recognising signs of workplace stress, our training sessions and safety awareness programmes address and support QHSE-related risks and hazards encountered by our employees. We also run regular health and wellness campaigns that help our employees maintain their physical and mental well-being both at work and beyond.

Our approach also aims to support employees in their decision-making and prepare teams to handle challenges more effectively, which will help contribute to a more reliable workplace for everyone. This foundation of QHSE awareness leads to improved productivity and organisational stability.

Monthly QHSE Campaigns at Dulsco Group

In 2024, Dulsco Group transitioned from an annual HSE Week to monthly Quality, Health, Safety, and Environment campaigns. This shift was designed to maintain consistent health and safety awareness throughout the year rather than concentrating efforts into a single week.

The monthly sessions are integrated into regular operations to ensure safety practices remain part of ongoing workplace discussions. These sessions cover topics ranging from operational safety protocols to environmental awareness and health initiatives. During 2024, we conducted 8,040 QHSE sessions, engaging 158,290 employees across our operations.



AUDITS & COMPLIANCE

At Dulsco Group, we maintain a strong focus on quality, health, safety, and environmental compliance through regular reviews and audits, and globally recognised certifications. Our commitment to continuous improvement is embedded within our Integrated Management System (IMS), ensuring that all operations uphold high standards of safety and accountability.

Internal and Cross-Audits

Regular internal and cross-audits are conducted by the management team to proactively assess and improve QHSE performance across subsidiaries.

Biannual Audits at AGR (UK)

Our UK operations at Dulsco Group's AGR undergo biannual audits to ensure ongoing alignment with local regulatory frameworks and corporate QHSE policies.

External Audits Conducted by Clients and Regulators

- Nestlé Supplier Audit
- Emirates Global Aluminium Audit
- Abu Dhabi Ports Company Compliance Audit
- SMETA (Sedex Members Ethical Trade Audit)

Industry Membership

Dulsco Group is a proud member of the British Safety Council second year in a row, supporting alignment with internationally recognised standards in workplace health and safety.

Certifications and Management Systems

- ADOSH-SF (Abu Dhabi Occupational Safety and Health System Framework)
- Integrated Management System (IMS) certification



SAFETY PERFORMANCE

Addressing Operational and Workforce Safety Challenges

Workplace safety continues to be a key area of focus, especially in sectors where there is elevated exposure to operational risks. Many organisations face ongoing challenges around workforce readiness and adherence to safety protocols. Gaps in compliance, underreporting incidents, and insufficient training have the potential to impact both business continuity and employee well-being. By recognising these risks, we identified the need for a more structured and consistent approach to safety management, particularly in areas where operational conditions and skills shortages present persistent concerns.

Safety Compliance Platform

To help mitigate these risks, we introduced a safety compliance platform designed to integrate digital oversight with workforce development. The platform allows for streamlined reporting, improved visibility of safety incidents, and simplified auditing processes.

As part of this effort, we also adopted a digital Metaverse-based application to support workforce upskilling. The tool enables employees to gain certified training remotely, which has improved accessibility and helped standardise knowledge across operational teams. In parallel, we have made safety training mandatory and tailored it to site-specific requirements, ensuring the content is both relevant and practical.

Results and Outcomes

The adoption of this platform has enhanced our ability to monitor and respond to safety-related issues more effectively. Businesses now have greater visibility into incidents and audit trails, which supports both accountability and timely decision-making.

Moreover, the renewed focus on training and compliance has contributed to a more proactive safety culture. While it is an ongoing journey, these steps have enabled us to reduce risks, support workforce capability, and promote more reliable operational outcomes without overstating their impact.

DELIVERING SAFETY IN HIGH-RISK TANK CLEANING OPERATIONS

With years of operational experience, our teams operate in some of the most sensitive and high-risk environments and yet have maintained an impeccable safety record. Since 2011, we have contributed to one of our clients in the oil and gas industry, achieving 9 million accident-free man-hours, earning recognition as a Strategic Supplier in appreciation of our contribution to their operational excellence.

Operating in confined spaces, often under hazardous conditions, our workforce follows comprehensive procedures aligned with Dulsco Group's safety practices. Every site operation is governed by a detailed Method Statement and Risk Assessment (MSRA), jointly developed by our Safety Officer, Project Engineer, and Execution Team and approved by the client. These are executed under a strict Permit to Work system and supervised by NEBOSH-certified Safety Officers and Site Supervisors with several years of oilfield experience.

Over 90% of Dulsco Environment's tank cleaning activities are conducted in high-risk zones, requiring rigorous safety protocols. All personnel undergo task-specific training, toolbox talks, and continuous refresher sessions. As a result, our teams have delivered critical services to major oil and gas terminals with zero LTI for more than a decade, a milestone that reflects our people-first culture, strong safety discipline, and operational excellence.



EMPLOYEE WELFARE & INCLUSION

EMPLOYEE WELFARE

While we prioritise the physical safety of our employees through robust health and safety systems, we also recognise the importance of their overall well-being and welfare. Our comprehensive approach goes beyond compliance to support the holistic welfare of our workforce.

Health and Wellness

As part of our ongoing commitment to employee well-being, we have built a strong in-house healthcare ecosystem. We prioritise the health and wellness of our employees through a fully equipped medical clinic and pharmacy at Dulsco Village Accommodation in Al Quoz, along with first-aid centres across all accommodations, ensuring timely care and support. Additionally, Dulsco Group operates a medical clinic and pharmacy in Dubai Industrial City, providing healthcare facilities to the surrounding community.

Dulsco Group's approach to employee well-being has evolved into a comprehensive wellness initiative that actively supports physical, mental, and emotional health. In 2024, we continued to build

momentum through a variety of programmes designed to empower our people with the tools and knowledge needed for healthier lifestyles. From focused sessions on stress resilience and nutrition to guided fitness routines and mental health awareness drives, our initiative encourages proactive self-care. This integrated approach has not only strengthened individual health outcomes but has also nurtured a culture where wellness is part of everyday work life.

We conducted various health awareness sessions and medical camps for our employees. These initiatives focused on a range of public health topics including: communicable disease prevention; breast cancer and diabetes awareness; hepatitis B education; suicide prevention and mental health; driver health and hygiene; anti-tobacco advocacy; and waterborne illness prevention. We also observed World Cancer Day, World No Tobacco Day, and World Asthma Day, with several sessions led by Dulsco Medical Clinic professionals.

75.44%
OVERALL WORKFORCE
SATISFACTION



Recognition

Dulsco Group's driver-related initiatives won Gold in the Best Employee Well-being category at the **Gulf Sustainability Awards 2024**

Mentl Awards Wins

- Mentl Health Heroes – Empathy in Leadership award presented to Dulsco Group CEO David Stockton
- Highly Commended in the Best Mental Health Care in Human Resources and Recruitment
- Highly Commended for Outstanding Mental Health Support in the Energy Industry

Advancing Employee Health & Clinical Access

In 2024, Dulsco Medical Clinic continued to uphold a strong commitment to employee and workforce safety by delivering accessible, primary, and occupational healthcare services. These were provided through the Dulsco Village Clinic and the Dubai Industrial City Clinic & Pharmacies.

Throughout the year, 60,143 patients were treated at our medical clinics and 52,029 individuals accessed pharmacy services. The clinics offered a wide scope of care including general medicine, occupational health, chronic and acute disease management, vaccination, and diagnostic services such as ISO 15189 certified laboratory testing and FANR-accredited radiology.

Dedicated health screening efforts were made for high-risk staff, particularly drivers. More than 767 employees underwent medical screenings, with close to 100 drivers receiving one-on-one counselling. These initiatives were aimed at early detection, prevention, and promotion of workplace health.

Chronic disease management was also a key area of focus during the reporting period, with 350 patients enrolled in long-term care programmes. The clinics provided ongoing support for conditions such as diabetes, asthma, GERD, and renal disorders, with particular attention given to accessible treatment and regular follow-up care for frontline employees.

Plans for 2025

Dulsco Medical Clinic plans to further improve medical access by establishing a new Muhaisnah clinic branch. The expansion includes introducing internal medicine and orthopaedic services, as well as chronic care management programmes tailored to our employees. To strengthen workplace health readiness, RTA driver screening and Naloxone training for all nurses is also planned as part of the enhanced safety preparedness strategy.

In addition, the planned introduction of in-house optometry services is expected to further support employee welfare by addressing vision care needs, particularly for field-based and operational staff.



Dulsco Group Carnival

The Dulsco Group Welfare team organised its inaugural cultural carnival at the Dulsco Events Arena in Dubai to mark the company's journey towards 90 years of operations. The event brought together employees and their families, celebrating Dulsco Group's diverse workforce through music, dance, and food from across South Asia, Africa, and the Middle East.

Highlights included traditional performances such as Kalari martial arts and Singari Melam, alongside folk dances from India, Pakistan, Nepal, Bangladesh, and Africa. A variety of international cuisines were served.

Business units across the Group hosted interactive booths focused on innovation, teamwork, and collaboration. The event was attended by representatives from India, Pakistan, and Bangladesh Consulates, Dubai Police, and General Directorate of Residency and Foreigners Affairs (GDRFA), as well as partners including the National Bank of Pakistan and Instant Cash, who supported with engagement activities such as raffle draws.

The carnival served as an opportunity to recognise employee contributions and promote inclusion within the Dulsco Group community.



Prioritising Employee Welfare

At Dulsco Group, the well-being of our people remains central to how we operate. In 2024, we sustained our commitment to providing safe, supportive, and responsive environments through a structured series of employee welfare programmes that align closely with our operational realities and human-centric approach.

These programmes were embedded throughout the year and included health awareness sessions, preventive drills, and community engagement activities. Regular medical camps were conducted, and monthly QHSE campaigns promoted safety awareness across business units.

Employee accommodation remained a key focus area. Through regular internal audits on health and hygiene, we ensured clean and safe living conditions across our sites. The average hygiene grading received from Dubai Municipality Health and Safety Department reached 8.8 out of 10 for all our Muhaisnah accommodations, reflecting the proactive efforts of our Property Services team. Ongoing initiatives such as solar hot water systems further supported our environmental and sustainability objectives.



Sports and Recreation

Dulsco Group continued to promote employee well-being through year-round access to sports and recreational amenities, including football, basketball, cricket, tennis, indoor games and gymnasiums at staff accommodations. The second edition of the Dulsco Sports Fiesta in 2024 drew strong participation across diverse indoor and outdoor activities. Beyond internal competitions, employees took part in matches with government and industry partners, reinforcing teamwork and morale.

Engagement extended to social cause events such as walks and runs, contributing to improved health and a deeper sense of connection to the community. Employees also joined major spectator events like international cricket matches and the Emirates Dubai 7s, where Dulsco Group served as the presenting partner for cricket. These efforts reflect an ongoing commitment to holistic well-being and inclusion across the workforce.



450
EMPLOYEES
PARTICIPATED IN THE
DULSCO SPORTS FIESTA



Welfare Month

DulSCO Group embarked on a month-long workforce welfare initiative throughout May 2024, beginning with Labour Day celebrations on 1 May and concluding on 31 May. The programme featured 85 diverse activities designed to promote employee well-being across all operational sites. Key events included medical and dental camps in Muhaisnah 4 and Al Ain accommodations; stress management and breathing sessions; nutritional psychiatry workshops at Muhaisnah 1 and Dhaid accommodations; and awareness campaigns on topics such as waterborne diseases and labour rights.

In addition to health and wellness efforts, employees took part in interpersonal and professional development sessions, including basic workplace etiquette, social media awareness, pre-interview training, and conflict resolution workshops. Recreational and team-building activities were also a central focus, with sports tournaments (indoor cricket), movie nights, beach outings, and cultural sessions like the Heritage and Human Chain activity in Abu Dhabi.

The initiative saw participation of approximately 4,756 employees across DulSCO Group's sites, with programmes tailored to different regions to maximise accessibility and participation.



Employee Support & Benefits

At Dulsco Group, we continue to improve our employee support systems to ensure our workforce is equipped, protected, and valued throughout their professional journey.

In 2024, we maintained our commitment to core benefits including company-provided transportation, accommodation, and access to Dulsco Group in-house medical clinics and pharmacies. These services remain essential to supporting the well-being of our teams across different work environments and locations.

By recognising the importance of rest and recovery, we implemented a significant improvement in our leave policy starting from 2024. Leave eligibility for all internal employees increased by three working days, raising the annual entitlement by three additional days for all. This change supports our aim to promote better work-life balance and employee well-being through meaningful time off. In addition, employees are also entitled to one festival leave day per year.

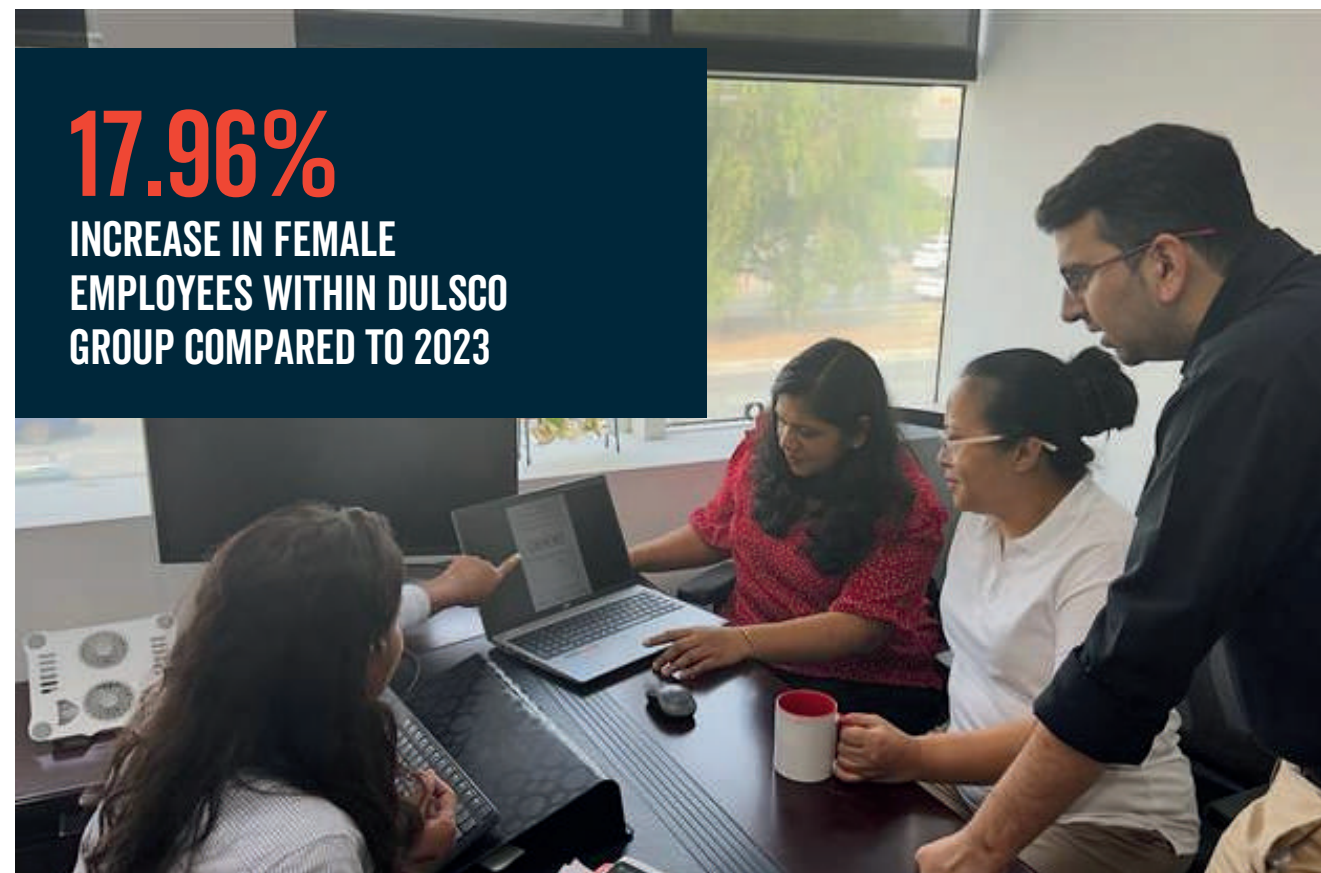


EMPLOYEE ENGAGEMENT, DIVERSITY & INCLUSION

Our employee programmes address both immediate welfare needs and longer-term development opportunities. We recognise that supporting our workforce requires practical measures alongside broader engagement initiatives. Current initiatives include performance review processes with clear development pathways, internal recruitment policies that prioritise existing employees for suitable roles, regular team feedback sessions to identify workplace improvements, and training programmes aligned with career progression opportunities.

