DULSCO GROUP

SUSTAINABILITY REPORT 2025

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INTRODUCTION AND STRATEGY

01

About this Report

Dulsco Group CEO's Message

Highlights from 2025

About Dulsco Group

Sustainability at Dulsco Group

This marks Dulsco Group's third annual Sustainability Report, covering the period from 1 January to 31 December 2025 and prepared in accordance with the Global Reporting Initiative (GRI) Standards, without external assurance or a new materiality assessment during this reporting cycle. The year also marked the Group's 90th anniversary, with the Group CEO highlighting stronger client relationships, continued digital transformation, a reduction in the Accident Frequency Rate and external recognition.

ABOUT THIS REPORT

This report presents Dulsco Group's sustainability performance for the period 1 January to 31 December 2025 and marks the organisation's third annual Sustainability Report. It provides an overview of the Environmental, Social, and Governance (ESG) initiatives, management approaches, and performance achieved during the reporting year, together with progress against key sustainability priorities.

The report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards 2021, which has been used to guide the structure of disclosures and the reporting of material sustainability information. Unless otherwise stated, the information presented covers the Group-wide activities including Dulsco People, Dulsco Environment, Parisima, Advance Global Recruitment (AGR) and Dulsco Group Support Services.

The material topics and stakeholder priorities presented in this report continue to be based on the materiality assessment and stakeholder engagement undertaken in 2024. No additional materiality assessment or stakeholder engagement exercise was conducted during the 2025 reporting period.

Leadership changes occurring after the reporting period end date but before publication are disclosed here for transparency and are not reflected in the 2025 performance data.

All information included in this report has been reviewed internally to support the accuracy and reliability of reported data. The report has not been subject to independent external assurance.

SCOPE AND TERMINOLOGY

The sustainability information contained in this report relates to Dulsco Group's operations during the period 1 January to 31 December 2025. The reporting boundary includes all subsidiaries and significant business operations unless otherwise indicated.

Where specific datasets are subject to reporting limitations or differences in scope, these have been disclosed within the relevant sections to support the interpretation of reported information.

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 esg@dulsco.com.

CAUTIONARY STATEMENT

Certain information presented in this report describes Dulsco Group's future priorities, planned initiatives, and strategic direction. These statements reflect management expectations at the time of publication and should be considered in the context of the assumptions on which they are based.

Future outcomes may differ from those described as a result of changes in economic conditions, market developments, regulatory requirements, or other factors beyond the organisation's control. Accordingly, these statements should not be regarded as commitments or guarantees of future performance.

DULSCO GROUP CEO'S MESSAGE

GROUP CEO - DULSCO GROUP

David Stockton

As we celebrate 90 years of Dulsco Group, I am proud to present our third Sustainability Report. This milestone provides an opportunity not only to reflect on how far we have come, but also to recognise the responsibility that comes with supporting our clients, communities and partners in a rapidly changing world. Over the past nine decades, Dulsco Group has continued to evolve, and throughout 2025 we remained focused on building a stronger, more resilient organisation that creates long-term value for all our stakeholders.

The year was marked by continued progress across our business. Dulsco Group strengthened relationships with existing clients, welcomed new clients, and continued investing in the technologies, systems and capabilities that will support future growth. Digital transformation also gathered momentum, with advancements in data, artificial intelligence and business applications improving operational efficiency, strengthening decision-making, and enhancing the services we deliver.

Celebrating our 90th anniversary also provided an opportunity to recognise the people who have shaped Dulsco Group's journey. Through the DG90 Gala Evening, we celebrated the dedication and commitment of our staff, whose professionalism, expertise and shared values have been instrumental in the organisation's growth over the past nine decades. Their contribution remains fundamental to delivering the high standards of service our clients expect and trust.

Safety continues to define how we operate. During the year, we further strengthened our safety management approach, expanded quality, health, safety and environmental initiatives, and continued investing in systems and behaviours that protect our people. These efforts contributed to a 43% reduction in Accident Frequency Rate and a 50% reduction in Accident Severity Rate compared with the previous year. While these results are encouraging, our commitment remains unchanged: to ensure that everyone returns home safely every day.

Our sustainability journey also continued to mature during the year. The establishment of a dedicated ESG Unit strengthened governance and accelerated the integration of sustainability across Dulsco Group. Continued external recognition, including the Majra Impact Seal Gold Status, the achievement of the Dubai Chamber ESG Label, the EcoVadis Silver Medal, Taqdeer five-star rating, together with several regional sustainability awards, reflected the organisation's ongoing progress across its environmental, social and governance programmes.

Our people remained at the heart of this progress. During the year, Dulsco Group introduced a new Group-wide culture framework built around five shared values and seven core behaviours to strengthen leadership, performance and employee development. The Group also expanded its employee well-being programme, delivering initiatives focused on physical fitness, health, well-being, engagement and community support, which reached more than 7,500 participants. Beyond the workplace, employees contributed over 3,000 volunteering hours across 46 community initiatives.

As part of its business operations, Dulsco Environment managed more than 3.91 million tonnes of waste and prevented over 1.04 million tonnes from being sent to landfill through recycling, recovery and waste-to-energy treatment, supporting the transition towards a more circular economy.

None of this progress would have been possible without the commitment of our people and the trust placed in us by our clients and partners. Their collaboration continues to inspire us to improve, innovate, and deliver solutions that create lasting value for the communities we serve.

Looking ahead, we will continue to strengthen client relationships, invest in technology and data capabilities, advance our sustainability agenda, and maintain our unwavering focus on safety. Guided by our shared values and culture, we will continue building a resilient organisation that creates long-term value for our people, clients and the communities we serve.

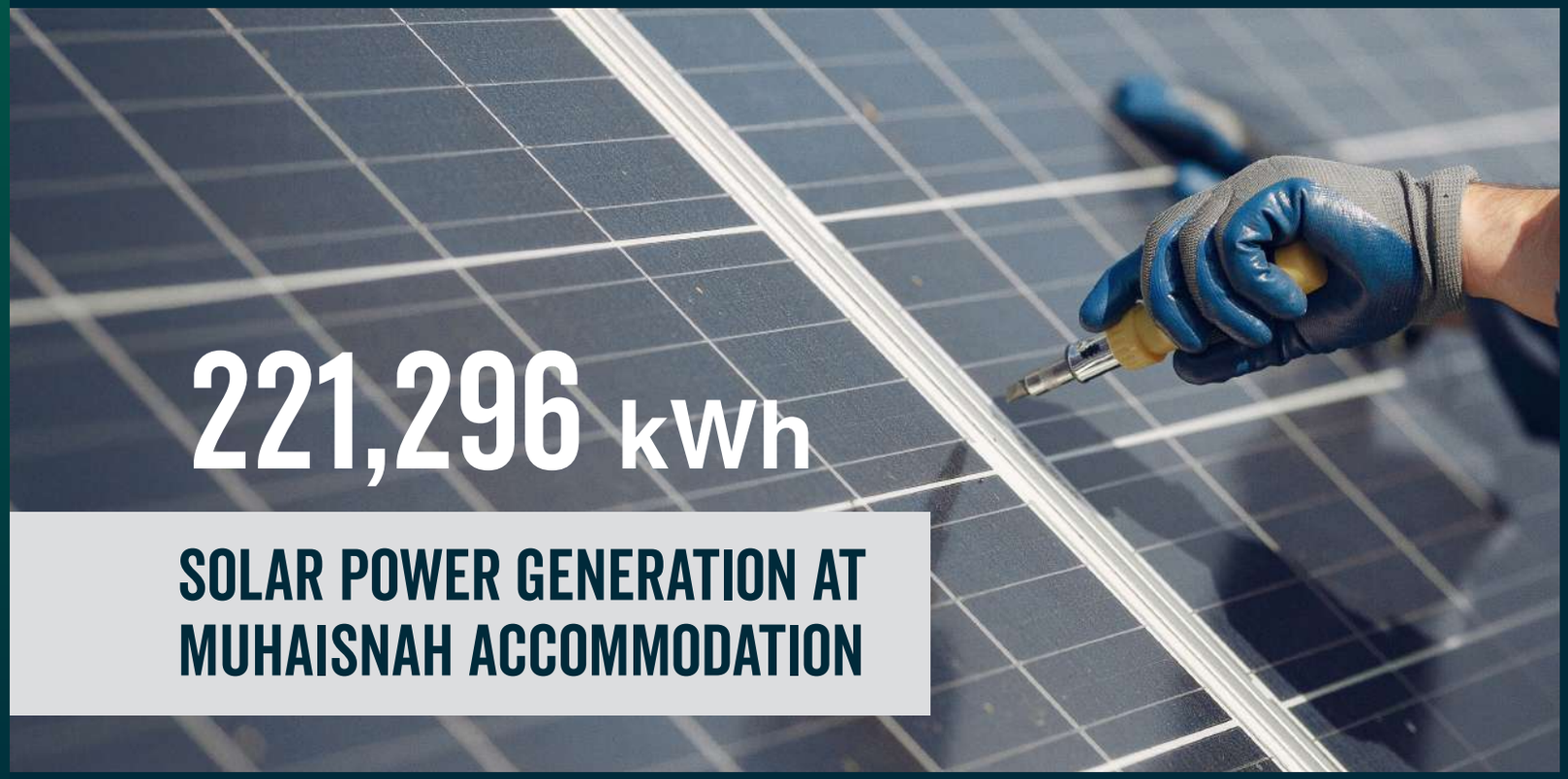
On behalf of Dulsco Group, I thank our employees, clients and partners for their continued trust, dedication, and collaboration. Together, we will continue building a stronger, more resilient, and more sustainable future.