We are working to expand representation across different levels of the organisation, improve communication channels between management and staff, develop mentorship programmes to support career advancement, and create clearer pathways for skills development and internal mobility. Building an inclusive workplace where employees can develop their careers whilst contributing to the company's objectives remains an ongoing process that requires consistent effort and regular assessment of our practices.

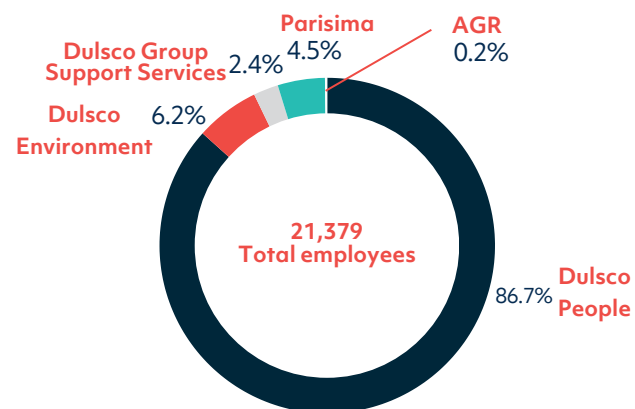
17.96%
INCREASE IN FEMALE
EMPLOYEES WITHIN DULSCO
GROUP COMPARED TO 2023



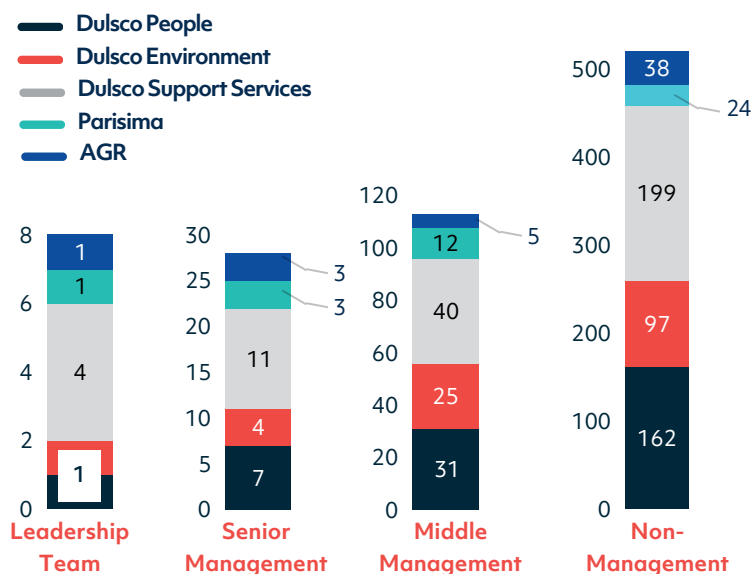
Employee Demographics

In 2024, Dulsco Group's workforce included employees from 69 nationalities. This diversity supports a collaborative environment and brings a range of perspectives to the organisation. It helps the organisation better understand and serve its varied client base.

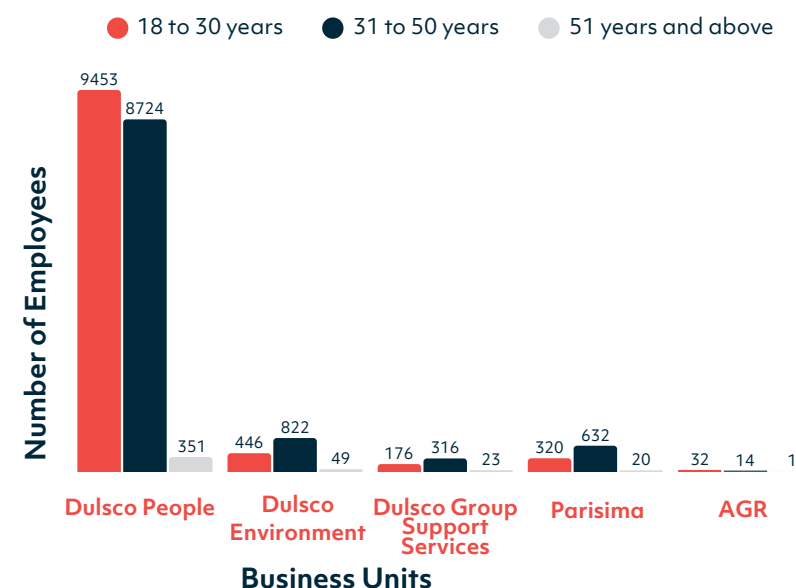
EMPLOYEE COMPOSITION



EMPLOYEES BY MANAGEMENT



EMPLOYEES BY AGE



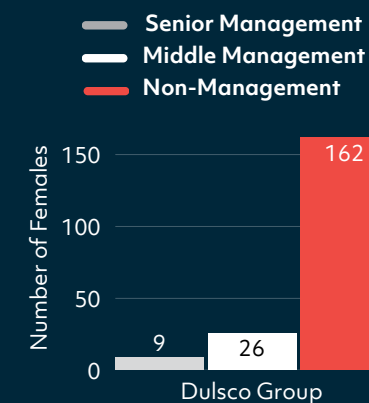
Gender Diversity and Inclusion

At Dulsco Group, we remain committed to fostering an inclusive and equitable workplace where gender diversity is actively promoted. In 2024, we continued our efforts to create a supportive environment that offers equal opportunities for all employees.

The gender gap in our workforce in both skilled and unskilled categories is influenced by traditional male-dominated workforce preferences across diverse industries.

- Expanding inclusive hiring practices to attract, mentor, and retain female talent.
- Delivering targeted skill-building programmes designed to empower women across all levels.
- Championing inclusive workplace values, reinforcing equal opportunity throughout the organisation.
- Collaborating with clients to encourage gender-balanced hiring and amplify our impact.

FEMALE REPRESENTATION BY MANAGEMENT



NUMBER OF MALE STAFF IN OFFICE

471 ♂

NUMBER OF FEMALE STAFF IN OFFICE

197 ♀

Emerging Leaders in Waste & Recycling award given to Joelle Saab

The leadership listing showcases the young and promising leaders in the sphere of waste management and recycling.

HR Practices

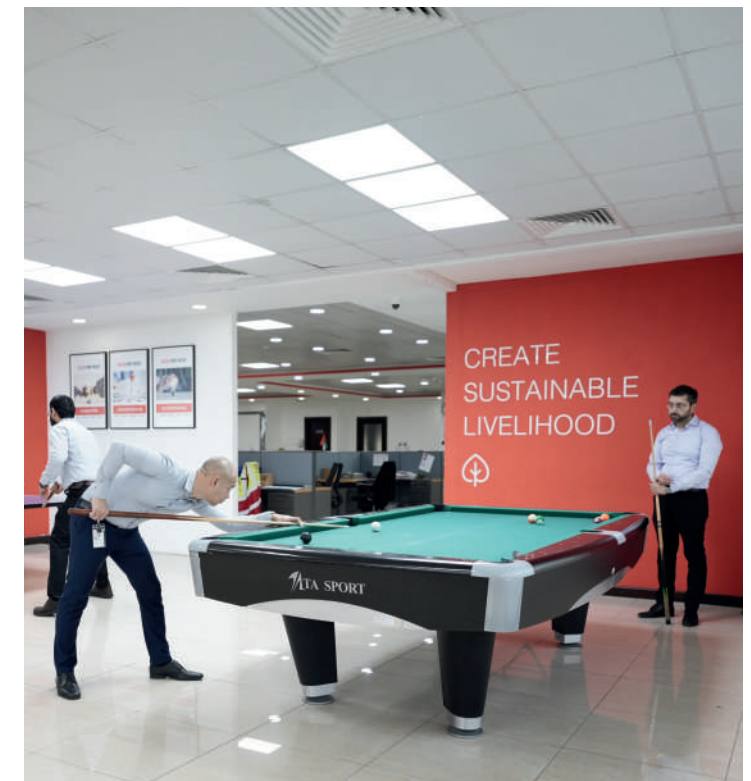
Our recruitment process prioritises fairness and inclusivity whilst maintaining clear selection standards to attract the best candidates.

New employees benefit from structured onboarding that includes thorough induction programmes, health and safety training, and access to development opportunities. This foundation ensures team members are well-equipped to succeed from day one.

Recognising the importance of work-life balance, the organisation has established flexible working hours arrangements and progressive leave policies. These are complemented by employee benefits including parental leave and recognition programmes that celebrate outstanding contributions.

We are committed to doing business responsibly and fairly. Our policies help guide ethical behaviour across the organisation, covering areas such as anti-bribery, non-discrimination, and respect for human rights. We have clear procedures in place to support whistleblowing and ensure that practices like child labour have no place in our operations.

Together, these policies create a comprehensive support system promoting both employee well-being and organisational excellence.



LEARNING AND DEVELOPMENT

We are committed to empowering our workforce through inclusive learning and development pathways. We provide training for all employees whether they work in offices or in the field combining classroom instruction, digital modules, and practical training to drive personal and professional growth. Team development is further supported through strategic collaborations; a total of 15 training courses covering Oracle, Microsoft, Cisco, and security systems were delivered by our strategic IT partners, enabling targeted upskilling.

We also prioritise career mobility, particularly for entry-level and semi-skilled team members, through our Internal Talent Management for the Workforce initiative. By continuously enhancing our people's capabilities, we drive long-term success for both individuals and the organisation.

Training Programmes

We invest in training that develops both technical skills and broader knowledge, strengthening our employees' ability to thrive in a dynamic work environment.

7.10 AVERAGE TRAINING HOURS PER EMPLOYEE

Governance and Compliance Training

As part of our broader governance training efforts, dedicated sessions were conducted for the Legal, HR and key operations teams across the group covering Labour and Employment Law in both United Arab Emirates and the Kingdom of Saudi Arabia. Delivered in partnership with esteemed local and regional partners, the training modules were focused on core employment regulations, local compliance requirements, and recent legislative updates spanning recruitment, contractual obligations, termination procedures, and employee rights.

The training covered employment contract types, working hours, leave entitlements, salary deductions, and end-of-service benefits, along with recent regulatory updates relevant to private sector employment. It also addressed internal disciplinary mechanisms and documentation requirements.

Led by licensed lawyers with over a decade of legal experience, the session adopted an interactive format featuring practical case studies and Q&A discussions. This initiative reflects our ongoing commitment to continuous improvement and legal compliance, ensuring our teams remain informed and aligned with evolving labour laws and best practices.



Upskilling Workforce

We support employees in gaining cross-functional skills that expand their roles across industries. By upskilling our workforce, we enable more diverse and resilient career pathways.

Interpersonal Skills

Our training in interpersonal competencies such as communication, teamwork, and empathy is designed to strengthen team dynamics and workplace culture. In 2024, we dedicated 8,025 man-hours to language and soft skills development, enhancing our people's confidence and effectiveness across all roles.

DulSCO Training Academy for Drivers

Our DulSCO Training Academy for drivers located at Mohammed Bin Rashid Aerospace Hub (MBRAH) equips drivers with the skills and confidence to perform safely and efficiently. In 2024, 150 drivers graduated from the academy.



Leadership Development Programme

To nurture the next generation of leaders, we launched the Emerging Leadership Development Programme, designed to prepare high-potential talent for future leadership roles. Central to this initiative is the High Potential (HIPO) Programme, which offers a structured pathway of assessments, coaching, and targeted development opportunities aimed at building capabilities for senior positions.

We are happy to share that the first cohort of the HIPO Programme, initially highlighted in our 2023 report, successfully completed their journey in early 2025. With their graduation, these individuals are now well-equipped to take on greater responsibilities, marking a significant step in our ongoing commitment to talent development and succession planning.

Internal Mobility

As part of the Talent Management for Workforce Programme, a total of 655 employees were promoted, contributing to the upskilling and career advancement of the internal workforce.



AGR TRAINING ACADEMY

The AGR Training Academy is dedicated to preparing individuals for careers in the oil and gas sector through a comprehensive range of training programmes designed to enhance job readiness. The Academy delivers three primary types of training: bespoke training, e-learning courses, and industry standard training. AGR Training works with industry-leading training providers to deliver these programmes globally, ensuring participants receive high-quality, relevant, and up-to-date instruction aligned with international standards.



Under bespoke training, AGR offers the Greenhand Training Programme, which places candidates in a strong position to gain entry-level opportunities in the global energy sector. This OPITO-approved course exceeds industry requirements and is tailored for individuals with backgrounds in electrical, mechanical, crane operation, or construction. The ROV Pilot Training Course is an intensive three-week programme that meets the requirements of IMCA R04 (IMCA C 005 Rev.3) for ROV Pilot Technician, Grade 2. Delivered in Kinlochleven or Dubai, it offers hands-on experience in ROV piloting, progressing with increasingly challenging dives to simulate real offshore conditions.



Additionally, the Blade Technicians Programme provides entry-level training for performing basic hydraulic, mechanical, and electrical tasks within wind turbine environments under supervision.

In addition to bespoke offerings, AGR provides a variety of e-learning courses that promote flexibility and continuous development. These include E-Learn, Video-Learn, OTR Exercises, and R3 Micro Learning. Within R3 Micro Learning, the Academy offers focused modules on Legal and Law, Drilling and Well Control, Safety Awareness, and technical topics, enabling learners to acquire essential knowledge at their own pace.

AGR's industry standard training further reinforces operational readiness through a wide range of practical and safety-focused courses. These include Rope Access, Work at Height and Confined Spaces, Mechanical - Electrical, Marine, Drilling and Well Control, Dangerous Goods, Medicals, LOLER Awareness, Lifting Operations, Renewables, and Offshore Survival. Each course is structured to reflect current industry practices and ensure compliance with international safety and performance standards. Through its well-rounded and industry-aligned training portfolio, AGR Training Academy continues to build a highly skilled, safety-aware, and technically proficient workforce for the global energy sector.



EMPOWERING OFFSHORE CAREERS: SUCCESS STORIES FROM AGR

As part of our future workforce development efforts, AGR Training continues to play a key role in supporting individuals entering the offshore sector. Through structured training and guided support, we aim to build the skills and confidence needed for long-term career success. The following stories offer insight into how the programme contributes to talent development in a practical and measurable way.

Dylan Yates

Dylan came to AGR with an interest in starting a career offshore. He enrolled in the full Greenhand training programme, where he gained essential skills and an understanding of industry expectations. With the support of AGR, Dylan was able to secure his first offshore trip, which later developed into a permanent rotation with one of our longstanding clients. His experience highlights how access to structured training and early opportunities can help individuals transition smoothly into offshore roles.

Connor Equizi

Connor also completed the Greenhand training at AGR. Throughout the programme, he demonstrated a strong commitment to learning and developing the skills required for offshore work. Following his training, he was able to secure a regular offshore rotation, marking a significant step in his professional career. Today, Connor continues to work independently, drawing on the foundation built during his time with AGR.

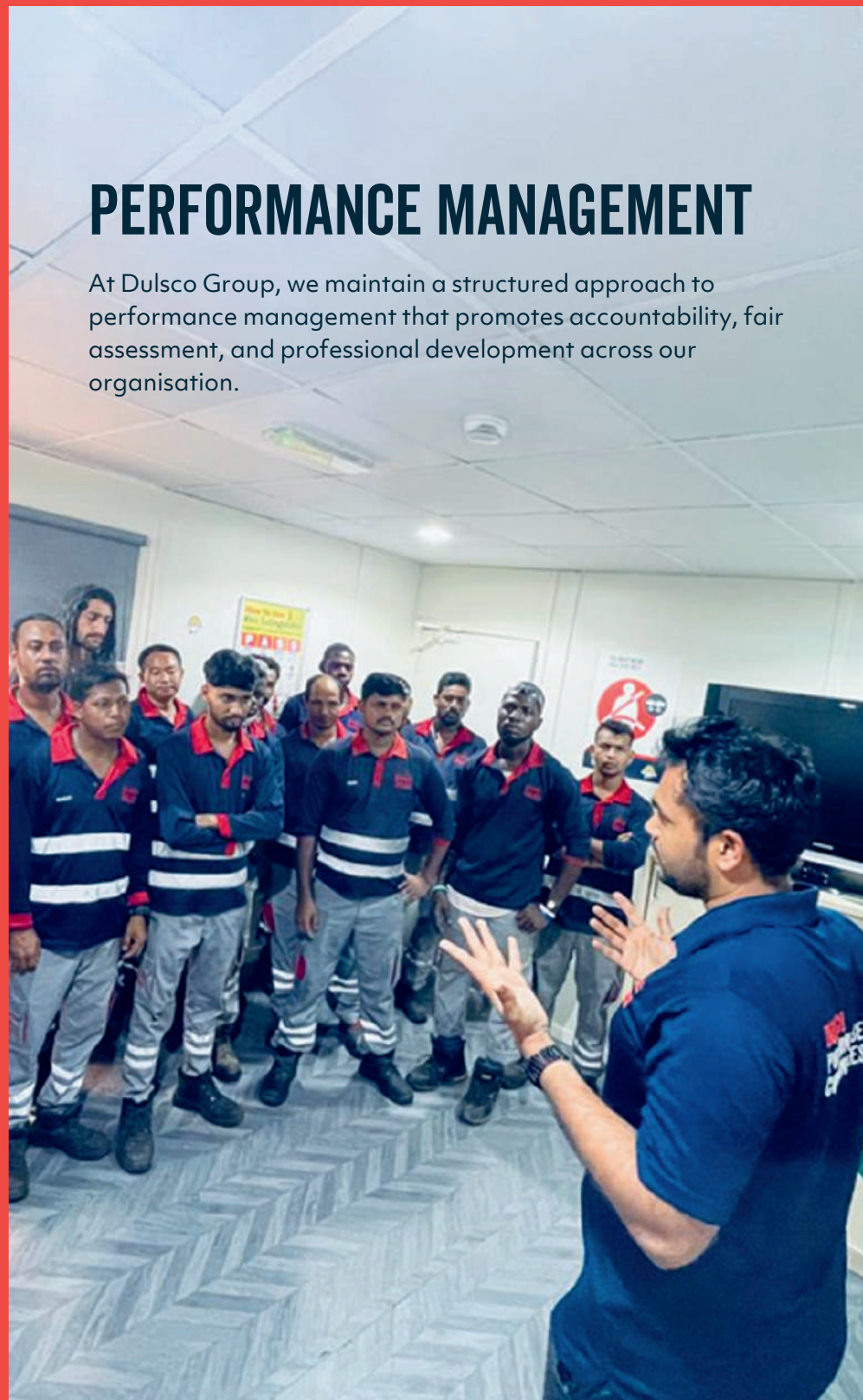
Pieter Bucknix

Pieter enrolled in the ROV (Remotely Operated Vehicle) training course with a goal of becoming an ROV Pilot Technician. After completing the course, he successfully entered the profession and has continued to grow in his role. Notably, Pieter later returned to AGR for his medical renewals, a decision that reflects his trust in the training and support services provided.



PERFORMANCE MANAGEMENT

At Dulsco Group, we maintain a structured approach to performance management that promotes accountability, fair assessment, and professional development across our organisation.



Staff Development Process

Our comprehensive performance system for staff operates through three key phases:

Goal Setting

Each employee establishes clear SMART objectives at the beginning of the year, working collaboratively with their line managers to ensure alignment with departmental and organisational priorities.

Mid-Year Reviews

These provide opportunities for progress assessment, course correction, and additional support where needed, fostering ongoing dialogue between employees and managers.

Year-End Ratings

Annual evaluations assess overall performance against established objectives, forming the basis for recognition and development planning.

To ensure fairness and transparency, a formal feedback mechanism allows employees to discuss concerns or request reassessment of their ratings. When necessary, these matters are escalated to HR and reviewed by department heads, supporting our commitment to equitable evaluation.

Client-Site Workforce Assessment

For team members deployed to client locations, we implement tailored evaluation approaches that reflect their operational environments:

Client-Specific Evaluation Systems

We monitor performance against service agreements and operational requirements, focusing on task execution and reliability.

Client Feedback

Client feedback serves as a valuable input for workforce development decisions, including identifying candidates for advancement into supervisory or senior positions.

This dual approach to performance management supports our sustainability goals by ensuring all team members receive appropriate evaluation and development opportunities, regardless of their role or work location, ultimately contributing to both employee satisfaction and organisational effectiveness.

EMPLOYEE VOICE & SATISFACTION

At Dulsco Group, we understand that an engaged workforce with strong leadership is essential for our long-term success and service quality. Throughout 2024, we made significant progress in enhancing feedback mechanisms and leadership capabilities to keep employee experience at the centre of our strategy.

Workforce Satisfaction Surveys

In 2024, Dulsco Group conducted its annual Workforce Satisfaction Survey, with participation from over 10,000 employees, representing 60.8% of the total workforce. The overall satisfaction score stood at 75.44%. This year's results establish a new performance baseline driven by a new 5-point rating scale.

The new methodology was implemented to enhance data accuracy and provide a clearer picture of workforce sentiment. The new methodology introduced three performance tiers, Exceeding Expectations, Meeting Expectations, and Below Expectations, to enable more precise feedback interpretation and targeted action planning.

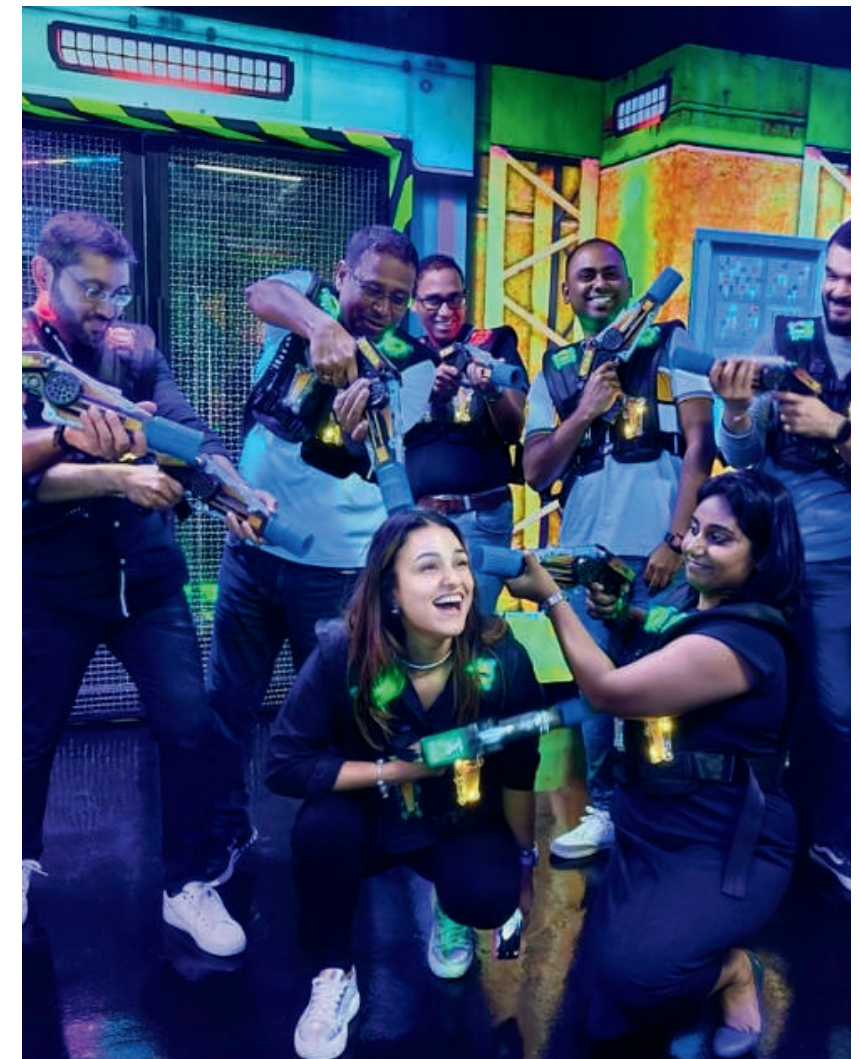
Despite the recalibrated scale, scores remained high across critical dimensions such as knowledge of task expectations, safety at work, and awareness about hazardous practices. Key areas for improvement included the punching system, transportation facilities, and grievance redressal mechanisms.

The updated framework will support more informed decision-making and continuous improvement efforts, helping Dulsco Group build a more responsive and engaged workplace in the years ahead.



Improving Feedback Mechanisms

We implemented a refined workforce satisfaction survey in 2024 featuring a streamlined tiered response model that categorises feedback as Exceeding Expectations, Meeting Expectations, and Below Expectations.



CAREER GROWTH AND COMMITMENT TO EXCELLENCE

SHARIQUE HUSSAIN ANSARI

A Journey from Loader to Instructor

Sharique Ansari joined as General Labour back in 2014 and moved from workforce to staff as Equipment Trainer in 2024, showcasing remarkable growth in a decade.

Background

Originally from Jamshedpur, India, Sharique completed his 12th grade in Commerce from Andra Association English School. Due to financial constraints, he was unable to pursue further education at the time. Recognising that his father's income alone couldn't sustain the family, Sharique took the initiative to begin working at a young age. Driven by a strong sense of responsibility, he began working not just to support himself, but also to provide for his parents and fund his younger brother's education.

Career Progression

In 2014, Sharique was hired through an agency in Kolkata and joined Dulsco People on 31 December as a Loader. Demonstrating a strong commitment to professional development, Sharique invested in obtaining a Forklift Operator license in 2018, motivated and supported by Dulsco People. Following that, he was promoted to Forklift Operator in the Cargo Department and, by 2019, advanced to Equipment Trainer at the Dulsco Training Academy. In this role, he is responsible for training employees in various operational roles, ensuring they are well-prepared before deployment to client site. Sharique Hussain Ansari's career with Dulsco People shows steady progress and commitment to personal development.

Training and Certifications

Supported by Dulsco People, Sharique has completed several industry-recognised certifications, including an RTA Instructor Permit, IOSH Certification, and specialised training in dangerous goods handling. He also participates in recruitment efforts, particularly in India.



Testimonial

"Dulsco People has given me everything. When I joined the Group in 2014 as a loader, I had no idea how much my life was about to change. With the support and the opportunities the company gave me, I worked my way up to become an Equipment Trainer. Dulsco People believed in me, invested in my growth, and even supported my certifications. Because of them, I have been able to support my parents, build a home for them, and help my younger brother pursue his own career. He is now a Team Leader at dnata Cargo. I will always be grateful to the Group for being more than just a workplace; it has been a second home and a driving force in my journey."



EMPLOYEE EMPOWERMENT

In 2024, Dulsco Group maintained a focus on employee engagement through practical initiatives that aim to strengthen communication and employee participation. Recognition programmes were continued, with structured in-house training sessions supporting skill development and career mobility. To gather employee feedback and better understand workplace experiences, we conducted surveys and organised dialogue platforms such as open houses and focus groups with leadership.

Open House and Leadership Engagement

We continued our regular Open House sessions throughout 2024 to facilitate a two-way communication between employees and senior management. These sessions provided space for employees to raise questions, offer feedback, and stay informed about organisational developments. This format supported a more transparent working environment and gave teams the opportunity to share perspectives directly with leadership.

Townhall Meetings

Dulsco Group continues to host monthly townhall meetings to keep employees informed about organisational priorities and key updates. These sessions provided a consistent forum where staff could hear directly from the Group CEO and leadership team on current business matters and upcoming initiatives. Employees were also given the opportunity to ask questions and raise concerns in an open setting. The meetings include brief recognition segments for employee milestones, such as length of service and team contributions.

ATTRACTING & RETAINING TALENT

Our talent acquisition approach continues to focus on building partnerships with recruitment agencies across Asia and Africa, ensuring adherence to local regulatory and licensing requirements. Ethical recruitment remains a key priority, and we work with partners such as FSI who align with recognised standards such as the International Labour Organisation guidelines, the International Recruitment Integrity System, and relevant labour and human rights regulations, including Human Rights Due Diligence (HRDD) frameworks.