HIGHLIGHTS FROM 2025

78
NATIONALITIES

26,376
EMPLOYEES

3,700+
CUSTOMERS



221,296 kWh
SOLAR POWER GENERATION AT MUHAISNAH ACCOMMODATION

ICV
برنامج المحتوى الوطني

52.32%
ICV SCORE
FY2024; CERTIFICATE ISSUED IN 2026

3,059
VOLUNTEERING HOURS

121 **QHSE CAMPAIGNS AND INITIATIVES**

TOTAL EMISSIONS

49,843 tCO_2e

210,981

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

25.86M LITRES

of water reclaimed through greywater, sewage, and liquid treatment facilities in 2025.

ABOUT DULSCO GROUP

Dulsco Group is an integrated services organisation providing People, Environmental, Talent and Energy Recruitment Solutions across the UAE and international markets. Since its establishment in 1935, the organisation has expanded its capabilities to meet evolving customer requirements while maintaining a strong focus on operational excellence, innovation, and responsible business practices. In 2025, Dulsco Group marked its 90th anniversary, reflecting nine decades of service while continuing to strengthen its position across its core business areas.

DULSCO PEOPLE

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

DULSCO ENVIRONMENT

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

PARISIMA

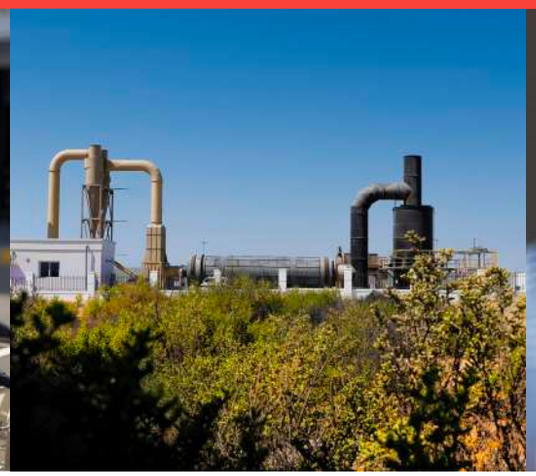
A Dulsco Group Company

Customised talent acquisition services including Recruitment Process Outsourcing (RPO), permanent placement, and contract staffing.

AGR

A Dulsco Group Company

Recruitment services for the oil & gas and renewable energy sectors, connecting specialised talent with industry-leading projects.



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 build outstanding relationships with customers, partners and employees that deliver meaningful outcomes and enable a sustainable future.

Our Mission

Build and grow diversified people-powered businesses that generate recurring long-term value for customers, shareholders and communities.

Our Vision

To be the most trusted people-powered enterprise, delivering sustainable growth and enduring value through exceptional businesses and partnerships.

Core Values

For 90 years, Dulsco Group's core values have shaped the way we work, the decisions we make and the relationships we build. They continue to guide our approach to serving clients, supporting our people and creating positive outcomes for the communities in which we operate.

Core Values

PEOPLE

CUSTOMER FOCUS

INTEGRITY

TEAMWORK

COMMUNITY

A Milestone Year

The year 2025 marked an important milestone for Dulsco Group as we celebrated 90 years of operations in the UAE. Beyond recognising the organisation's history, the anniversary reflected nine decades of adapting to changing customer needs, expanding its capabilities and building lasting relationships with clients, employees and communities. The milestone also highlighted Dulsco Group's continued commitment to responsible business practices and creating long-term value.

OUR BUSINESS OPERATIONS

Dulsco Group operated across the Middle East, Africa, Europe, Asia and the Americas, employing 26,376 people and serving more than 3,700 clients. The organisation continued to build on long-standing customer relationships, maintaining high levels of customer retention and client advocacy throughout the year.

Progress in 2025

During 2025, Dulsco Group strengthened its performance across key businesses, supported by continued growth in its core service lines. The year also saw stronger relationships with strategic clients and continued investment in technology, operational capabilities and business development, helping to strengthen service delivery across the organisation.

- Dulsco People strengthened its workforce solutions business through continued client growth and major contract renewals across the UAE, and expanded workforce deployment, that included 10,484 new hires.
- Dulsco Environment managed more than 3.91 million tonnes of waste during the year, and continued investment in recovery and treatment capabilities.
- Parisima Talent expanded its recruitment and staffing operations across 16 countries, strengthened its presence in Saudi Arabia through a local entity and delivered growth across permanent recruitment, contract staffing and international operations.
- Advance Global Recruitment (AGR) expanded its international footprint through new client agreements across the offshore, subsea and energy sectors, while strengthening its presence in the Americas, including Guyana.

AWARDS & RECOGNITION

MAJRA IMPACT SEAL
Gold Rating

DUBAI CHAMBER OF COMMERCE
ESG Label

TAQDEER AWARD
5-Star Rating

ECOVADIS
Silver Medal

GULF SUSTAINABILITY AWARDS

Gold, Best Environmental Sustainability (organisations with over 5,000 employees)

DULSCO GROUP

MENTL AWARD

Best Well-being Support in the Travel and Aviation Industry

DULSCO PEOPLE

MIDDLE EAST WASTE AND RECYCLING AWARDS

Silver, Waste Management Company of the Year

DULSCO ENVIRONMENT

TALENT MAGNET AWARD

Applicants' Favourite Employer, Naukri Gulf Awards 2025

PARISIMA
A Dulsco Group Company

SCOTLAND BUSINESS AWARD

Best Recruitment Business

AGR
A Dulsco Group Company

DULSCO GROUP TIMELINE

1935 Establishment of Dulsco, starting with stevedoring and the supply of workforce.

1996 Establishment of a new line of business: Environmental Solutions.

1999 Dulsco enters the Abu Dhabi market.

2004 Started professional 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 appointed the Official Waste Management Partner of Expo 2020 Dubai.

2021
- Launch of:
- Material Recovery Facility
- Liquid Treatment Facility
- The New Old & Reloved initiative

2022 Dulsco acquires Parisima. Dulsco launches Training Academy (DTA). Launch of Refuse Derived Fuel (RDF) Facility.

2023 Dulsco acquires Advance Global Recruitment (AGR). AGR Establishes in USA. Parisima opens in KSA.

2024 AGR opens in Guyana.

2025 Dulsco Medical Clinic rebranded as Dulsco Health. 90th year and transition from Dulsco to Dulsco Group.

LEADERSHIP TEAM

DAVID STOCKTON

Group CEO
Dulsco Group

PAUL MARSON

Chief Financial Officer
Dulsco Group

MAHDI MOHAMAD

Chief Business Support Officer
Dulsco Group

AHMED HAMED

Chief Human Resources Officer
Dulsco Group

ABDELRAHMAN M. ABDELAAL *

Chief Information and Technology Officer
Dulsco Group

MOHAMED SAMIR

General Counsel and Board Secretary
Dulsco Group

ANTONY MARKE

Chief Executive Officer
Dulsco People
& Interim Chief Executive Officer,
Dulsco Environment