Our recruitment strategy is supported by efforts to retain employees through targeted training and development. In 2024, we offered sessions on practical topics such as financial literacy, career planning, and mental well-being. These initiatives aim to equip our employees with relevant skills and support, contributing to improved engagement and stability across our operations.

New Hires

Dulscio Group continues to focus on engaging early-career professionals as part of its broader employee development strategy. By incorporating younger talent through recruitment drives and internship programmes, we aim to foster new ideas and build capacity for long-term organisational needs. In 2024, individuals under the age of 30 accounted for over 61.05% of new hires.

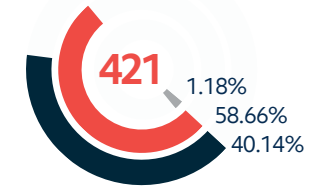
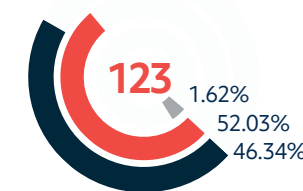
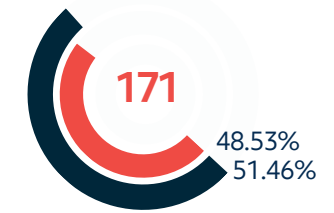
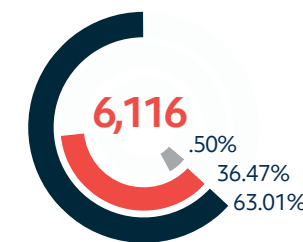
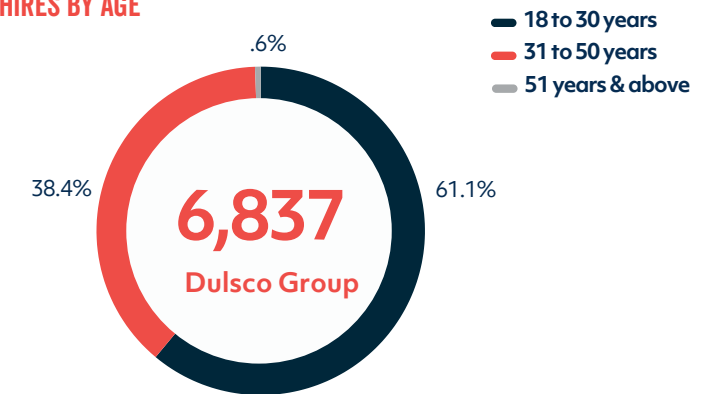
To support integration, we maintained a structured onboarding process in 2024, guiding more than 6,837 new employees through orientation and induction activities across various business units.

Rewards and Recognition

Dulscio Group has continued to implement structured recognition initiatives to acknowledge employee contributions across various roles. Our recognition framework includes programmes such as 'Employee of the Month' and 'Employee of the Year', awarded based on exceptional performance and alignment to the company values. Long Service Awards are also in place to mark milestones of 5, 10, 20, and 30 years of service.

In 2024, the Employee Suggestion Scheme remained active, offering a platform for staff to share ideas aimed at improving operational processes. In addition, Appreciation Awards issued either internally or in response to client feedback were used to highlight specific contributions that supported team goals or project outcomes.

NEW HIRES BY AGE



Support Mechanism

In 2024, counselling sessions were conducted to support employees facing challenges such as absenteeism, client-related concerns, health conditions, behavioural issues, and delayed returns from leave. As part of our ongoing efforts to understand workforce dynamics, 5,328 Counselling Sessions and 2,716 Exit Interviews were carried out to identify key drivers behind voluntary resignations. The most cited reasons included alternative job opportunities, personal circumstances, salary-related considerations, end of contract, and work-related factors.

Through targeted interventions and consistent follow-up, 17% of the employees engaged in these processes chose to remain with the organisation. These initiatives reflect our commitment to cultivating a supportive working environment, one that prioritises early engagement with employee concerns and strengthens our approach to long-term retention.

This proactive focus on well-being, engagement, and transparency plays a meaningful role in fostering a positive workplace culture. Our efforts are reflected in an overall workforce satisfaction, underscoring the value of our people-centred practices in sustaining both employee morale and organisational continuity.



NATIONALISATION

DulSCO Group has successfully exceeded its Emiratisation targets, underscoring our long-term commitment to supporting the UAE's vision for a resilient, inclusive, and future-focused workforce. Emirati professionals play an active role across our Group operations in strategic, operational, and client-facing roles. Our internal pathways support not only recruitment but also career growth, leadership development, and functional mobility for national talent. We continue to invest in creating a workplace environment where Emirati talent is empowered to lead, innovate, and thrive.

We are also playing a vital role in advancing nationalisation goals for our clients across the GCC and Asia through the Parisima business. Beyond the GCC, AGR is actively supporting nationalisation efforts in Malaysia, helping local talent secure roles in specialised offshore and engineering environments for its clients. These efforts are embedded in our broader commitment to building local capabilities, strengthening national economies, and creating inclusive talent pipelines across our global markets.

FUTURE PLANS

Planning for 2025 is already underway, with several people-focused initiatives scheduled for implementation, including the relaunch of our organisational values and core behaviours driven by our commitment to a high performance values driven culture. Enhancements to our policies, procedures, and human resources practices are planned for the Group, focusing on fair practices, diversity, equity and inclusion, further cementing our everlasting commitment towards creating communities that thrive and prosper.

In addition to our strategic objectives, we plan to implement a layered and targeted approach to Learning and Development in 2025. This approach will be built on a tiered structure designed to address the distinct needs of our three key employee groups: frontline workforce, staff, and Group leadership supporting both personal development and strategic leadership capabilities for our most important assets - OUR PEOPLE.



ELEVATING CUSTOMER EXPERIENCES

The quality of our talent directly impacts the experiences we deliver to our customers. By investing in our people through development and retention initiatives, we enable them to provide a good quality of service that meets customer expectations.

Delivering good customer experiences is fundamental to our corporate sustainability targets and growth. At Dulsco Group, we approach customer service as a continuous journey of improvement, informed by regular feedback and responsive adaptation.

Operational Support that Builds Trust

Our teams are equipped with monitoring tools and empowered by a service culture that prioritises accountability and quick resolution. Whether managing routine operations or navigating emergencies, Dulsco Group ensures that clients experience minimal disruption and maximum support—reinforcing our role as a dependable and proactive service partner.

Delivering Excellence in Customer Experience

Service excellence at Dulsco Group begins with a people-first culture. With over 3,700 clients served, our frontline teams, supervisors, and coordinators played a pivotal role in maintaining high service standards across diverse and often high-pressure operational environments. Throughout the year, our teams received formal appreciation from multiple clients in recognition of their responsiveness, professionalism, and ability to deliver under pressure.

Our customer-focused approach is grounded in timely coordination, localised support, and continuous improvement. Whether ramping up during emergencies or delivering routine services at scale, we prioritise empathy, accountability, and care in every interaction. This commitment contributed to our 94.9% retention rate and 87.1% customer advocacy rate, both showing year-on-year improvement.

3,700+ CLIENTS SERVED ACROSS DIVERSE SECTORS

94.9% CUSTOMER RETENTION RATE

87.1% CUSTOMER ADVOCACY RATE

Emirates Dubai 7s

Dulsco Group continued its involvement in the Emirates Dubai 7s in 2024, marking another year of engagement in this well-attended international sports event. Since 2022, we have supported the cricket segment of the tournament as an area of relevance to our workforce, many of whom come from regions where the sport holds cultural significance. Our participation extends beyond sponsorship. As the event's waste management partner, we contributed to its environmental goals by deploying initiatives such as the New, Old & Reloved, the Recycling Bus and Birdy activation, all aimed at encouraging recycling and raising awareness of circular economy principles among attendees.

The three-day event also provided an informal setting for interacting with clients and their families. Activities included hospitality experiences, cricket-focused sessions with ambassadors, and employee engagement. Additionally, three cricket teams competed to win and 600 of our employees were given the opportunity to attend matches during the festival. These moments offered a platform for building stronger connections with stakeholders while supporting shared interests in sport and sustainability.



Dulco Group's Community Golf Day

In 2024, Dulco Group held its annual Community Golf Day, offering a relaxed setting for employees, customers, and partners to come together and enjoy a day of sport and informal interaction. The event was designed as an opportunity to take a break from routine, connect with colleagues and peers, and spend time outdoors in a friendly, non-competitive environment.

Participants took part in a series of golf activities throughout the day and in the award ceremony & gala dinner in the evening to unwind & relax with the focus on enjoyment and camaraderie rather than performance. The event was well received by those in attendance and provided a chance to unwind and strengthen personal connections in a casual atmosphere.



Abu Dhabi T10 Cricket

In 2024, Dulco Group served as an Event Sponsor of the Abu Dhabi T10 Cricket Tournament, held at Zayed Cricket Stadium from 21 November to 2 December. The tournament brought together internationally renowned cricket figures, creating an exciting platform for sports enthusiasts and local communities. We extended operational support to the event, with Dulco Group providing essential workforce support and comprehensive waste management services throughout the event. This integrated approach enabled us to demonstrate our operational capabilities whilst supporting the tournament's sustainability objectives through responsible waste management practices.



The partnership delivered meaningful brand visibility through on-site presence and televised coverage, whilst also strengthening our community engagement. We provided complimentary match tickets to employees and guests, creating valuable experiences that fostered engagement beyond the traditional workplace environment.

Tournaments with Clients

In continuation of our efforts to foster strong relationships and create memorable experiences with our partners, we actively participated in a series of friendly sporting events throughout the year. These events go beyond business, offering opportunities to engage with our clients in a spirit of camaraderie, healthy competition, and mutual respect.

Following the success of previous cricket tournaments, we joined hands once again with long-standing partners ADNOC and Etihad Airport Services for friendly matches that strengthened our industry connections on and off the field. Parisima hosted its annual Cricket Cup, bringing together key clients for a day of fun, friendly competition, and deeper connection. Expanding our sporting engagements beyond cricket, Dulco Group participated in a Padel Tournament with dnata. This high-energy event not only promoted fitness and teamwork but also offered a dynamic platform for informal networking and team bonding.



STEPPING UP WHEN IT MATTERED MOST

Supporting Airport Operations During April 2024 Disruption

In April 2024, when extreme weather tested the resilience of critical infrastructure across the UAE, Dulsco People demonstrated its strength through agility, preparedness, and deep operational commitment. With seamless coordination across its workforce solutions, the business played a key role in maintaining continuity at three major airports: Dubai International (DXB), Al Maktoum International (DWC), and Zayed International (AUH). Leveraging its long-standing partnerships and a dedicated team of over 3,200 personnel across Dubai and Abu Dhabi airports, Dulsco People mobilised rapidly. Within just three hours, an Emergency Response Team (ERT) was activated in Dubai. In coordination with our partners, an additional 170 staff members were deployed daily over five consecutive days, ensuring uninterrupted passenger handling, terminal management, and ground support operations. In Abu Dhabi, teams reinforced luggage handling and assisted with public transport coordination, maintaining service accessibility without disruption.

The employee care systems of the Group were also actively engaged. We provided transport arrangements, extended shift support, and communication assistance to staff, some of whom worked tirelessly through extended hours to keep airport operations running smoothly. Our teams on the ground also played a vital role in guiding and assisting passengers, embodying both competence and compassion.

This effort received recognition from authorities and drew commendation from key partners. They acknowledged Dulsco People's support as "instrumental in ensuring minimal disruption during the floods". They also expressed appreciation for the business swift action and professionalism, particularly in deploying additional workforce and supporting passenger mobility. More importantly, it earned heartfelt gratitude from thousands of passengers. In appreciation of this exceptional service, around 700 employees were honoured with 'Frontline Heroes' badges. Additionally, we were named Customer Happiness Team of the Year at the Customer Happiness Awards 2024.



Dulsco People recognised by Abu Dhabi Airports CEO for exceptional response during severe weather at Zayed International Airport.

RECOGNITION AT THE 2024 CUSTOMER HAPPINESS AWARDS

In October 2024, Dulsco People was awarded Gold for Customer Happiness Team of the Year at the sixth annual Customer Happiness Awards, held in Dubai. This recognition reflects our ongoing commitment to improving service delivery and maintaining open, responsive engagement with our customers. Our teams focus on understanding customer needs and acting on feedback to improve the way we deliver services. This approach supports long-term, trust-based relationships and contributes to the broader sustainability goals of responsible service provision and stakeholder satisfaction.

Exceptional Response during the Flood Emergency

During the same time with such extreme weather condition that disrupted city-wide infrastructure in Dubai, the Dulsco Environment's My City My Environment (MCME) Operations team rose to the occasion. As a front-line responder, the team worked around the clock to ensure waste collection and street cleaning services continued despite heavy rainfall, flooding, and sandstorms. Despite damage to some of our waste management vehicles during the rain, operations were not halted, demonstrating the team's resilience, dedication, and commitment to public service during challenging conditions.



Key contributions

- Clearing flood-hit roads using JCB vehicles, tankers, grab cranes, sweepers, and vacuum machines.
- Ensuring on-time completion of garbage collection routes with zero complaints.
- Removing water ponds, cleaning blocked manholes, and supporting water extraction efforts in coordination with Dubai Municipality.
- Maintaining 24/7 customer support via the 800-DULSCO call centre.

Their efforts were widely appreciated by Dubai Municipality and residents alike. In appreciation of the team's exceptional service, they were honoured with 'Frontline Heroes' badges. For their extraordinary dedication, the MCME Operations Team was awarded 'Best Team of the Year' internally.



CSR & COMMUNITY ENGAGEMENT

While delivering excellent customer service remains central to our business, our responsibility extends beyond immediate stakeholders to the broader communities we serve. All our business units, including Dulsco People, Dulsco Environment, Parisima, and AGR, actively contribute to this commitment. Through strategic CSR initiatives, we create positive impact aligned with our core values and sustainability commitments.

Over time, we have identified key focus areas where the Dulsco Group's collective efforts are most relevant and impactful. These well-defined areas guide our community engagement activities and reflect the priorities that matter most to our stakeholders.



EMPLOYEE VOLUNTEERING



ECOLOGICAL COMMITMENT



EDUCATION



HEALTH AWARENESS



SUPPORTING REGIONAL & GLOBAL CAUSES



VOLUNTEER OF THE YEAR 2024



EMPLOYEE VOLUNTEERING

At Dulsco Group, community engagement begins with our people. Our employees play a vital role in shaping, delivering, and amplifying our CSR initiatives across the community and supporting Dulsco Group in creating a long-lasting impact.

Our employees came forward to support environmental clean-ups, humanitarian relief drives, youth education initiatives, and public health campaigns. Whether distributing Iftar meals during Ramadan Aman, planting mangroves, or supporting inclusion events, our volunteers bring energy, empathy, and purpose to every effort.

Their participation builds team spirit, boosts morale, and strengthens our culture of care. The ripple effect of this involvement is evident across all our CSR focus areas, which are detailed in the sections that follow.

33

CSR
ACTIVITIES



2,227

VOLUNTEERING
HOURS



ECOLOGICAL COMMITMENT

As a company operating in waste management, resource recovery, and circular solutions, we recognise our responsibility to support measurable and meaningful improvements in environmental outcomes. In 2024, our ecological initiatives focused on actions that deliver real, traceable outcomes. These efforts are part of our broader commitment to reducing ecological degradation and contribute to national environmental goals. We formalised this commitment by signing the Climate-Responsible Companies Pledge with the UAE Ministry of Climate Change and Environment in 2022. Our ongoing efforts focus on driving better environmental choices through collaboration and awareness.

ACTIVE PARTICIPATION IN NATIONAL & INTERNATIONAL ENVIRONMENT DAYS

UAE NATIONAL ENVIRONMENT DAY

GLOBAL RECYCLING DAY

WORLD ENVIRONMENT DAY

EARTH HOUR

Reforesting Baran: A Landscape Restoration Model for Climate and Community Resilience

DulSCO Group contributed to both environmental and social impact through targeted support to the **Reforesting Baran Project - a multi-stakeholder partnership with The Flow Partnership and The Rocket Foundation** - in Rajasthan, India, an ecologically stressed region bordering the Kuno National Reserve. Characterised by acute water scarcity, soil erosion, and extreme poverty, the Baran landscape represents a complex challenge where environmental degradation intersects with forced migration and systemic livelihood insecurity. As part of this project, DulSCO Group financed the construction of Purana Faredua pond, with a core focus on watershed revival, forest regeneration, and rural resilience. The initiative was backed by a combined contribution of AED 114,255 from DulSCO Group and AED 12,233 directly contributed by our staff, reflecting a shared commitment to environmental restoration and community empowerment.

Satellite imagery and on-ground data indicate a marked change in land use dynamics within months: fallow lands were brought under cultivation; groundwater levels rose; and local farmers returned to agriculture, reversing seasonal migration trends. Simultaneously, risks of human trafficking involving adolescent girls declined, as economic stability improved and community cohesion was restored. The reforestation model is water-led, anchored by catchment-based planning that combines ecological restoration with social infrastructure. This approach aims to generate a self-sustaining microclimate, one that reduces dependency on external aid and fosters long-term stewardship. The success of DulSCO Group's supported phase is now a launchpad for the 10-year landscape revival blueprint, targeting over 120 square kilometres for scalable intervention.

This project is aligned with multiple **UN SDG targets (13.2, 6.6, 15.1)** and also serves as a replicable model for climate-adaptive development. DulSCO Group's role illustrates how corporate social responsibility can enable evidence-based, systems-level transformation, restoring degraded ecosystems while embedding climate resilience into community development frameworks.

Key outcomes of the Purana Faredua pond include:

- Construction of the pond has led to a storage **capacity of 25,300 cubic metres**, enabling aquifer recharge and year-round water availability.
- Plantation of **4,000 native and fruit-bearing trees**, aimed at soil stabilisation, microclimate creation, carbon sequestration, and biodiversity restoration.
- **Direct impact on 80 households**, through enhanced water access, revitalised agriculture, food security, and reduction in distress-driven migration.



Mangrove Planting & Coastal Restoration

In 2024, our collaboration with Emirates Marine Environmental Group and strategic partners resulted in the successful planting of 500 mangroves, with plans to expand this effort by adding 1,000 more in 2025. This initiative directly supports the UAE's ambitious national target of planting 100 million mangroves by 2030.

We were joined by Americana Foods, Bhima Jewellers Middle East, dnata, Emaar, Expo City Dubai, and Raffles Hotels & Resorts. With 90 participants engaged in these restoration efforts, we continue to prioritise nature-based solutions that deliver measurable environmental benefits while strengthening coastal resilience. Our efforts earned us recognition from the UAE Ministry of Climate Change and Environment, validating our commitment to environmental standards.



MANGROVE PLANTATION EFFORTS RECOGNITION CEREMONY



Ecological Engagements & Initiatives

Throughout 2024, Dulsco Group remained actively engaged in a series of clean-up and restoration initiatives across the UAE, including beach clean-ups, desert clean-up drives, Earth Hour campaigns, and shoreline restoration activities. We worked alongside local communities in several targeted clean-up initiatives aimed at reducing waste, restoring natural environments, and supporting national environmental goals. These efforts brought together employees, clients, partners, and students under a shared purpose - taking collective responsibility for the places we live and work in.

An Hour with the Cleaner

To mark the UAE's 27th National Environment Day, Dulsco Group proudly partnered with Dubai Municipality for the 'An Hour With The Cleaner' initiative. Held at Flamingo Lake, Al Qudra, the event brought together 170 volunteers, including our employees, clients and students, who collected over 100 bags of waste. Notably, 80% of the collected materials were suitable for recycling, diverting significant waste from landfills.

The volunteers represented nine entities including Coca-Cola, Choithrams, Dow Chemical IMEA GmbH (Dubai Branch), Expo City Dubai, Pullman Hotel Sharjah, Slices Catering Services, and Next Generation School, who worked alongside volunteers from Dulsco Group and Dubai Municipality.



Earth Hour

DulSCO Group marked Earth Hour 2024 across its accommodation sites with a coordinated lights-out campaign and employee engagement sessions focused on climate action and energy conservation. The initiative reached employees at multiple locations and was facilitated by our QHSE and Welfare teams to ensure maximum awareness and participation.



Environmental Awareness at Educational Institutions

In 2024, DulSCO Group actively promoted environmental responsibility among students through targeted awareness workshops.

Through interactive sessions and recycling initiatives, we strive to cultivate a sense of environmental responsibility from an early age. Our approach blends educational workshops focused on the importance of recycling and waste segregation with engaging activities and games that inspire students to take an active role in protecting the environment. Our mobile Recycling Bus—equipped with interactive demonstrations and supported by Birdy, brought these messages to life in schools.

In 2024, we actively engaged with six schools in Dubai and Abu Dhabi as part of our environmental awareness initiatives.

Recycling Bus and Birdy Mascot

The Recycling Bus serves as a mobile hub for collecting recyclable waste from various communities, while actively encouraging recycling habits and promoting environmental sustainability through interactive and educational activities. Uniquely, the bus itself is a repurposed, decommissioned vehicle, symbolising the very message it carries. Birdy, our environmental mascot, plays an important role in engaging and educating individuals of all ages about the importance of recycling. For example, at Sharjah Sustainable City, we led practical workshops that taught children about waste segregation, recycling, and the principles of sustainability using the Recycling bus and our friendly mascot Birdy.



Community Environmental Awareness

We also integrated practical sustainability demonstrations into major public gatherings including the DIP Cycling Challenge, Green Run, Spinneys Cycle Challenge and Emirates Dubai 7s. These high-attendance venues provided opportunities to reach diverse audiences with specific environmental messages. At the Emirates Dubai 7s, we engaged with thousands of young visitors through our Recycling Bus, Birdy mascot, and displays of upcycled products from our "New, Old and Reloved" collection.

Our Recycling Bus served as a mobile education centre, offering hands-on demonstrations of waste segregation techniques. The popular Birdy mascot helped engage younger participants, while our displays of upcycled furniture showed tangible examples of materials reused in everyday items.



Free Recyclables Collection Programme

Our free recyclables collection programme has empowered underserved communities by collecting 12.8 tonnes of recyclables in 2024. At Dulsco Group, we believe sustainability must be inclusive. By bridging access gaps, we ensure that every community, regardless of resources, can participate in the circular economy and contribute to a cleaner future.



Wheels of Change Campaign

In March 2024, Dulsco Group launched the 'Wheels of Change' campaign to mark Global Recycling Day (18 March), showing our support for the UAE's sustainability initiatives, including the UAE Net Zero 2050 strategy and the UAE Circular Economy Policy.

The week-long interactive campaign saw our recognisable Recycling Bus visit various organisations, schools, and colleges to collect recyclable materials from both corporate clients and the general public. The initiative successfully gathered over half a tonne (500kg) of recyclable waste across five locations between 12 and 18 March, featuring educational activities and appearances by Birdy, our recycling mascot.

The campaign culminated with a 'Journey of Waste' workshop at Al Wasl Dome in Expo City Dubai, where our team promoted the importance of source segregation and showcased items from our "New Old and Reloved" upcycling initiative, where bulky materials such as metal barrels and wood typically deemed as waste are transformed into valuable resources, such as stylish furniture among other household items.

As the official waste management partner for Expo 2020 Dubai and continuing our services at Expo City Dubai, we remain committed to educating businesses and individuals about their role in environmental protection.



EDUCATION

In 2024, Dulsco Group contributed to education-focused initiatives through practical involvement in youth mentoring, inclusion efforts for people of determination, and environmental awareness activities in schools. These engagements aimed to share knowledge, encourage participation, and support more informed, inclusive communities.



Inclusion & Accessibility Initiatives

Al Noor Family Funfair & Superhero Walk

At Dulsco Group, inclusion forms a core part of our approach. In 2024, we supported the Al Noor Family Funfair and Superhero Walk for Inclusion twice, showing our commitment to people of determination. As Support Sponsor, we provided waste management and recycling services and helped with event setup. Our contribution was brought to life through the participation of our volunteers who aided in raising funds through the event at game stalls. Our team joined the Superhero Walk and took part in football and padel tournaments, adding to the day's sense of togetherness.



Dubai Autism Centre

As part of our ongoing mission to uplift organisations that serve people of determination, Dulsco Environment provides free medical waste collection to the Dubai Autism Centre. This year-long commitment supports their vital work and ensures their operations continue in a safe, hygienic, and environmentally responsible manner.

Al Tareq Autism Centre Contribution

In honour of Zayed Humanitarian Day, Dulsco Group donated AED 10,000 to the Al Tareq Rehabilitation & Autism Centre. This contribution supports children with autism and reflects our ongoing commitment to fostering an inclusive society.

Mentoring – Youth Impact Lab

We believe that empowering youth today creates the leaders of tomorrow. In 2024, we proudly participated in the Youth Impact Lab, a flagship initiative by Pearl Initiative and ADMAF. Our colleague mentored a talented team from Skyline University College during the competition held at Middlesex University, Dubai.



Save the children

In 2024, the AGR UK team embraced the festive season with purpose by participating in a Christmas Jumper Day in support of 'Save the Children'. This light-hearted initiative brought holiday cheer to the workplace while supporting a cause that empowers children through learning and care.



HEALTH AWARENESS

As part of our broader commitment to workforce and community well-being, Dulsco Group supported targeted health awareness initiatives in 2024. These included educational sessions, medical sessions, and preventive campaigns focused on physical and mental health, delivered both internally and in partnership with external stakeholders. We also took part in several CSR events aligned with public health causes, combining community engagement with practical health support.

At AGR Edinburgh, our team supported Breast Cancer Now's Wear It Pink Day. Through a day of pink-themed activities and a bake sale, we raised funds for breast cancer research and care. At Expo City Dubai, Dulsco Group volunteers joined the Wings for Life World Run, raising awareness and funds for spinal cord injury research. As green partners, we maintained our commitment to sustainable event practices. In Abu Dhabi's Reem Mall, our team participated in Run for a Cause, supporting Operation Smile UAE, which funds surgeries for children with cleft lips and palates.



Blood Donation Drive

In 2024, Dulsco Group partnered with Emirates Health Services (Sharjah Blood Bank) to host a successful blood donation drive at the Dulsco Events Arena. The initiative drew strong support from within our organisation, with 94 colleagues stepping forward as donors to contribute to this essential healthcare resource.



Medical Camps

In 2024, Dulsco Medical Clinic organised one external medical camp as part of its community outreach efforts. These camps provided basic health check-ups and preventive care services, offering accessible support to employees and surrounding communities.

Inclusion & Community-Centred Fitness Challenges

In 2024, Dulsco Group participated in several fitness and inclusion-focused events that brought together employees, volunteers, and the wider community. As part of the Dubai 30x30 Fitness Challenge, our teams took part in the Dubai Run and competed in padel and football tournaments organised by Al Noor Training Center for People of Determination, encouraging physical well-being and inclusive participation. We also served as a Supporting Sponsor for the Emirates NBD Unity Run, an event that champions accessible sports for people of determination. 41 Dulsco Group volunteers joined the run, while our teams provided free recycling services to support the event's sustainability goals.





SUPPORTING REGIONAL & GLOBAL CAUSES

Dulscos Group extended its support to causes that address both immediate humanitarian needs and long-term community welfare. From participating in social campaigns to standing in solidarity with crisis-affected regions, our efforts focused on directly supporting people in need, driven by compassion and a strong commitment to social responsibility.

Ramadan Aman Campaign

In support of community well-being, Dulscos Group participated as a Silver Sponsor of the Ramadan Aman Campaign, organised by Al Ihsan Charity Association in partnership with the UAE Ministry of Interior. The initiative facilitated packing, and distribution of iftar kits throughout Dubai, Abu Dhabi, Sharjah, and Ras Al Khaimah, reflecting our commitment to social responsibility. 45 volunteers from our staff and workforce assisted in distributing the iftar kits at major traffic signals, embodying the spirit of giving and solidarity during the holy month.



Gaza in Our Hearts

In times of crisis, we come together as one. This year, our employees participated in a heartfelt donation campaign 'Gaza in Our Hearts' in support of those impacted by the humanitarian situation in Gaza. Through personal contributions from our workforce and staff, we raised over AED 13,000 which was handed over to Dubai Cares.

UAE Stands with Lebanon Relief

Our humanitarian engagement extended to supporting the 'UAE Stands with Lebanon' campaign. Working alongside Dubai Cares, 30 members of our workforce contributed their time to assemble essential relief kits for affected communities in Lebanon. This practical initiative reflects our view that meaningful assistance comes through collaborative effort.





دبي العطاء
Dubai Cares



GAZA

IN OUR HEARTS

**Gaza's most urgent needs today are food and shelter.
Together, we can be its lifeline.**

Dubai Cares has launched "Gaza In Our Hearts" fundraising campaign to provide emergency relief aid to the people of Gaza, including hot meals, food baskets and emergency shelter tents. We urge all Dulscans to contribute generously. No donation is too small; every Dirham donated will make a difference in supporting the people of Gaza.

Collection Dates: **1st to 31st May 2024**

Dubai Cares Collection Boxes will be placed at the below locations:

- Dulscos Head Office Dubai | Dulscos Operations Office (Dulscos Village – Al Quoz)
- Dulscos Medical Clinic Dubai – Al Quoz | Dulscos Village accommodation – Al Quoz
- Dulscos DIP accommodation | Dulscos Al Warsan accommodation
- Dulscos Muhaisanah 1, 2, 3, 4 and 5 accommodations



دلسكو
DULSCO



مُضَرَّحٌ
PERMITTED

PRIVACY & DATA SECURITY

DulSCO Group maintained its focus on data protection and information security as part of its broader commitment to operational integrity. We continued to implement structured measures aimed at safeguarding sensitive information and minimising cybersecurity risks across our systems.