MICK SATSANGI *

Chief Executive Officer
Dulsco Environment

TIAGO COSTA

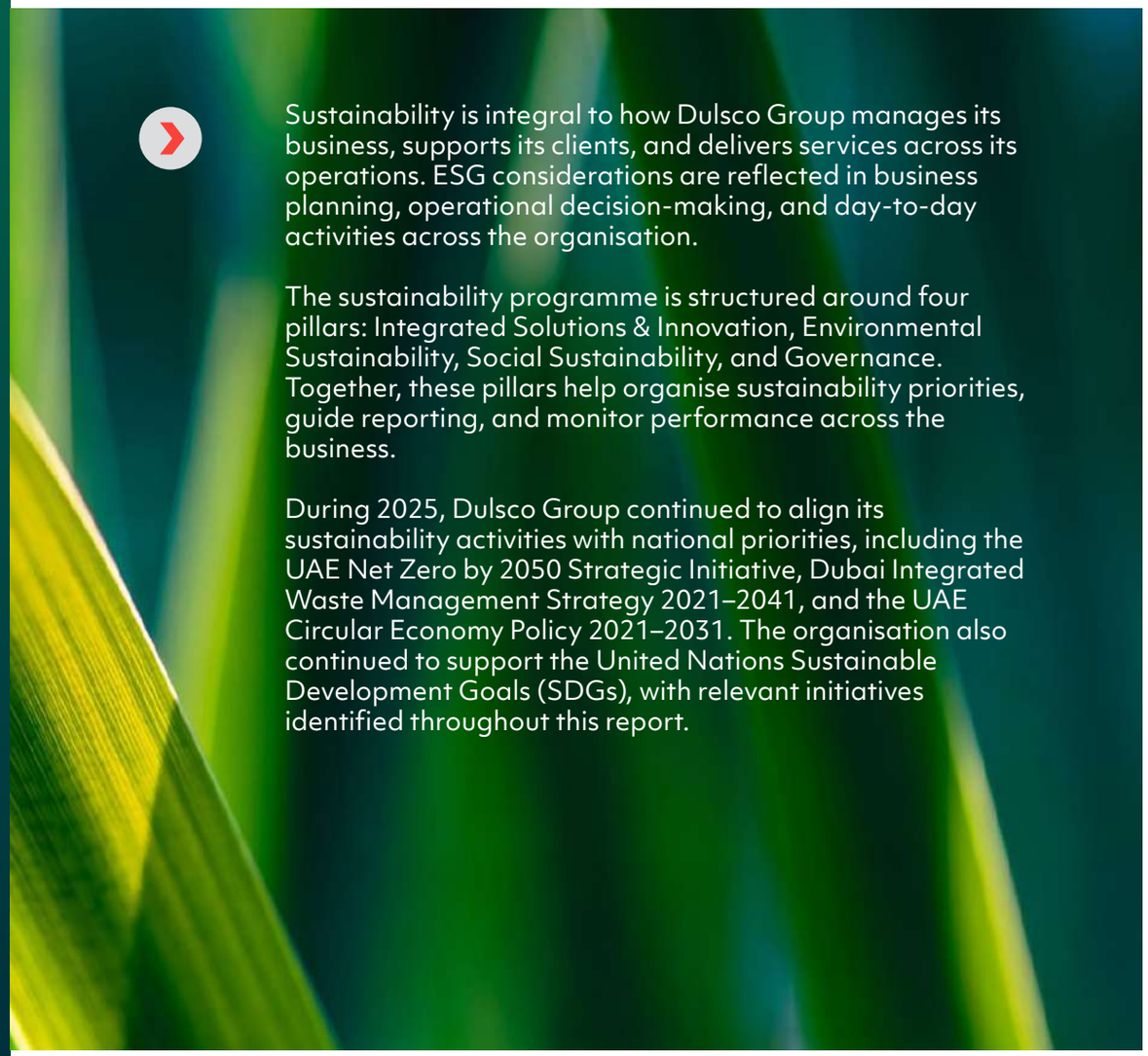
Chief Executive Officer
Parisima

STUART HUNTER

Chief Executive Officer
Advance Global Recruitment

* *Appointments occurred after the 2025 reporting period and are included to reflect the Group's current leadership structure as of publication.*

SUSTAINABILITY AT DULSCO GROUP



Sustainability is integral to how Dulsco Group manages its business, supports its clients, and delivers services across its operations. ESG considerations are reflected in business planning, operational decision-making, and day-to-day activities across the organisation.

The sustainability programme is structured around four pillars: Integrated Solutions & Innovation, Environmental Sustainability, Social Sustainability, and Governance. Together, these pillars help organise sustainability priorities, guide reporting, and monitor performance across the business.

During 2025, Dulsco Group continued to align its sustainability activities with national priorities, including the UAE Net Zero by 2050 Strategic Initiative, Dubai Integrated Waste Management Strategy 2021–2041, and the UAE Circular Economy Policy 2021–2031. The organisation also continued to support the United Nations Sustainable Development Goals (SDGs), with relevant initiatives identified throughout this report.

IMPACT SEAL (GOLD)

Dulsco Group was awarded the Gold Impact Seal by Majra – the UAE's National CSR Fund. The Impact Seal is the UAE's highest recognition for excellence in CSR and Sustainability and is presented to businesses that exemplify best practices in ESG, SDGs and Sustainable Impact within the country.

ESG LABEL FROM DUBAI CHAMBERS

During 2025, Dulsco Group renewed its Dubai Chamber ESG Label from the Centre for Responsible Business, Dubai Chambers. The Label recognises the organisation's continued commitment to responsible business practices and performance across key environmental, social and governance areas.

TAQDEER AWARD 5-STAR RATING

In February 2026, Dulsco Group achieved a 5-Star rating in the Taqdeer Award in recognition of its 2025 performance, improving from the 4-Star rating awarded in 2023. The award, held under the patronage of His Highness Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai, and in the presence of His Highness Sheikh Mansoor bin Mohammed bin Rashid Al Maktoum, recognises organisations demonstrating excellence in worker welfare.

ECOVADIS SILVER RATING

Dulsco Group maintained its EcoVadis Silver Medal during 2025, recognising continued performance across Environment, Labour and Human Rights, Ethics, and Sustainable Procurement. Based on the November 2024 assessment, the organisation remained ranked among the top 15% of companies assessed globally by EcoVadis.

ALIGNMENT WITH UAE STRATEGIC FRAMEWORKS

UAE NET ZERO BY 2050 STRATEGIC INITIATIVE

As a signatory to the Climate-Responsible Companies Pledge, Dulsco Group continued to monitor its greenhouse gas emissions. During 2025, Scope 1, Scope 2 and Scope 3 emissions were assessed to strengthen emissions monitoring and inform future reduction planning.

UAE CIRCULAR ECONOMY POLICY 2021–2031

Recycling, upcycling and resource recovery initiatives continued to support the UAE Circular Economy Policy. During the year, the Refuse Derived Fuel (RDF) facility relocated to Dubai Industrial City and commenced commissioning.

DUBAI INTEGRATED WASTE MANAGEMENT STRATEGY 2021–2041

Dulsco Group's recycling, resource recovery and waste treatment activities support the objectives of the Dubai Integrated Waste Management Strategy 2021–2041 by advancing resource efficiency, landfill diversion and circular economy practices. These initiatives contribute to Dubai's long-term vision for sustainable waste management and environmental protection.

UAE NATIONAL CARBON SEQUESTRATION

Mangrove plantation initiatives in Abu Dhabi and Dubai supported the UAE's national afforestation agenda, contributing to ecosystem restoration and biodiversity conservation.

WASTE TO ZERO – GLOBAL INITIATIVE FOR WASTE DECARBONISATION

As an endorsed partner, Dulsco Group continued to reduce waste-related emissions among its customers through facility upgrades, recycling and waste-to-energy solutions.

ALUMINIUM RECYCLING COALITION

As a founding member of the Aluminium Recycling Coalition, the Group continued to support industry collaboration to advance aluminium recycling and strengthen circular economy practices in the UAE.

EXTENDED PRODUCER RESPONSIBILITY

Dulsco Group participated in the UAE's Extended Producer Responsibility (EPR) Pilot Project, supporting the development and implementation of the national EPR framework.

UAE ENERGY STRATEGY 2050

Support for the UAE Energy Strategy 2050 continued through greater use of alternative fuels, expansion of electric mobility and investment in on-site renewable energy generation.

UAE LABOUR LAW

Dulsco Group remains committed to complying with applicable UAE labour laws and regulations, supporting fair and responsible employment practices across its workforce.

IN-COUNTRY VALUE (ICV) PROGRAM

Local procurement, nationalisation initiatives and strategic partnerships continued to support the UAE's ICV Programme and local economic development.

UNITED NATIONS SUSTAINABLE DEVELOPMENT GOALS ALIGNED INITIATIVES

Relevant United Nations Sustainable Development Goals (SDGs) and associated targets have been mapped to Dulsco Group's sustainability initiatives, reflecting alignment with the UAE's sustainability priorities. This mapping provides context for the organisation's environmental, social, and economic contributions.

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

Target 1.4:
Access to basic services

Target 1.5:
Resilience for vulnerable groups

Supporting community welfare through meal distribution during Ramadan Aman.

Target 2.1:
End hunger and ensure food access

Six Golden Safety Rules introduced across the organisation in six languages, alongside continued investment in workplace safety and employee well-being.

Dulsco Medical Clinic rebranded as Dulsco Health, supporting the delivery of healthcare services to employees.

Welfare Month focused on mental and physical well-being. Medical camps and Influenza vaccination campaigns were organised for employees.

Target 3.8:
Access to healthcare services and well-being

Employee development initiatives included the Lead Forward and Emerging Leaders Programme, continued training programmes through the Dulsco Training Academy, and Unity and Diversity workshops delivered in partnership with the Authority of Social Contribution, Ma'an. Providing English and vocational classes for employees.

Target 4.3:
Equal access to technical and vocational education

Target 4.4:
Increase skills for employment

Strengthened inclusive hiring practices and supported women's participation through revised policies, internal mobility, and cultural celebrations. At the RAK Business Centre, female UAE nationals represent 69% of the workforce.

Target 5.1:
End all forms of discrimination

Target 5.5
Ensure full participation in leadership and decision-making

Water conservation through greywater, sewage and liquid treatment facilities. Installed filtered water stations.

Target 6.3:
Improve water quality and wastewater treatment

Target 6.4:
Increase water-use efficiency

Enhanced alternative energy initiatives through pilot use of electric buses, EV charging stations, use of biodiesel, solar water heating and on-site solar power generation. Continued operation of the Liquid Treatment Facility (LTF) and commissioning of the Refuse Derived Fuel (RDF) Facility strengthened low-carbon waste management practices.

Target 7.2:
Increase the share of renewable energy

Target 7.3:
Improve energy efficiency

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.

Target 8.5:
Full and productive employment for all

Target 8.8:
Protect labour rights and ensure safe working environments

Strengthened digital capabilities through the launch of the Technology & Innovation operating model, enhanced business process automation, and continued use of digital safety platforms to improve operational efficiency and service delivery.

Target 9.4:
Upgrade infrastructure and industries for sustainability

Target 9.5:
Enhance research and innovation

Promoted an inclusive workplace through a diverse workforce from 78 nationalities, Unity and Diversity Workshops, and the ongoing development of diversity and inclusion practices across the organisation. Supporting inclusion events such as the Al Noor Superhero Walk, Emirates NBD Unity Run, and collaborations with autism centres.

Target 10.2:
Promote social and economic inclusion

Target 10.3:
Ensure equal opportunity and reduce inequalities

Continued community clean-up initiatives and environmental awareness campaigns in partnership with public and private sector organisations. The Dulsco Recycling Bus and Birdy mascot continued to raise awareness on circular economy and waste segregation.

The second Wheels of Change campaign marked Global Recycling Day, promoting recycling and responsible waste management across communities.

Target 11.3:
Inclusive and sustainable urbanisation

Target 11.6:
Reduce the environmental impact of cities

Dulsco Environment avoided more than 1.04 million tonnes of waste being sent to landfill through recycling and recovery facilities, and waste to energy plant. Continued the New, Old and Reloved initiative.

Target 12.2:
Sustainable management and use of natural resources

Target 12.4:
Environmentally sound waste management

Target 12.5:
Substantially reduce waste generation

Strengthened climate management through continued Scope 1, 2 and 3 greenhouse gas accounting, supporting emissions monitoring and future reduction planning in line with the UAE Climate Law and UAE Net Zero by 2050 initiative.

Target 13.2:
Integrate climate measures into policies and planning;

Target 13.3:
Improve education and awareness on climate action

Planted 1,000 mangrove saplings at Jubail Mangrove Park. Continued marine oily waste treatment at the MEMAC-accredited Liquid Treatment Facility.

Target 14.1:
Reduce marine pollution

Target 14.2:
Sustainably manage and protect marine ecosystems

Continued biodiversity initiatives through land and water stewardship projects, beach clean-up campaigns, environmental awareness programmes, and site enhancements including landscaped roofs and shaded parking to combat urban heat.

Target 15.1:
Conservation of ecosystems

Target 15.5:
Protect biodiversity and natural habitats

Robust governance policies, including Code of Conduct, Whistleblowing, and Ethical Recruitment. Completed governance development programmes for the Leadership Team and Board. Zero ethics violations reported.

Target 16.5:
Reduce corruption and bribery

Target 16.6:
Develop accountable and transparent institutions

Expanded collaboration through strategic partnerships supporting circular economy initiatives, participation in the Aluminium Recycling Coalition and EPR Pilot Project.

Target 17.16
Enhance global partnerships

Target 17.17
Promote public, public-private and civil society partnerships

OUR APPROACH TO SUSTAINABILITY

Dulsco Group's sustainability approach is organised around four key pillars: Integrated Solutions & Innovation, Environmental Sustainability, Social Sustainability and Governance. Together, these pillars provide the structure for managing sustainability priorities across the organisation and reporting progress throughout the year. No new materiality assessment was undertaken during 2025, and this report continues to be informed by the material topics identified through last year's materiality assessment and stakeholder engagement process.

Integrated Solutions & Innovation

During 2025, this pillar focused on advancing digital capabilities and circular economy initiatives across Dulsco Group. The IT function was restructured as Technology & Innovation, introducing a four-pillar operating model. AI-enabled tools, including Perplexity AI and an internally developed application, were introduced alongside the Data for Everyone training programme and the Data Champions network to strengthen data capability across the organisation.

Circular economy initiatives also progressed during the year. Four owned recovery and treatment facilities avoided 717,402 tonnes of waste going to the landfill. The Refuse Derived Fuel (RDF) Facility commenced commissioning and initial operations.

Environmental Sustainability

Climate action, resource efficiency and biodiversity conservation remained key priorities under this pillar. Scope 1, Scope 2 and Scope 3 greenhouse gas emissions were assessed to support emissions monitoring and future reduction planning. Biodiesel continued to be used across the Dulsco People fleet, supported by the installation of a dedicated B7 storage tank at Dulsco Village, while the Carbon Dashboard remained in use to monitor emissions performance across operations.

Water stewardship initiatives reclaimed 25.86 million litres of water through the Dulsco Village Greywater Treatment Plant, the Fujairah Sewage Treatment Plant and the Liquid Treatment Facility. Biodiversity initiatives included the planting of 1,000 mangrove saplings at Jubail Mangrove Park, Abu Dhabi, supporting the UAE's national afforestation programme.

Social Sustainability

Employee well-being, health and safety, learning and development, and community engagement remained key priorities during 2025. A new Group-wide culture framework, built around five shared values and seven core behaviours, was introduced to support leadership, performance and employee development. Recordable injuries declined by 26.8% and the Accident Frequency Rate improved by 43%, supported by the rollout of the Six Golden Safety Rules in six languages.

Learning and development continued throughout the year, while the UAE national workforce increased by 32%. Community engagement also remained a focus, with 46 CSR activities and more than 3,000 volunteering hours recorded during the year, including a fourth consecutive year as waste management partner for the Emirates Dubai 7s.

Governance

Governance developments during 2025 focused on strengthening oversight, compliance and organisational resilience. A dedicated ESG Unit was established, a new Chief Financial Officer joined the Leadership Team, and governance arrangements were strengthened during the year through the appointment of a Group Internal Audit & Risk Director. The Group received the Gold Impact Seal from UAE Majra, while the first UAE Corporate Tax returns were submitted in accordance with Federal Tax Authority requirements.

Business continuity arrangements were further developed through the completion and testing of the Business Continuity Plan aligned with ISO 22301:2019. Governance capability was also enhanced through leadership participation in the Institute of Directors' Certificate in Company Direction programme, while work progressed on the Governance Charter.

SUSTAINABILITY FRAMEWORK

The sustainability framework sets out how Dulsco Group manages its key sustainability priorities across the organisation. It is organised around four strategic pillars that support the planning, implementation and reporting of sustainability initiatives:

The framework continues to be informed by the material topics identified through last year's materiality assessment and stakeholder engagement process.

Integrated Solutions & Innovation

Environmental Sustainability

Social Sustainability

Governance

Stakeholder Engagement and Materiality Refresh

No new materiality assessment or stakeholder engagement exercise was undertaken during 2025. Accordingly, this report continues to be informed by the materiality assessment and stakeholder engagement process completed last year. The stakeholder groups, engagement methods, and material topics identified through that process remain relevant to the Group's sustainability reporting.

The stakeholder mapping presented below reflects the stakeholder engagement and materiality assessment completed in the previous reporting period. It includes the principal internal and external stakeholder groups across Dulsco Group's operations, outlines how these stakeholders were engaged, and summarises the key expectations identified through the previous stakeholder engagement 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	Welfare campaigns, Health & Safety training, Satisfaction surveys, Feedback boxes, Recreational events	
	OUTSOURCED TALENT	Online induction, Open houses	
EXTERNAL	CUSTOMERS	Operational reviews, Digital reporting tools, 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 Program, 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
	COMMUNITIES & NGOS	CSR initiatives, School programmes, Volunteer campaigns, Awareness events	Environmental education, Inclusion of people of determination, Sustained community support

Material Topics and Sustainability Pillars

The sustainability framework is organised around four strategic pillars that reflect the material topics identified through last year's materiality assessment and stakeholder engagement process.

PILLAR	MATERIAL TOPICS
INNOVATION & INTEGRATED SOLUTIONS	» Innovative Circularity » Digital Transformation
ENVIRONMENTAL SUSTAINABILITY	» Carbon and Energy Management » Responsible Waste Management » Water Stewardship » Ecological Impact
SOCIAL SUSTAINABILITY	» Health and Safety Culture » Employee Welfare and Inclusion » Elevating Customer Experiences » Attracting and Retaining Talent » Privacy and Data Security » CSR and Community Engagement
GOVERNANCE	» Ethical Business Conduct » Statutory Compliance and ESG Alignment » Sustainable Supply Chain » Accountability Framework » Strategic Risk Management » Sustainable Finance

INTEGRATED SOLUTIONS AND INNOVATION

02

Digital Transformation

Innovative Circularity

IT function restructured as Technology & Innovation, stabilised Oracle Fusion platform and expanded AI adoption. On circularity, waste and treatment facilities continued to divert waste away from the landfill. The Refuse Derived Fuel Facility (RDF) relocated and began commissioning, and an electric bus pilot was launched. Together, these initiatives show how digital capability and circular-economy practice are being combined to strengthen operational resilience and resource recovery.

OUR APPROACH

Dulsco Group's integrated solutions approach brings together environmental services, people and talent solutions to help clients address operational challenges while supporting long-term sustainability objectives. By combining sector expertise, technology and practical service delivery, Dulsco Group delivers solutions that improve operational efficiency, optimise resource use and create long-term value for clients and communities.

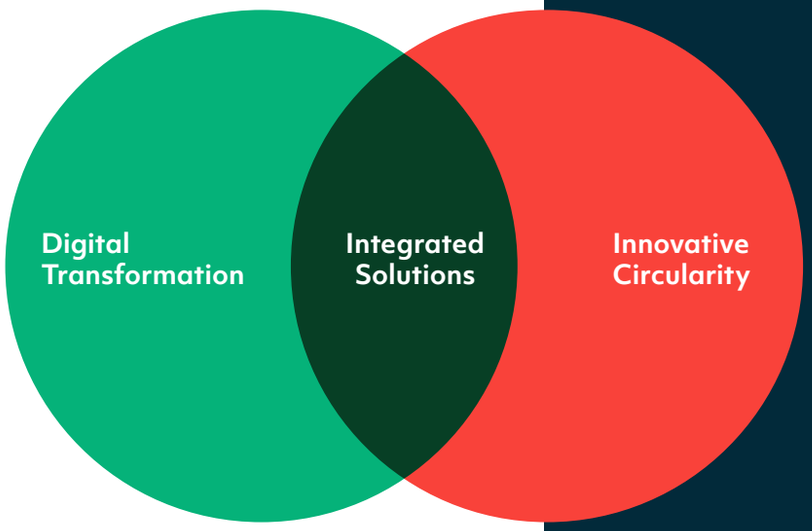
Digital transformation and circular economy practices are integral to this approach. Digital technologies support informed decision-making and operational efficiency, while circular initiatives improve resource recovery, reduce waste and extend the useful life of materials. Together, these capabilities enable Dulsco Group to deliver practical, integrated solutions that respond to evolving business and sustainability needs and create lasting value for clients, communities and the environment.