Our approach combines policy enforcement, the use of secure technologies, and employee education. Regular awareness is done via Internal Communications, including security-focused screensavers, posters and updates, to ensure that staff understand evolving threats and their responsibilities in maintaining secure digital practices.

Security protocols are reviewed periodically and supported by technology upgrades where required, helping to protect the confidentiality, availability, and integrity of data managed within our operations. These efforts reflect our intent to align with recognised standards in data governance and responsible information handling.

Candidate Data Confidentiality

At DulSCO Group, we are committed to protecting the privacy and confidentiality of all candidate information. We handle personal data in line with UAE data protection laws (Federal Decree-Law No. 45 of 2021) and follow international best practices, including principles aligned with the EU General Data Protection Regulation (GDPR).

Candidate information is collected and used solely for recruitment purposes, with access limited to authorised personnel. We do not share personal data with third parties without consent, and we have robust measures in place to safeguard against unauthorised access. All data is retained only as long as necessary and securely disposed of in accordance with legal and internal requirements.

SYSTEMS & GOVERNANCE

During the year, we implemented a new Information Rights Management (IRM) policy, strengthening our approach to protecting sensitive data and improving internal controls. This policy enhances data classification, access protocols and confidentiality measures across business units, especially important in our multi-location operational environment.

We also completed key stages in our enterprise systems transformation. Phase 1 of the Oracle Fusion ERP platform covering HR, Finance and core business modules went live in 2024.



DIGITAL & TECHNOLOGICAL ADVANCEMENTS

In 2024, Dulsco Group enhanced its digital interfaces to offer a more streamlined and accessible experience for users. The Group's website underwent key improvements to better meet customer needs, while a new website was launched for Parisima to reflect its updated service offerings.

The integration of Oracle Fusion enabled a more connected and seamless customer journey across platforms. Technology support was extended to 26 key business initiatives, bolstering overall operational resilience. To support collaboration, AI-based video conferencing tools were introduced, and end-user devices were upgraded to boost performance.

Copilot AI tools were launched, and Parisima's Smart Office was implemented to promote smarter working environments. In line with efficient resource management, desk phone usage was reduced by 10%, mobile charges from telecom provider Etisalat lowered by 10%, and internet costs cut by 15% through optimised network traffic. The deployment of Power BI enabled more advanced data analysis and reporting capabilities.

Digital infrastructure across 15 offices was modernised with technology solutions from Etisalat, and network connectivity was strengthened with a 5G-enabled backup solution. Regular data backup processes were upheld to safeguard information assets.

SECURITY MANAGEMENT

In 2024, Dulsco Group continued to strengthen its cybersecurity posture through a range of preventive and responsive measures. 593 devices were upgraded to the latest versions to maintain compliance with current security standards. We have implemented two-factor authentication (2FA) across our systems to ensure secure access and protect sensitive information.

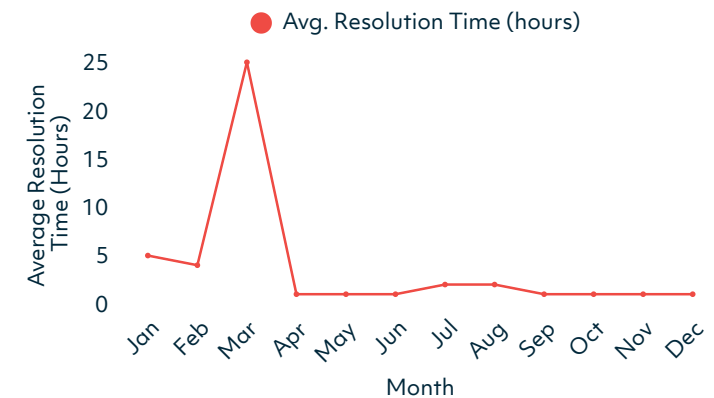
This additional layer of verification prevents unauthorised entry, even if login credentials are exposed. Our cybersecurity framework also includes multiple layers of defense to detect and block threats such as phishing, spam, and other malicious activities.

These measures reflect the Group's structured and proactive approach to digital risk management, ensuring that potential threats are identified and addressed in a timely and effective manner.

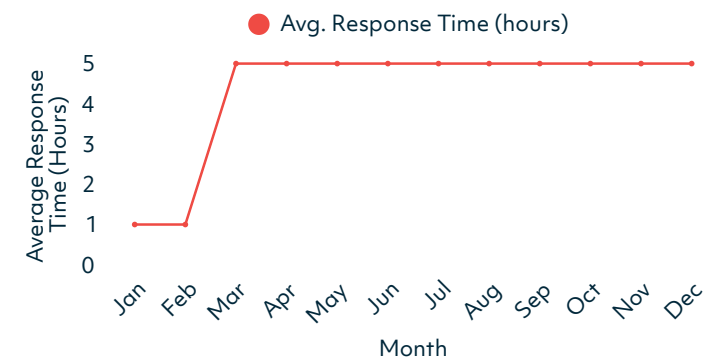


IT SERVICE MANAGEMENT

In 2024, the Dulsco Group Service Desk managed a total of 2,798 tickets, including 2,181 service requests and 617 issue/handholding tickets. The team maintained an average resolution time of 1.8 hours and an average response time of 40 minutes throughout the year.



*Average Resolution Time 1.8 hours



*Average Response Time 40 minutes

05



GOVERNANCE

- ▶ **ACCOUNTABILITY FRAMEWORK**
- ▶ **ETHICAL BUSINESS CONDUCT**
- ▶ **STATUTORY COMPLIANCE & ESG ALIGNMENT**
- ▶ **SUSTAINABLE SUPPLY CHAIN**
- ▶ **STRATEGIC RISK MANAGEMENT**
- ▶ **SUSTAINABLE FINANCE**

GOVERNANCE

At Dulsco Group, we recognise that sound governance structures form the essential framework for responsible business operations. Our organisation strives to foster ethical leadership and decision-making at all levels, whilst embedding sustainability principles within our governance approach.

Our governance framework addresses several critical areas: establishing clear lines of accountability; maintaining rigorous standards for ethical business conduct; ensuring adherence to statutory compliance and ESG alignment; working with supply chain partners who share our commitment to responsibility; strategically mitigating risks and implementing sustainable finance practices.

We acknowledge that effective governance requires ongoing assessment and improvement. Through these efforts, we aim to create value for our stakeholders whilst operating in a manner that respects environmental limits and social considerations.



ACCOUNTABILITY FRAMEWORK

Building on the foundation laid in 2023, where our governance structure focused primarily on functional compliance and risk registers, we advanced our approach in 2024 to move beyond baseline oversight. Dulsco Group has initiated the development of a comprehensive Governance Charter, which aims to formalise our commitment to accountability, transparency, and ethical conduct across all operations. This Charter is expected to be finalised in 2025 and will serve as a guiding framework for leadership and management decisions.

BOARD AND LEADERSHIP STRUCTURE

General Assembly

The General Assembly serves as the highest decision-making body, providing overall direction and oversight to our operations.



Board of Directors

The Board of Directors is responsible for overseeing the company's strategic direction, approving key policies, and monitoring overall performance. It plays a critical role in ensuring strong governance and accountability across the organisation.



TOTAL **2** MEMBERS

PERCENTAGE OF NON-EXECUTIVE MEMBERS



Board Audit & Risk Committee

The Board Audit Committee is responsible for overseeing our financial reporting and audit processes. This committee plays a critical role in maintaining the integrity and transparency of our financial practices.



Leadership Team

The Leadership Team, consisting of seven members, drives the implementation of our strategic goals, ensuring that our operations align with our mission, vision, core values, and purpose.



Senior Management Team

The Senior Management Team, comprising 28 members, executes day-to-day operations, ensuring that our governance principles are upheld at every level of the organisation.



ZERO

ZERO

REPORTED BREACHES OF CODE OF CONDUCT

NUMBER OF GRIEVANCES RELATED TO GOVERNANCE

ETHICAL BUSINESS CONDUCT

The nature of our work puts us in a position of trust with employees, clients, communities, and the ecosystems we serve. Upholding this trust requires more than compliance; it demands a proactive commitment to fairness, dignity, and integrity in every aspect of our operations.

To uphold this responsibility, DulSCO Group aligns its business practices with internationally recognised standards and frameworks that promote ethical, sustainable, and inclusive operations.

These accreditations provide benchmarks for excellence and support our continued improvement in sustainability, service delivery, and workplace well-being. In addition to these certifications, our governance and ethical practices are guided by global framework such as:

Global Frameworks

- The UN Global Compact's Ten Principles, encompassing human rights, labour, environment, and anti-corruption.
- The OECD (Organisation for Economic Co-operation and Development) Guidelines for Multinational Enterprises, offering best-practice guidance for responsible business conduct.
- The ILO (International Labour Organisation) Core Conventions, particularly related to fair labour, non-discrimination, and the elimination of forced or child labour.



Certifications

ISO 9001:2015

Quality Management

ISO 14001:2015

Environmental Management

ISO 45001:2018

Occupational Health and Safety

ISO 15189:2012

Medical Laboratories

POLICIES & PROCEDURES

DulSCO Group maintains a robust set of governance policies that guide ethical behaviour, operational accountability, and regulatory compliance across all business functions. We have key policies in place, which together reflect our organisational commitment to integrity and responsible business conduct.

Key Policies

Code of Ethics and Business Conduct

Ethical Recruitment Policy

Employer–Vendor Relationship Policy

Anti-Bribery Policy

Whistleblowing Policy

Child Labour and Anti-Human Trafficking

Sustainable Procurement Policy

Supplier Code of Conduct

Fraud Policy

Legal Policy

GOVERNANCE TRAINING & INDUCTION

We continued to build governance awareness through targeted training. Governance-related sessions were delivered to board members, senior leaders, and employees across multiple departments. In addition, our legal and HR teams received dedicated sessions on Saudi Labour Law and UAE Labour Law, helping strengthen our regional compliance understanding.

Our employee induction programme has also been updated to include governance and compliance components, ensuring new team members understand our standards and expectations from the outset.

- UAE Labour Law Training – 13 employees – 52 hours
- KSA Labour Law Training – 13 employees – 104 hours

MOVING FORWARD

In line with our ongoing commitment to responsible and ethical business practices, DulSCO Group is in the process of developing an Ethical Labour and Human Rights Protection Policy which will be part of the refined overall HR Group policies and is scheduled for implementation in 2025. This policy will further strengthen our commitment to fair treatment, safe working conditions, and zero tolerance for discrimination or labour exploitation across our operations.

Work is currently in progress to further review and strengthen existing governance policies, including the Whistleblowing Policy, as part of a phased update initiative extending through 2024 and 2025. These efforts aim to ensure continued alignment with emerging legal requirements and stakeholder expectations, and to enhance the effectiveness of our governance and escalation mechanisms.



STATUTORY COMPLIANCE & ESG ALIGNMENT

We recognise that compliance alone is no longer sufficient in today's dynamic regulatory and stakeholder landscape. In 2024, based on an intense materiality refresh exercise, we renamed this material topic from "Statutory Compliance" to "Statutory Compliance & ESG Alignment" to reflect a more comprehensive and integrated approach to governance, one that connects traditional legal obligations with evolving environmental, social, and governance expectations.

This shift acknowledges that corporate accountability today must address both regulatory enforcement and responsible conduct aligned with international sustainability frameworks. It also reflects our increasing interaction with ESG rating agencies, financial institutions and clients who expect transparent, verifiable alignment between business practices and long-term environmental and social impact.



STRENGTHENING STATUTORY COMPLIANCE

In 2023, compliance procedures across the Group were decentralised. In 2024, we adopted a more unified approach by formally implementing the DulSCO Group Legal Policy, which took effect in February 2024.

This policy outlines:

- Clear responsibilities for legal review, contract execution, and litigation oversight.
- Defined accountability for document management and contractual obligations.
- A formalised system to ensure that all material agreements are vetted under appropriate legal scrutiny, with a few predefined exceptions for operational efficiency.

Our legal department now play a centralised and strategic advisory role, providing legal guidance to business units, supporting board activities, and delivering training on legal obligations and corporate governance.

ESG ALIGNMENT

In parallel with strengthening our legal framework, we have worked to align our internal practices with recognised ESG standards and frameworks.

These efforts support our commitment to meeting external ESG rating criteria and contribute to broader sustainability objectives, including alignment with the UAE's Net Zero 2050 Strategic Initiative.

Key actions includes:

- Alignment with GRI reporting frameworks.
- Participating in EcoVadis assessments, where Dulsco Group achieved a silver rating, placing us among the top-rated companies in our sector for sustainability performance.
- Recognition by the Dubai Chamber with the ESG Label in 2024, reflecting our commitment to responsible business practices.
- Adoption of an updated Environmental Sustainability Policy, outlining our operational principles and environmental management approach.
- Receipt of a Carbon Savings Certificate from Neutral Fuels, recognising measurable reductions in emissions through circular and low-carbon practices.
- Implementing ISO 14001 Environmental Management principles where applicable.
- Multiple sustainability awards received in 2024 for excellence in responsible procurement, environmental impact, and ESG.



SUSTAINABLE SUPPLY CHAIN

CIPS Ethical Procurement Recognition

In 2024, Dulsco Group was honoured with the Chartered Institute of Procurement & Supply (CIPS) MENA Corporate Ethics in Procurement and Supply Chain Award. This recognition acknowledges our rapid progress in implementing ethically driven procurement processes throughout our operations.

As part of our ongoing professional development programme, all procurement team members are required to have successfully completed the CIPS Corporate Ethics training. The curriculum encompasses essential modules on ethics, anti-bribery protocols, and responsible procurement practices. Following the training, participants undergo a formal assessment, with all team members demonstrating proficiency by successfully passing the examination.



SUPPLIER CODE OF CONDUCT & ESG ONBOARDING

In 2024, we implemented a mandatory Supplier Code of Conduct across our procurement operations. This policy provides a clear set of expectations from our suppliers regarding ethical business practices, environmental responsibility, and social standards. Our updated Procurement Policy now requires all new suppliers to provide data specific to ESG and QHSE related criteria, which have been systematically integrated into our supplier onboarding procedures.

It covers key areas including human rights, labour practices, quality, health and safety standards, business ethics, and environmental management. To ensure adherence, we have developed a structured assessment process to evaluate supplier compliance with these requirements as part of both the initial screening and ongoing relationship management.

This enhancement represents a practical step in our responsible sourcing journey, allowing us to better manage supply chain risks while encouraging continuous improvement in sustainability performance throughout our value chain.

AUDITS & COMPLIANCE

In 2024, we conducted four supplier audits to assess Environmental, Social, and Governance (ESG) performance across our supply chain. These audits evaluated suppliers' practices in areas including environmental impact, labour standards, and ethical business conduct. We have scheduled eight additional audits for 2025, prioritising strategic suppliers where we identified opportunities for deeper ESG alignment.