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

Our integrated approach combines digital capabilities, circular economy practices and operational expertise to deliver practical solutions that create measurable value for clients and communities. Through waste diversion, resource recovery and specialised talent solutions, these capabilities improve operational efficiency, reduce environmental impacts and support long-term resilience.

Regular engagement with clients provides valuable feedback that drives service improvements and helps ensure solutions remain relevant to evolving operational and sustainability priorities. This continuous feedback loop enables innovation to be refined, scaled and translated into measurable outcomes.

Looking ahead, the focus remains on working closely with clients to develop sector-specific solutions that address emerging sustainability challenges and accelerate the transition towards more resource-efficient and resilient operations.

DIGITAL TRANSFORMATION

Digital transformation remained a key enabler of operational improvement during 2025. Building on the programme launched in 2020, Dulsco Group further strengthened its technology and data capabilities through a reorganisation of its digital functions. During the year, the IT function was renamed Technology & Innovation, with Business Excellence integrated into the function to strengthen coordination across technology, process improvement, and business transformation.

The function was restructured around four core pillars: Business Partnering, Data & AI, Applications & Delivery, and IT Operations. Leadership was further strengthened through the appointment of a Director of Technology, supporting the delivery of digital initiatives and the continued development of technology capabilities across the organisation.

TECHNOLOGY & INNOVATION: A NEW OPERATING MODEL

The reorganisation of the Technology & Innovation function established a new operating model focused on strengthening digital capabilities across the organisation. During 2025, priority was given to stabilising the Oracle Fusion platform, expanding data and AI capabilities, strengthening business applications, and improving the user experience. Business Excellence was also integrated into the function, supporting closer alignment between technology, process improvement, and business transformation.

To support these priorities, the technology landscape was organised into three integrated layers. Oracle Fusion continues to serve as the core enterprise platform for finance, human resources and governance, supported by specialist business applications for operational requirements and an integration layer that enables secure and efficient data exchange between systems. This approach provides flexibility to deploy fit-for-purpose digital solutions while maintaining consistent governance, data integrity, and operational control. A technology roadmap extending to 2028 has also been established to guide the continued development of digital platforms, data capabilities, and AI-enabled solutions.

SMART SOLUTIONS, DATA AND AI

The use of Artificial Intelligence (AI) expanded during 2025, supporting improvements in knowledge management, IT services, and business applications. Perplexity AI was introduced for wider use across the organisation, while an AI-powered FAQ capability and an enhanced IT service desk ticketing tool improved access to information and user support. An internally developed AI application was also deployed to support business operations.

During the year, a new data strategy was introduced to strengthen data governance and improve data literacy across the organisation. This included the launch of the Data for Everyone training programme and a Data Champions initiative to encourage greater ownership and use of data within business units.

Digital workplace initiatives also progressed during 2025. Desk phones were replaced with digital collaboration tools, and Microsoft licensing was optimised to improve utilisation and operational efficiency.

DIGITAL TRANSFORMATION FOR SAFETY

Digital technologies strengthened health and safety management during 2025 by improving risk monitoring, incident reporting, and driver safety. The GreenRoad telematics system supported the monitoring of driver behaviour and fatigue-related risks, while the Connected Safety Net (CSN) platform enabled real-time inspections, digital reporting and improved visibility of safety performance across operations.

During the year, Dulsco People introduced Transforming Defensive Driving with Digital Innovation, a driver safety programme that combines digital learning with a QR-enabled Driver Passport and AI-supported driver monitoring. By the end of 2025, 251 drivers had completed the programme, with further rollout planned.

Save Fast, a cloud-based Safety Management System, also supported the digitalisation of audits, incident reporting and near-miss management, improving the monitoring and management of workplace safety across operations.

CUSTOMER JOURNEY AND DIGITAL TOOLS

Digital transformation activities during 2025 focused on strengthening customer services and improving the efficiency of core business processes. As part of the Group's broader IT consolidation efforts, AGR was migrated from its legacy file storage and email systems onto the Dulsco Microsoft 365 tenant during the year. This migration brought AGR's email, file storage, and collaboration tools under a single, unified platform, improving security oversight, simplifying IT support, and enabling more consistent governance and compliance controls across the Group.

Development progressed on a number of customer-facing and operational digital platforms, including the Genesys Call Centre, which completed its solution design and vendor appointment during the year, with implementation scheduled for the first quarter of 2026.

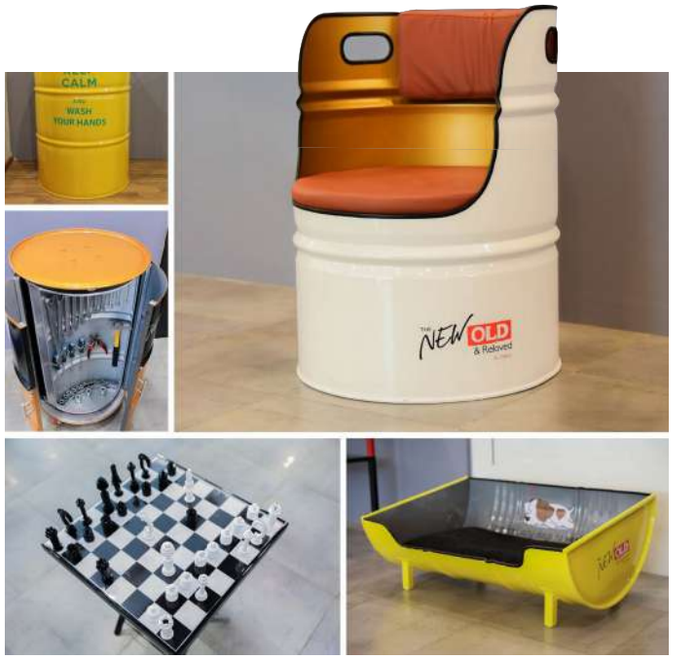
A new Parisima Career Portal was launched to enhance the candidate experience, while solution design and planning progressed for the Digital Visa Management System (DVMS), and an Accommodation Management System and the Workforce Management System to further digitalise key operational processes. Preparatory work also commenced to support the implementation of the UAE's forthcoming e-invoicing requirements.

INNOVATIVE CIRCULARITY

Innovation continued to support Dulsco Group's circular economy approach during 2025, with initiatives focused on improving resource recovery, extending the useful life of materials and reducing waste through more efficient operational practices. Investment in technology and local treatment capabilities also supported the recovery and reuse of materials within local value chains, contributing to more efficient resource use across operations.

THE NEW, OLD AND RELOVED

Launched in 2021, The New, Old and Reloved initiative continued during 2025, giving bulky waste a second life through the repair, refurbishment and repurposing of discarded materials such as wooden pallets and used coolant barrels. Through Dulsco Group's in-house workshop, recovered materials are transformed into functional indoor and outdoor furniture, including benches, tables and decorative items, which are made available through the initiative's online platform, www.thenewoldandreloved.com.



DRY WASHING SERVICES

Since initiating the collaboration with Assured Group in 2023, Dulsco Group has continued to deploy dry washing techniques as a sustainable alternative to conventional wet cleaning. Dry washing continued to be used across aircraft maintenance, ground service equipment, vehicle detailing and office cleaning. The approach uses eco-friendly, certified products to reduce water consumption while supporting operational efficiency and helping to minimise corrosion of cleaned assets. Cumulative water savings from dry vehicle washing of the Dulsco People fleet exceeded 600,000 litres at the end of the reporting period. The initiative forms part of the Dulsco Group's broader efforts to improve water efficiency across its operations.

TRANSITION TO ELECTRIC VEHICLES

In line with our plans to transition our fleet towards low-emission mobility, Dulsco People integrated two electric buses into its fleet as part of the pilot. The pilot will enable us to evaluate operational performance, energy consumption and emission reduction potential of electric buses under local conditions. Insights from this pilot will inform our future fleet strategy, including the scale-up of electric and other low-emission vehicles where operationally and economically feasible. In parallel, the procurement function continued to assess electric and hybrid Refuse Collection Vehicles (RCVs) and Compactor Collection Vehicles (CCVs) to support the gradual transition to lower-emission fleet assets as part of future fleet renewal.

CIRCULAR ECONOMY AND RECYCLING

Circular economy initiatives during 2025 focused on improving material recovery, strengthening waste segregation and increasing the value recovered from waste streams. Recycling services provided through Dulsco Environment recovered higher material volumes than in 2024, reflecting continued improvements in source segregation and targeted public awareness initiatives, including consumer education sessions that encouraged waste segregation at source.

The three-stream waste segregation system introduced across Dulsco Group offices and accommodations remained in operation during the year, supporting the segregation of general, recyclable and organic waste to improve recycling outcomes and resource recovery.

Dedicated treatment and recycling facilities continued to process recoverable materials diverted from landfill, returning valuable resources to productive use and contributing to Dulsco Group's circular economy approach.

Driving Circularity through Biodiesel

Dulsco People's biodiesel initiative operates as a closed loop circularity model, in which waste cooking oil collected through Dulsco Environment's operations is transformed into transport fuel for the Dulsco People fleet. Neutral Fuels, a UAE-based certified biodiesel producer, processes this used cooking oil into biodiesel blends that meet local regulatory and quality standards, with 89,405 litres used cooking oil supplied by Dulsco Environment during the reporting period for conversion into fuel.

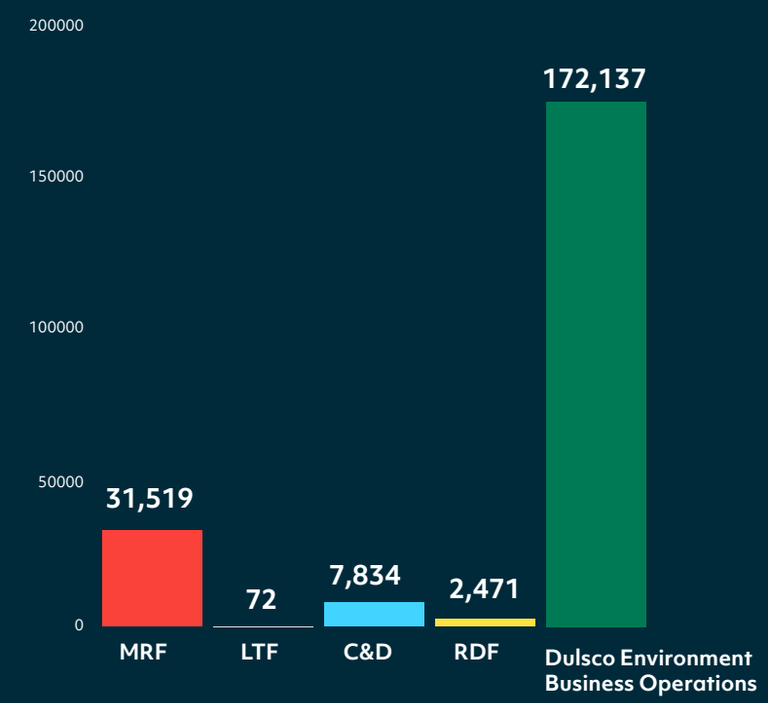
In 2025, this initiative contributed to an estimated reduction of 327,883 kg of CO_2e emissions by using biodiesel in place of conventional fuel.

ENABLING LOW-CARBON SOLUTIONS

Transforming waste into reusable resources remains a key focus of Dulsco Group's circular economy activities. Dedicated treatment and recycling facilities process diverse waste streams through recovery and recycling technologies that maximise resource value, reduce landfill disposal, and lower the carbon emissions associated with waste management.

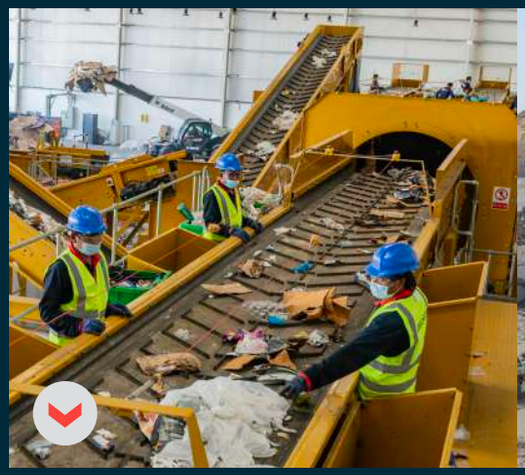
During 2025, Dulsco Environment managed over 3.91 million tonnes of waste as part of its business operations, with over 1.04 million tonnes avoided from being sent to the landfill. This reflects efforts to redirect waste away from disposal into recycling, reuse, and other recovery pathways, consistent with standard waste diversion practices.

Estimated Emissions Avoided (tCO_2e)



Recovery & Treatment Facilities

Recovering value from waste is a key focus of Dulsco Environment's recovery and treatment operations. Four specialised facilities process a wide range of waste streams through recycling and treatment technologies, supporting material recovery and reducing reliance on landfill. During 2025, these facilities avoided 717,402 tonnes from being sent to the landfill.



MATERIAL RECOVERY FACILITY (MRF)

The Material Recovery Facility (MRF) recovers 39 material streams for recycling. In 2025, the facility processed 40,683 tonnes and diverted 20,075 tonnes away from the landfill and 18,445 tonnes were sent to the Waste to Energy plant for treatment. To support operational performance, Dulsco Environment strengthened its in-house maintenance capability during the year, helping to improve equipment reliability and facility uptime. Bunker walls were also installed to enhance the efficiency and safety of material handling operations.

CONSTRUCTION & DEMOLITION (C&D) WASTE RECYCLING FACILITY

The Construction & Demolition (C&D) Waste Recycling facilities processed 690,177 tonnes of construction and demolition waste during 2025, and diverted 671,865 tonnes of waste, producing recycled materials including aggregates and sub-base for reuse. During the year, sales of recycled products exceeded 684,000 tonnes, representing the highest annual volume achieved since the facility commenced operations.

LIQUID TREATMENT FACILITY (LTF)

The Liquid Treatment Facility (LTF) supports the treatment of various hydrocarbon-based wastes and converts them into outputs such as treated fuel, furnace oil, and water suitable for irrigation purposes. The facility processed 2,564 tonnes of liquid waste during 2025, including oily slop and sludge from the marine and automotive industries, and recovered 2,226 tonnes of recycled product. During the year, the scope of the facility's ISO management system was expanded to include lubricant waste recycling.

REFUSE DERIVED FUEL (RDF) FACILITY

In 2025, Dulsco Group relocated its Refuse Derived Fuel (RDF) Facility to Dubai Industrial City and commenced its operations. During the year, the facility received the Dubai Civil Defense Completion Certificate and the Dubai Development Authority Building Completion Certificate, confirming its readiness to commence commissioning. The facility processed 4,791 tonnes of waste that would otherwise have been sent to landfill, and produced Refuse Derived Fuel (RDF) for use as an alternative fuel in the cement industry.

ENVIRONMENTAL SUSTAINABILITY

03

Carbon & Energy Management

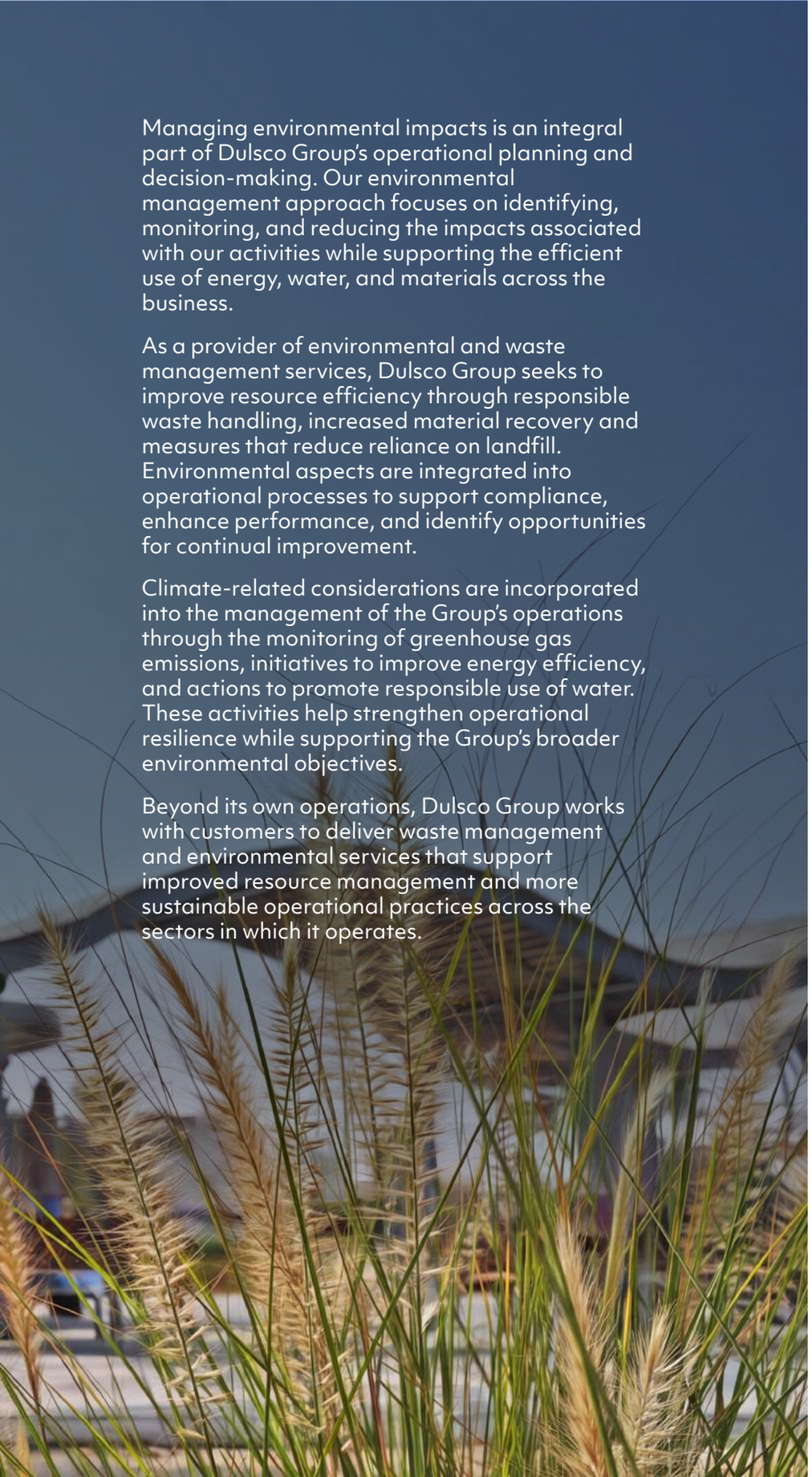
Responsible Waste Management

Water Stewardship

Ecological Impacts

Our approach is guided by the principles of prevention, conservation, circularity, and long-term value creation—ensuring that environmental responsibility is embedded in the way we operate, deliver services, and engage with the communities we serve.