4 supplier audits conducted in 2024

8 additional supplier audits scheduled for 2025



Digitisation & Systems

In 2024, procurement operations were fully digitised, covering quotations, purchase orders, invoices, and dashboard reporting. This transformation follows the partial automation of our procurement systems in 2023. The implementation of Oracle Fusion ERP has also simplified supplier onboarding.



SUPPLIER ENGAGEMENT PLAN: 2025 & BEYOND

Building on our supplier engagement efforts, we have developed several targeted initiatives for implementation in 2025.

We will host a key supplier workshop focused on ESG awareness and compliance, providing practical guidance on our sustainability expectations and creating a forum for knowledge sharing. This collaborative approach aims to support suppliers in understanding and meeting our ESG requirements while addressing common challenges.

Additionally, we plan to launch a supplier awards programme to recognise ESG leadership and performance among our supply chain partners. This initiative will highlight exemplary practices and innovations in sustainability, encouraging continuous improvement across our supplier network.

To strengthen our supplier management systems, we plan to grow the team to enable more efficient supplier quality and ESG management. These additions to the team will help to update and align supplier records with our current ESG requirements. Moving forward, we are planning to develop a supplier toolkit to assist suppliers in meeting our standards and expectations. This toolkit will provide comprehensive guidelines and resources to support suppliers in aligning with our ESG and policy requirements.

IN-COUNTRY VALUE (ICV)

The UAE's In-Country Value (ICV) programme represents a strategic alignment between our operations and national economic development priorities. Our participation in the ICV framework operates through four operational components: Third-party Spends; Emiratisation; Investment Strategy; and Expat Contributions.

Our integration with the ICV programme supports measurable contributions to the UAE's economic resilience and diversification goals. By increasing domestic supply chain engagement, developing UAE national talent within our organisation, and directing capital investment towards local markets, we are helping to build a more robust and inclusive economy. In parallel, these actions complement broader national sustainability ambitions by embedding long-term value creation and operational resilience across our service lines.

Third-Party Spends

Our procurement strategy emphasises domestic sourcing to minimise carbon footprint whilst supporting local economic development. Personal protective equipment (PPE), staff uniforms, and vehicle fleet procurement including vans and buses, are done via UAE-based suppliers who are encouraged to demonstrate their own local contributions through an ICV assessment of their own.

This localised supply chain approach reduces transportation-related emissions whilst strengthening domestic manufacturing capabilities.

Fleet acquisition and safety equipment sourcing through local channels support regional supply networks and contribute to reduced logistics complexity across our operations. It enables shorter supply chains, faster response times for equipment replacement, and direct economic contribution to UAE-based manufacturing and distribution sectors.

Emiratisation

Our employee strategy prioritises the recruitment and development of Emirati talent in alignment with national objectives. We have overachieved our Emiratisation targets since the inception of mandatory regulations which reflect our commitment as an organisation towards nurturing Emirati talent.



The approach focuses on identifying and developing local talent whilst meeting operational requirements. This recruitment strategy supports national workforce development goals whilst ensuring our teams possess the skills necessary for effective service delivery. This programme extends to our customers where we encourage the mobilisation of Emiratis within their organisation.

Expat Contribution

We prioritise ethical labour standards by ensuring fair wages and maintaining respectful, compliant working conditions monitored through ongoing independent audits to ensure accountability.

Investment Strategy

Our investment in energy-efficient machinery and electric vehicles supports operational sustainability objectives. The Electric Bus Programme in Dubai serves as the foundation for broader fleet electrification across UAE operations.

This approach enables systematic carbon footprint reduction through technology adoption whilst providing performance data to inform expansion decisions. Equipment procurement now incorporates energy efficiency criteria alongside traditional cost and performance factors.

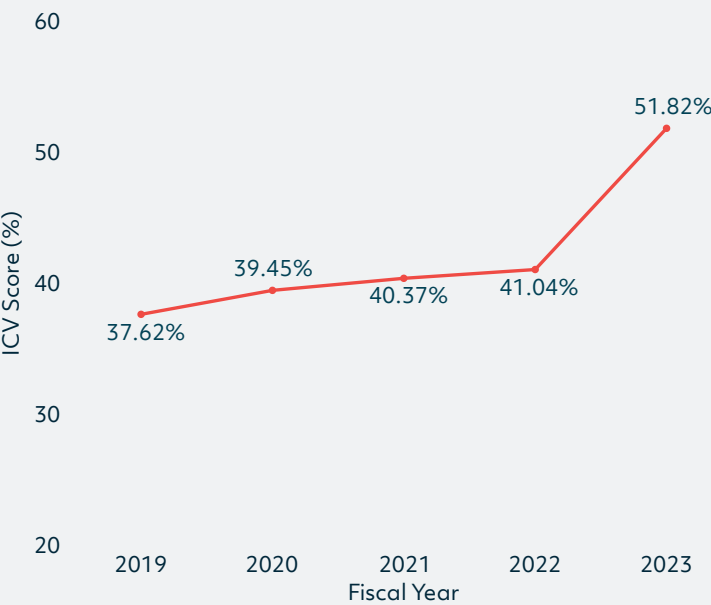
Our investment in infrastructure across the UAE allows our base operations to be closer to the customer markets which reduces carbon emissions.

ICV Score

For 2023, our Abu Dhabi entity, 'Dulscos Solutions' recorded a notable improvement in its In-Country Value (ICV) score, rising from 41.04% to 51.82%. This upward trajectory reflects our continued focus on enhancing local economic contribution through sustainable business practices. Our transition to in-house procurement has allowed greater control over sourcing decisions, enabling more robust alignment with national ICV objectives. We also advanced the development of a digital sustainability dashboard, designed to monitor and evaluate supplier ICV scores and sustainability metrics in real time.

Looking ahead, we are on track to implement a formal supplier evaluation framework by 2025, anchored in ICV performance and sustainability standards. These steps form part of our broader effort to localise supply chains, reduce carbon emissions from freight, and contribute to the UAE's Net Zero ambitions.

Year-on-Year Growth in ICV Score



STRATEGIC RISK MANAGEMENT

In 2024, Dulsco Group continued to strengthen its approach to risk management as a practical means of supporting business continuity and sustainable performance. Across our operations, we maintain a focus on identifying evolving risks and emerging issues ranging from regulatory developments to environmental and operational factors. This ongoing process enables us to take informed actions, adapt to changing circumstances, and ensure that our services remain reliable and compliant.



RISK MANAGEMENT FRAMEWORK

We implemented a systematic risk management approach during 2024 that enabled prompt detection and response to emerging threats. The framework incorporated routine evaluations, scenario modelling, and contingency planning throughout our operational divisions.

Our Strategic Risk Register continues to be actively maintained by the Finance team, ensuring visibility and tracking of critical business risks. To enhance organisational resilience, we have also initiated the Business Continuity Planning (BCP) certification process, which is currently underway. These steps, including the BCP certification process, strengthen our ability to respond to disruptions by outlining procedures to maintain essential functions and safeguard our sustainability efforts.

SECTOR SPECIFIC RISK MITIGATION

Dulsco Group operates across people solutions, environmental solutions, talent solutions and energy recruitment solutions through a risk management system that addresses sector-specific challenges. We evaluate environmental and social impacts alongside health and safety conditions at client sites where our people work.

Our compliance processes align with local regulatory frameworks while maintaining consistent safety standards for employees and protecting the environment, enabling sustained operations across different regulatory environments and maintaining protection standards for personnel and surrounding communities. Each operational sector receives risk mitigation measures that correspond to the particular hazard profile and client requirements.

The approach focuses on practical implementation rather than standardised protocols, allowing us to address the distinct risk characteristics present in environmental services, workforce deployments, and talent management activities.

COMPLIANCE & MONITORING

Our compliance framework operates through continuous oversight of risk management systems, enabling rapid adjustment to shifting regulatory requirements, market developments, and new risk factors. This responsive methodology supports improved operational performance whilst strengthening our sustainability outcomes. We track regulatory developments and industry patterns to identify potential impacts before they affect operations. The monitoring system provides early indicators that allow for timely process adjustments and resource allocation.



SUSTAINABLE FINANCE

Sustainable finance has emerged as an important material topic for Dulsco Group, reflecting our commitment to integrating ESG considerations into our financial strategies. As businesses increasingly recognise the importance of sustainability, aligning financial performance with ESG outcomes has become essential for long-term success and resilience.

The importance of sustainable finance lies in its ability to drive positive environmental and social impacts while ensuring economic viability. Sustainable finance supports the transition to a low-carbon economy while promoting innovation and sustainable growth.

In 2024, Dulsco Group was approved for the newly launched HSBC Sustainability Improvement Loan, a financing product tailored for mid-sized corporates in the UAE that links borrowing costs directly to a company's EcoVadis score, which evaluates ESG performance.

The structure is performance-based: a higher ESG rating results in a lower interest rate, creating a direct incentive for sustainable improvement. Dulsco Group was one of the two businesses accepted for this loan, reflecting the strength of our sustainability credentials. As mentioned earlier in the report, we improved our EcoVadis rating from Bronze to Silver in 2024.

While we have not yet availed the loan, securing approval marks a significant milestone in our sustainable finance journey. It provides us with the option to access preferential financing aligned with our ESG objectives, reinforcing our broader efforts to link sustainability performance with financial value creation.

06



APPENDIX

- ▶ **RESTATEMENT OF INFORMATION**
- ▶ **EXTERNAL STAKEHOLDER ENGAGEMENT RESULTS**
- ▶ **DATA PERFORMANCE TABLES**
- ▶ **GRI CONTENT INDEX WITH ESRS REFERENCES**

RESTATEMENT OF INFORMATION

We have restated certain data from previous reporting year, specifically greenhouse gas (GHG) emissions and electricity consumption in this Sustainability Report, following enhancements in our data collection methodologies. These improvements have allowed us to present more accurate and consistent information, reflecting a more complete and reliable view of our environmental performance.

The key impacts of the restatements are as follows:

- Scope 1 GHG emissions for 2023 have been updated from 26,545 tonnes CO₂e to 27,263 tonnes CO₂e, reflecting an increase of 718 tonnes due to improved data accuracy and refinement of emission factors.
- Scope 2 GHG emissions for 2023 have been revised from 8,071 tonnes CO₂e to 7,967 tonnes CO₂e, representing a decrease of 104 tonnes, following the refinement of emission factors and activity data.
- Electricity consumption data for 2023 was previously reported in kilowatts (kW) for both renewable and non-renewable sources due to a discrepancy in reporting. In the 2024 report, we have corrected this by presenting all electricity consumption figures in kilowatt-hours (kWh), aligning with standard reporting conventions and improving comparability across reporting periods.

These restatements primarily result from the correction of previously reported figures, the incorporation of previously untracked assets identified through enhanced asset tracking processes, and updates to emission factors in line with the latest methodological guidance, all of which have improved data accuracy and reporting consistency.



EXTERNAL STAKEHOLDER ENGAGEMENT RESULTS

At Dulsco Group, we prioritise ongoing dialogue with stakeholders to align our sustainability efforts with their expectations. In 2024, we conducted both external stakeholder surveys and in-depth interviews with key clients and partners to capture feedback on our environmental, social, and governance (ESG) performance.

SURVEY RESULTS

Conducted with 44 external stakeholders, the survey highlighted strong confidence in Dulsco Group's sustainability performance, employee engagement, and transparent ESG communication.

91%

believe Dulsco Group demonstrates a clear commitment to sustainability.

84%

consider Dulsco Group's ESG communication transparent and consistent.

89%

agree that Dulsco Group supports employee well-being and diversity.

82%

believe Dulsco Group's leadership is responsive to sustainability concerns.

86%

see Dulsco Group as actively engaging communities and stakeholders.

80%

say Dulsco Group is a sector leader in sustainability.



Stakeholders Recommendations:

Stakeholders highlighted opportunities for deeper ESG collaboration and capacity building through joint initiatives, knowledge-sharing platforms, and co-developed sustainability solutions.

EXTERNAL STAKEHOLDER ENGAGEMENT: INTERVIEW INSIGHTS

WE HELD IN-DEPTH INTERVIEWS WITH NINE SENIOR REPRESENTATIVES FROM KEY EXTERNAL STAKEHOLDERS TO GAIN QUALITATIVE INSIGHTS.

HIGHLIGHTS

Trusted Partner during Crisis

- Two clients commended Dulsco Group's rapid response and dependable support during the April 2024 disruption.
- Recognised for consistent service delivery under pressure.

Commitment to Transparency

- Appreciated by clients for open, two-way sustainability discussions.

Responsiveness to Client Needs

- Highlighted by clients for agility in addressing urgent needs and custom solutions.

People-first Approach

- Two clients highlighted Dulsco's focus on employee welfare and recognition as a reflection of strong leadership.

Collaborative Sustainability Efforts

- One client identified Dulsco as a capable co-developer of circular economy models through strategic partnerships.
- Another emphasised the potential for trilateral collaborations to drive innovation across the value chain.

Clients seek centralised and real-time dashboards

- Three clients requested data visualisation tools.

Waste & Circularity are high priorities

- A few clients emphasised landfill diversion, oil reprocessing, and recycling partnerships.

Innovation Expectation

- One client urged proactive, rather than reactive, ESG solutions.

Community & Staff welfare

- Some clients highlighted increased expectations around safety, welfare, and awareness of household safety.

Priority
Focus Areas

WASTE & CIRCULARITY

WORKFORCE WELFARE

DATA PERFORMANCE TABLES

DULSCO GROUP

GHG Emission Data

Description	Unit	2023	2024
Scope 1	tCO ₂ e	27,262.84	27,236.18
Scope 2	tCO ₂ e	7,968.95	8,081.57
Scope 3	tCO ₂ e	NA	1,182.90

Electricity Data

Description	Unit	2023	2024
Total Electricity Consumption	kWh	19,391,955.13	19,385,287.03
Total Renewable Electricity Consumption	kWh	175,888.00	274,072.00
Total Non-Renewable Electricity Consumption	kWh	19,216,067.13	19,111,215.03

Fuel Consumption Data

Description	Unit	2023	2024
Total Petrol Consumption	Litres	1,966,569.22	2,000,483.87
Total Diesel Consumption	Litres	7,094,033.17	5,954,583.37
Total Biodiesel Consumption	Litres	319,491.79	1,847,013.06
Total Natural Gas Consumption	Cubic Meter	52,942.66	4,030.49

Waste Management Data

Business Unit	Waste Emissions (tCO ₂ e)	Total Waste Generated (Tonnes)	Recyclables (Tonnes)	Waste to Energy (Tonnes)	Waste Sent to Landfill (Tonnes)
DulSCO People	49.53	1,426.37	9.32	1,282.16	134.89
DulSCO Environment	14.63	259.52	3.95	212.52	43.05
Parisima	0.05	1.16	0.004	1.02	0.13
AGR	0.43	2.51	1.52	0.00	0.99
DulSCO Group Support Services	99.04	827.35	531.04	128.21	168.09
DulSCO Group	163.68	2,516.90	545.84	1,623.91	347.15

Water and Effluents

DulSCO Group	Unit	2023	2024
Total Water Consumption	Litres	381,242,381.00	349,054,132.00
Total Water Reclaimed	Litres	24,854,000.00	30,614,000.00

Emissions Avoided by DulSCO Waste Treatment and Recycling facilities (tCO₂e)

Description	2023	2024
MRF	21,157.00	52,331.21
LTF	1,196.00	470.47
C&D	353,306.00	6,609.73
RDF	NA	168.39
DulSCO Environment Business Operations	NA	48,821.10

EMISSIONS BY BUSINESS ENTITY

DulSCO People	Unit	2023	2024
Scope 1	tCO ₂ e	9,491.46	11,218.17
Scope 2	tCO ₂ e	5,228.09	5,381.46
Scope 3	tCO ₂ e		323.43

DulSCO Environment	Unit	2023	2024
Scope 1	tCO ₂ e	17,686.02	15,929.52
Scope 2	tCO ₂ e	2,121.45	2,065.43
Scope 3	tCO ₂ e		277.06

Parisima	Unit	2023	2024
Scope 1	tCO ₂ e	2.11	1.94
Scope 2	tCO ₂ e	29.36	24.64
Scope 3	tCO ₂ e		80.07

AGR	Unit	2023	2024
Scope 1	tCO ₂ e	NA	NA
Scope 2	tCO ₂ e	8.82	8.24
Scope 3	tCO ₂ e		83.68

DulSCO Group Support Services	Unit	2023	2024
Scope 1	tCO ₂ e	83.26	86.55
Scope 2	tCO ₂ e	581.24	601.81
Scope 3	tCO ₂ e		418.65

FUEL CONSUMPTION BY BUSINESS ENTITY

DulSCO People	Unit	2023	2024
Diesel	Litres	1,261,647.26	595,119.51
LPG	Litres	418,129.78	420,958.88
Petrol	Litres	1,639,816.73	1,646,266.79
CNG	Cubic Metres	52,942.66	4,030.49
Biodiesel	Litres	318,492.11	1,847,013.06

DulSCO Environment	Unit	2023	2024
Diesel	Litres	5,825,616.11	5,353,600.77
LPG	Litres	94,016.63	98,054.18
Light-end Fuel	Litres	34,246.00	26,402.00
Petrol	Litres	309,498.01	331,070.45
Biodiesel	Litres	999.68	NA

Parisima	Unit	2023	2024
LPG	Litres	644.41	722.48

DulSCO Group Support Services	Unit	2023	2024
Diesel	Litres	6,769.80	5,863.09
LPG	Litres	4,541.83	5,240.20
Petrol	Litres	17,254.48	23,146.63

DULSCO GROUP QHSE RELATED DATA

Man-Hours Worked

Description	Unit	2023	2024
Total Man-hours	Number	42,436,222	44,613,037

Recordable Injuries

Description	Unit	2023	2024
Number of recordable injuries	Number	737	448

Training

Description	2023		2024	
	Number of Sessions	Number of Participants	Number of Sessions	Number of Participants
Regulatory training	1,822	20,783	1,409	15,925
Other QHSE training	1,046	30,241	1,127	30,991

Toolbox Talks

Description	2023		2024	
	Number of Sessions	Number of Participants	Number of Sessions	Number of Participants
Toolbox talks	22,257	262,398	22,099	351,956

QHSE

Description	Unit	2022	2023	2024
Number of employees covered by OHS system	Percentage	100%	100%	100%
Number of employees participating in health and safety committees	Number	80	92	114

AFR (Accident Frequency Rate)

Description	Unit	2023	2024
Number of recordable injuries	Number	1.88	1

ASR (Accident Severity Rate)

Description	Unit	2023	2024
Number of recordable injuries	Number	0.14	0.08

QHSE RELATED DATA BY BUSINESS ENTITY

DulSCO Group Support Services and Parisma

Description	Unit	2023	2024
Number of workers covered by OHS system	Number	100%	100%
Number of workers participating in health and safety committees	Number	84	102

DulSCO People

Description	Unit	2023	2024
Number of workers covered by OHS system	Number	100%	100%
Number of workers participating in health and safety committees	Number	5	8

DulSCO Environment

Description	Unit	2023	2024
Number of workers covered by OHS system	Number	100%	100%
Number of workers participating in health and safety committees	Number	3	4

Man-Hours Worked

Description	Unit	2023	2024
DulSCO People	Number	37,999,187	39,901,827
DulSCO Environment	Number	4,356,227	4,617,183
AGR	Number	80,808	94,027

Number of Recordable Injuries

Description	Unit	2023	2024
DulSCO People	Number	633	399
DulSCO Environment	Number	102	48
AGR	Number	2	1

DULSCO GROUP

Employee Composition

Business Unit	% of Total Employees	Number of Employees	
		Women	Men
DulSCO People	86.66%	257	18,271
DulSCO Environment	6.16%	16	1,301
DulSCO Group Support Services	2.40%	109	406
Parisima	4.54%	204	768
AGR	0.21%	17	30
Total	100%	603	20,776
		21,379	

Employee by Age

Business Unit	18 to 30 Years	31 to 50 Years	51 Years & Above	Total
DulSCO People	9,453	8,724	351	18,528
DulSCO Environment	446	822	49	1,317
DulSCO Group Support Services	176	316	23	515
Parisima	320	632	20	972
AGR	32	14	1	47

Employee by Management

Management Level	DulSCO People	DulSCO Environment	DulSCO Group Support Services	Parisima	AGR	Total
Leadership Team	1	0	4	1	1	7
Senior Management	7	4	11	3	3	28
Middle Management	31	25	40	12	5	113
Non-Management	162	97	199	24	38	520

New Hire by Age

Business Unit	18 to 30 Years	31 to 50 Years	51 Years & Above	Total
DulSCO People	3,854	2,231	31	6,116
DulSCO Environment	88	83	0	171
DulSCO Group Support Services	57	64	2	123
Parisima	169	247	5	421
AGR	6	0	0	6

DULSCO GROUP

Women Representation in Senior Management

Women by Management Level	DulSCO Group
Senior Management	9
Middle Management	26
Non-Management	162

Emiratization

Description	Unit	Women	Men	Total
Percentage of Nationalisation of Senior Management	%	0	100%	7%
Total Number of National Employees	Number	89	32	121

ICV Score for DulSCO Solutions

Fiscal Year	ICV Score (%)
2019	37.62%
2020	39.45%
2021	40.37%
2022	41.04%
2023	51.82%

IT Service Desk Average Resolution and Response Time

Month	Avg. Resolution Time (hours)	Avg. Response Time (hours)
Jan	5	1
Feb	4	1
Mar	2.5	1
Apr	1	0.5
May	1	0.5
Jun	1	0.5
Jul	2	0.5
Aug	1	0.5
Sep	1	0.5
Oct	1	0.5
Nov	1	0.5
Dec	1	0.5
Average	1.8	0.6

GRI CONTENT INDEX WITH ESRS REFERENCES

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
GRI 2: General Disclosures 2021	2-1 Organizational details	7-15		
	2-2 Entities included in the organization's sustainability reporting			ESRS1 5.1; ESRS 2 BP-1
	2-3 Reporting period, frequency and contact point	6		ESRS 1
	2-4 Restatements of information	114		ESRS 2 BP-2
	2-5 External assurance	Not Applicable		
	2-6 Activities, value chain and other business relationships	10		SBM-1
	2-7 Employees	71, 81		SBM-1; S1
	2-8 Workers who are not employees	Not Applicable		ESRS S1
	2-9 Governance structure and composition	15,101		GOV-1; G1
	2-10 Nomination and selection of the highest governance body			
	2-11 Chair of the highest governance body			
	2-12 Role of the highest governance body in overseeing the management of impacts			GOV-1,2; G1
	2-13 Delegation of responsibility for managing impacts			GOV-1,2; G1
	2-14 Role of the highest governance body in sustainability reporting	15		GOV-5; IRO-1
	2-15 Conflicts of interest	101-103		
	2-16 Communication of critical concerns			GOV-2; G1
	2-17 Collective knowledge of the highest governance body	15		ESRS 2 GOV-1
	2-18 Evaluation of the performance of the highest governance body			
	2-19 Remuneration policies	Not Applicable		GOV-3; E1
	2-20 Process to determine remuneration			GOV-3
	2-21 Annual total compensation ratio			S1
	2-22 Statement on sustainable development strategy	16-23		SBM-1
	2-23 Policy commitments	101-103		GOV-2,4; S1; S2; S3; S4; G1; MDR
	2-24 Embedding policy commitments			
	2-25 Processes to remediate negative impacts			S1; S2; S3; S4;G1
	2-26 Mechanisms for seeking advice and raising concerns			SMB-3; E2; S1; G1
	2-27 Compliance with laws and regulations			
	2-28 Membership associations	Not applicable due to local UAE regulations		G1; MDR
	2-29 Approach to stakeholder engagement	21-23		SMB-2; S1; S2; S3; S4
	2-30 Collective bargaining agreements	Not applicable due to local UAE regulations		S1

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Material Topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	21-23		ESRS 2 BP-1; SBM-3
	3-2 List of material topics			
GRI 3: Material Topics 2021	3-3 Management of material topics			
Economic performance				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Not Applicable		ESRS 2; SBM-1
	201-2 Financial implications and other risks and opportunities due to climate change	111		SBM-3; ESRS 2; E1
	201-3 Defined benefit plan obligations and other retirement plans	Not Applicable		
	201-4 Financial assistance received from government			
Market presence				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage			S1
	202-2 Proportion of senior management hired from the local community	82		S3; ESRS 1; MDR
Indirect economic impacts				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	88-95		S3
	203-2 Significant indirect economic impacts			S1; S2; S3;S4
Procurement practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 106		ESRS 1; G1; S3; MDR
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	108		
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 101		G1
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	110		
	205-2 Communication and training about anti-corruption policies and procedures	103		
	205-3 Confirmed incidents of corruption and actions taken	101		

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Anti-competitive behaviour				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		
GRI 206: Anti-competitive behaviour 2016	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices			
Tax				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		
GRI 207: Tax 2019	207-1 Approach to tax			
	207-2 Tax governance, control, and risk management			
	207-3 Stakeholder engagement and management of concerns related to tax			
	207-4 Country-by-country reporting			
Materials				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 30, 45-46		E5
GRI 301: Materials 2016	301-1 Materials used by weight or volume	30-33, 45-46		
	301-2 Recycled input materials used			E5; ESRS 1; MDR
	301-3 Reclaimed products and their packaging materials			
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 40-41		E1; ESRS 1; MDR
GRI 302: Energy 2016	302-1 Energy consumption within the organization	40-41		
	302-2 Energy consumption outside of the organization			
	302-3 Energy intensity			
	302-4 Reduction of energy consumption			
	302-5 Reductions in energy requirements of products and services			
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 48		E2; E3; MDR;SBM-3; ESRS 2
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	48-50		
	303-2 Management of water discharge-related impacts			
	303-3 Water withdrawal			
	303-4 Water discharge			
	303-5 Water consumption			
Biodiversity				
GRI 304: Biodiversity 2016	3-3 Management of material topics	Not Applicable		E4
	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas			
	304-2 Significant impacts of activities, products and services on biodiversity			
	304-3 Habitats protected or restored			
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations			

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Emissions				
GRI 305: Emissions 2016	3-3 Management of material topics	23, 38-39		E1; E2
	305-1 Direct (Scope 1) GHG emissions	38-39		
	305-2 Energy indirect (Scope 2) GHG emissions			
	305-3 Other indirect (Scope 3) GHG emissions			
	305-4 GHG emissions intensity			
	305-5 Reduction of GHG emissions			
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions			
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 45		ESRS 2; E5; SBM-3
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	45-46		
	306-2 Management of significant waste-related impacts			
	306-3 Waste generated			ESRS 1; E2; E5; MDR
	306-4 Waste diverted from disposal			E5
	306-5 Waste directed to disposal			
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 106		G1; ESRS 2; SBM-3
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	106-107		
	308-2 Negative environmental impacts in the supply chain and actions taken			
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 71		S1; S2
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	81-82		
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	69-70		
	401-3 Parental leave			
Labor/management relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 72		S1; S2
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	72		S1; ESRS 1; MDR

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 56		S1;S2
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	56-65		
	403-2 Hazard identification, risk assessment, and incident investigation			
	403-3 Occupational health services			
	403-4 Worker participation, consultation, and communication on occupational health and safety		S1; ESRS1; MDR	
	403-5 Worker training on occupational health and safety			
	403-6 Promotion of worker health			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		S2	
	403-8 Workers covered by an occupational health and safety management system		S1	
	403-9 Work-related injuries		S1	
Training and education				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 73		S1; S2
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	73-75		S1
	404-2 Programs for upgrading employee skills and transition assistance programs			
	404-3 Percentage of employees receiving regular performance and career development reviews	81		
Diversity and equal opportunity				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 70		S1; S2
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	70-71, 101		S1; GOV1; ESRS 2
	405-2 Ratio of basic salary and remuneration of women to men	Not Applicable		S1
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	72		S1; S2; S4
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken			S1
Freedom of association and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not applicable (N/A) due to local UAE regulations		S1; S2
GRI 407: Freedom of Association and Collective Bargaining 2016	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk			ESRS 1; MDR
Child Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	72		S1; S2
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor			

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Forced or Compulsory Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		S1; S2
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor			
Security Practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		S3
GRI 410: Security Practices 2016	410-1 Security personnel trained in human rights policies or procedures			S3; ESRS 1;MDR
Rights of Indigenous People				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		S3
GRI 411: Rights of Indigenous Peoples 2016	411-1 Incidents of violations involving rights of indigenous peoples			
Local communities				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 88		S3
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	88-95		
	413-2 Operations with significant actual and potential negative impacts on local communities	Not Applicable		ESRS 2; S3; SBM-3
Supplier social assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 106		G1
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	106		
	414-2 Negative social impacts in the supply chain and actions taken			ESRS 2; SBM-3
Public Policy				
GRI 415: Public Policy 2016	415-1 Political contributions	Not Applicable		G1
Customer health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	21-22, 56		S4
	416-1 Assessment of the health and safety impacts of product and service categories	56-65		S4; ESRS 1; MDR
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	NA		S4
Marketing and labeling				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		S4
GRI 417: Marketing and Labeling 2016	417-1 Requirements for product and service information and labeling			S4; ESRS 1; MDR
	417-2 Incidents of non-compliance concerning product and service information and labeling			S4
	417-3 Incidents of non-compliance concerning marketing communications			
Customer privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	23,96		S4
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data			

SUSTAINABILITY
IS NOT A DESTINATION;
IT IS A JOURNEY **WE WALK TOGETHER,**
SHAPING A FUTURE WHERE PEOPLE AND PLANET
THRIVE IN HARMONY.



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