ENVIRONMENTAL SUSTAINABILITY



Managing environmental impacts is an integral part of Dulsco Group's operational planning and decision-making. Our environmental management approach focuses on identifying, monitoring, and reducing the impacts associated with our activities while supporting the efficient use of energy, water, and materials across the business.

As a provider of environmental and waste management services, Dulsco Group seeks to improve resource efficiency through responsible waste handling, increased material recovery and measures that reduce reliance on landfill. Environmental aspects are integrated into operational processes to support compliance, enhance performance, and identify opportunities for continual improvement.

Climate-related considerations are incorporated into the management of the Group's operations through the monitoring of greenhouse gas emissions, initiatives to improve energy efficiency, and actions to promote responsible use of water. These activities help strengthen operational resilience while supporting the Group's broader environmental objectives.

Beyond its own operations, Dulsco Group works with customers to deliver waste management and environmental services that support improved resource management and more sustainable operational practices across the sectors in which it operates.

OUR ENVIRONMENTAL IMPACT AT A GLANCE

GHG Emissions

In 2025, Dulsco Group reported total greenhouse gas (GHG) emissions of 49,843 tCO_2e across Scope 1, Scope 2 and Scope 3 emissions, compared with 36,501 tCO_2e in 2024.

Scope 1
40,500 tCO_2e

Scope 2
7,964 tCO_2e

Scope 3
1,379 tCO_2e*

*Includes only 3 categories: employee commute, waste generated in operations and business travel.

221,296 kWh
SOLAR POWER GENERATION AT MUHAISNAH ACCOMMODATION

19,879,901 kWh
TOTAL ELECTRICITY CONSUMPTION

350,912,749 litres
TOTAL WATER CONSUMPTION

267 TONNES
WASTE SUCCESSFULLY DIVERTED FROM LANDFILL**

**Waste generated within Dulsco Group.

CARBON AND ENERGY MANAGEMENT

Climate change remains an important environmental consideration for Dulsco Group, particularly across activities associated with fleet operations, energy consumption and service delivery. Dulsco Group monitors greenhouse gas (GHG) emissions across its operations to understand the principal sources of emissions, assess environmental performance and identify opportunities to improve energy and fuel efficiency. Monitoring emissions forms part of Dulsco Group's wider environmental management approach, providing a consistent basis for measuring performance and supporting initiatives that reduce operational emissions where practicable. Alongside emissions management, Dulsco Group continues to improve the efficient use of energy and resources while maintaining reliable service delivery across its operations.

OUR METHODOLOGY

GHG Emissions categorised by Scope

Emissions have been categorised into three standard scopes in accordance with the Greenhouse Gas Protocol.

Scope 1
Direct Emissions

- **Stationary combustion***
- **Mobile combustion***
- **Fugitive emissions from refrigerants**

These are emissions from sources that are owned or controlled by Dulsco Group.

***Stationary combustion**
(e.g. burners, LPG systems, diesel generators, and other diesel-powered equipment)

***Mobile combustion**
(e.g. vehicles using diesel, petrol, biodiesel, or CNG , and diesel-powered off-road equipment)

Scope 2
Indirect Emissions from Energy Consumption

- **Electricity**
- **Heating**
- **Cooling**

These refer to indirect GHG emissions from the generation of purchased energy, specifically Electricity, Heating and Cooling.

Scope 2 emissions were calculated using the latest available location-specific emission factors. Electricity emission factors were sourced from DEWA (2025) for Dubai, EAD (2018) for Abu Dhabi, the 2023 Clean Energy Ministerial case study for Ras Al Khaimah (referencing the grid emission factor reported in the Ras Al Khaimah Energy Efficiency and Renewables Strategy 2040 Annual Report) for the Northern Emirates, and DEFRA (2025) for AGR operations. The emission factor for district cooling is an engineering-derived factor developed with reference to RSB RD03 and the DEWA Sustainability Report 2025, while DEFRA (2025) factors were applied for district heating.

Scope 3
Other Indirect Emissions

- **Employee commuting**
- **Waste generated in operations**
- **Business travel**

These categories were selected based on their relevance to the Group's operations and the availability of reliable and verifiable data.

Of the 15 categories defined under Scope 3, the Dulsco Group has initiated measurement and reporting for Employee commuting, Waste generated in operations and Business travel, during the reporting year.

Change in Emissions Allocation Approach

In previous reporting years, emissions associated with employee accommodation (including electricity, district cooling, LPG consumption, refrigerants, and waste generation) were allocated proportionally across the business entities occupying those premises (e.g., Dulsco People, Dulsco Environment, Parisima, and Dulsco Support Services) based on estimated occupancy assumptions. Effective this reporting period, this allocation has been revised following external GHG validation in which accommodation-related emissions are now attributed entirely to Dulsco Group Support Services business division, under the Property Management Solutions (PMS) department, as the PMS department holds operational control over these facilities, including decision-making authority over maintenance and energy infrastructure such as solar installations.

Accordingly, accommodation-related Scope 1 emissions (fugitive emissions), Scope 2 electricity emissions, and Scope 3 waste-generation emissions associated with premises managed by the PMS department are now allocated to Dulsco Group Support Services, rather than to Dulsco People, Dulsco Environment or Parisima. This change reflects a revision in emissions boundary allocation.

Carbon Management Tool

Dulsco Group continued to use its digital Carbon Dashboard, launched in 2024, to monitor, assess and manage carbon intensity in real time and guide data-driven decision-making, whilst we started our carbon reporting management journey in 2022.

GHG EMISSIONS OVERVIEW

During 2025, Dulsco Group reported total greenhouse gas (GHG) emissions of 49,843 tCO_2e across Scope 1, Scope 2 and Scope 3, compared with 36,501 tCO_2e in 2024. This increase is primarily attributable to the expansion of operational activities and growth in business volumes across key divisions, which resulted in higher energy consumption and increased fleet activity. Scope 1 emissions remained the largest contributor to the Group's carbon footprint, primarily from mobile combustion, followed by purchased electricity and other indirect emission sources. The Group's emissions intensity was 1.89 tCO_2e per employee based on a total of 26,376 employees.

Emissions were categorised under the standard GHG Protocol scopes.

SCOPE 1 (DIRECT EMISSIONS)

40,500 tCO_2e

» **Mobile combustion** remained the largest source of Scope 1 emissions during 2025, generating 37,837 tCO_2e. Diesel accounted for the majority of these emissions (28,558 tCO_2e), followed by petrol (4,847 tCO_2e) and biodiesel (4,431 tCO_2e). Emissions from compressed natural gas (CNG) remained comparatively low at 0.23 tCO_2e.

» **Stationary combustion** generated 1,426 tCO_2e during 2025. Liquefied petroleum gas (LPG) accounted for the largest share of these emissions at 989 tCO_2e, followed by diesel (397 tCO_2e), light-ends fuel (40 tCO_2e) and compressed natural gas (CNG) (0.16 tCO_2e).

» **Fugitive emissions** amounted to 1,237 tCO_2e during 2025. Refrigerants used in air conditioning and refrigeration systems were the primary source, with R-22 accounting for 94% of emissions and R-410 for the remaining 6%.

SCOPE 2 (INDIRECT EMISSIONS FROM ENERGY)

7,964 tCO_2e

» Scope 2 emissions were primarily associated with purchased electricity, which accounted for 7,581 tCO_2e. District cooling and district heating contributed 380 tCO_2e and 3 tCO_2e, respectively.

SCOPE 3 (OTHER INDIRECT EMISSIONS)

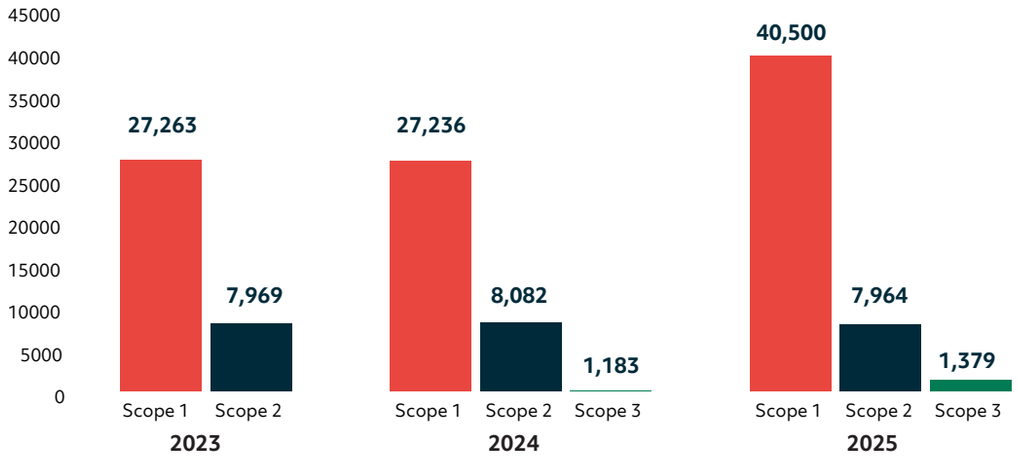
1,379 tCO_2e

» Scope 3 emissions were primarily associated with employee commuting (924 tCO_2e), business travel (65 tCO_2e) and waste generated through operations (390 tCO_2e).

Emissions by Entity

The distribution of greenhouse gas (GHG) emissions across Dulsco Group's business units reflects differences in operational activities and the application of the operational control approach for emissions reporting. Dulsco Environment reported 28,995 tCO_2e, accounting for 58.2% of the Group's total GHG emissions. Dulsco People reported 11,195 tCO_2e, representing 22.5% of total GHG emissions. Dulsco Group Support Services reported 9,535 tCO_2e, contributing 19.1% of the Group's total GHG emissions. Emissions have been allocated in accordance with the operational control approach applied as part of the GHG validation process. Parisima reported 56 tCO_2e and AGR reported 62 tCO_2e. Together, these entities accounted for less than 0.3% of the Group's total GHG emissions.

Results GHG Emission Data



Following GHG validation based on the operational control approach, in 2025, emissions were reported as follows:

Scope 1 (Direct Emissions)
Entities: Dulsco Environment, Dulsco Group Support Services, and Dulsco People

Scope 2 (Indirect Energy Emissions)
Entities: Dulsco Environment, Dulsco Group Support Services, Dulsco People, Parisima, and AGR

Scope 3 (Other Indirect Emissions)
Employee Commuting and Business Travel
Entities: Dulsco Environment, Dulsco Group Support Services, Dulsco People, Parisima, and AGR

Category 5 Waste Generated in Operations
Entities: Dulsco Environment, Dulsco Group Support Services, and AGR

Refrigerant and Pollution Management

Air conditioning and refrigeration systems continued to be managed to minimise emissions associated with refrigerant use. During 2025, refrigerant management focused on the ongoing maintenance of cooling systems, while air and noise monitoring was carried out at offices and waste and treatment facilities to verify compliance with applicable environmental requirements. Refrigerant consumption totalled 678 kg during the year, compared with 482 kg in 2024. The increase was primarily associated with routine servicing and refrigerant top-ups at staff accommodation sites managed by Dulsco Group Support Services, and at Dulsco Environment's offices and workshop facilities.

Paint Booth Upgrade and Emissions Compliance

During 2025, Dulsco Environment upgraded the paint booth at its Dubai Auto Workshop with an improved ventilation and filtration system. The upgrade enhanced the capture and containment of paint overspray and airborne particulates, strengthened exhaust air filtration, and reduced the release of volatile organic compounds (VOCs) and other hazardous pollutants into the surrounding environment. Independent stack emission monitoring confirmed the effectiveness of the filtration and ventilation systems in controlling pollutant emissions. The upgraded paint booth also successfully completed the required inspection and certification process, demonstrating compliance with applicable environmental regulations and emission standards.

Supporting Sustainable Employee Commuting

Reducing commuting-related emissions is part of Dulsco Group's environmental strategy, given transport's contribution to indirect carbon footprint. Dulsco Group operates a shuttle bus service between the Dubai Head Office and the nearest metro station, and provides EV charging stations and dedicated carpooling parking, encouraging lower-emission travel and reducing single-occupancy vehicle trips. Together, these initiatives support the Group's efforts to reduce Scope 3 commuting emissions and advance its wider decarbonisation objectives.

Looking Ahead

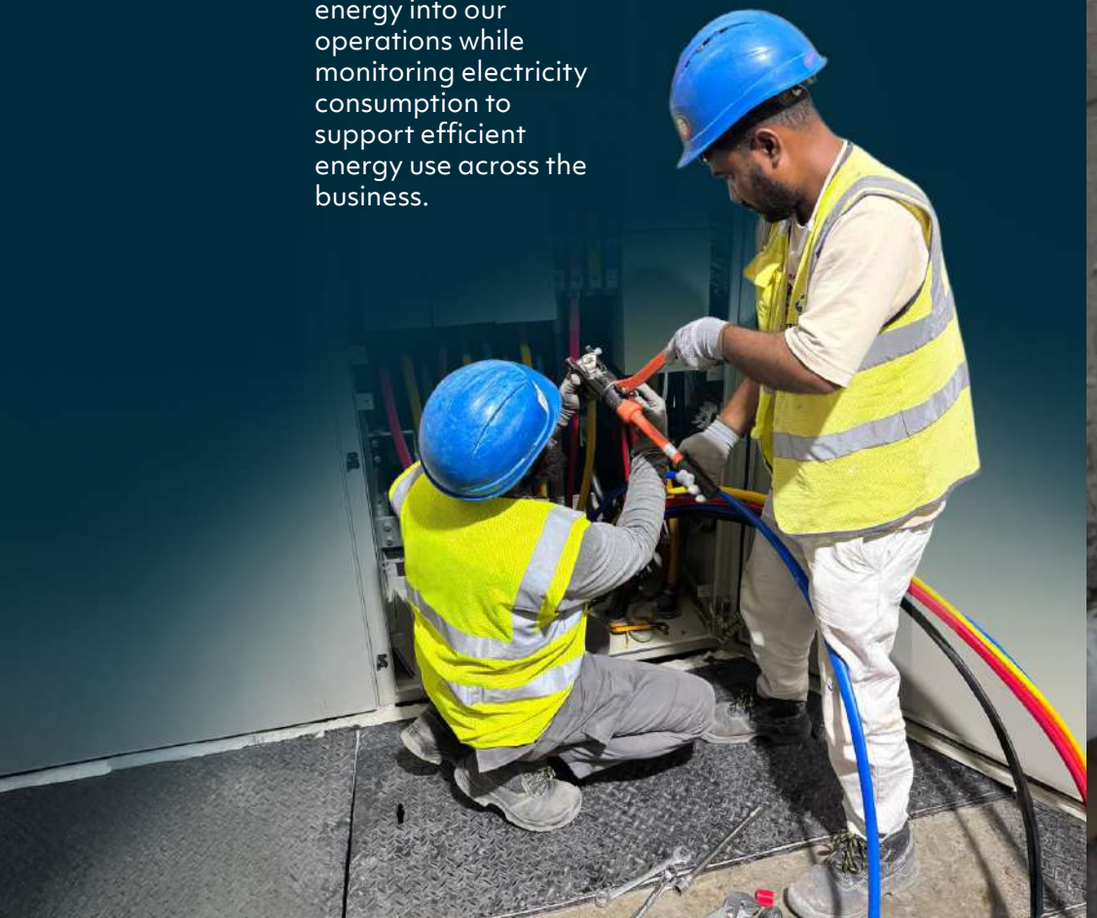
Dulsco Group is evaluating the carbon credit generation potential of its waste and treatment facilities as part of its broader decarbonisation strategy. This assessment will help determine the feasibility of monetising verified emissions reductions through recognised carbon credit mechanisms in the future.

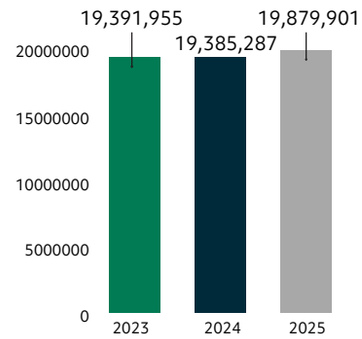
ENERGY MANAGEMENT

Managing energy consumption remains an important part of reducing the environmental impact of our operations. During 2025, we continued to monitor electricity consumption across our facilities and operations, while identifying opportunities to improve energy efficiency and increase the use of renewable energy where feasible.

Total electricity consumption was 19,879,901 kWh in 2025, compared with 19,385,287 kWh in 2024. Renewable electricity consumption amounted to 221,296 kWh, while the remaining electricity demand was met through non-renewable sources.

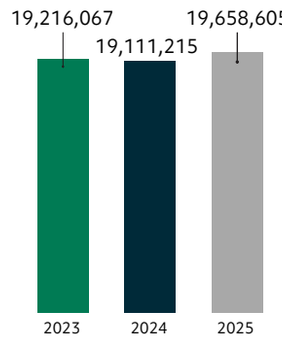
Although renewable electricity generation was lower than the previous year, we continued to integrate renewable energy into our operations while monitoring electricity consumption to support efficient energy use across the business.





Total electricity consumption

Total Renewable electricity consumption



Total non-renewable electricity consumption

Looking Ahead

Dulsco Group plans to expand its use of solar energy through the installation of solar photovoltaic systems at Dulsco Village and the DIP accommodation facilities.

FUEL CONSUMPTION

The Group's operations require a range of fuel sources to support fleet operations, waste collection, logistics and service delivery activities. Diesel remained the primary fuel used during 2025, while petrol, biodiesel and natural gas continued to support operational requirements across different business activities.

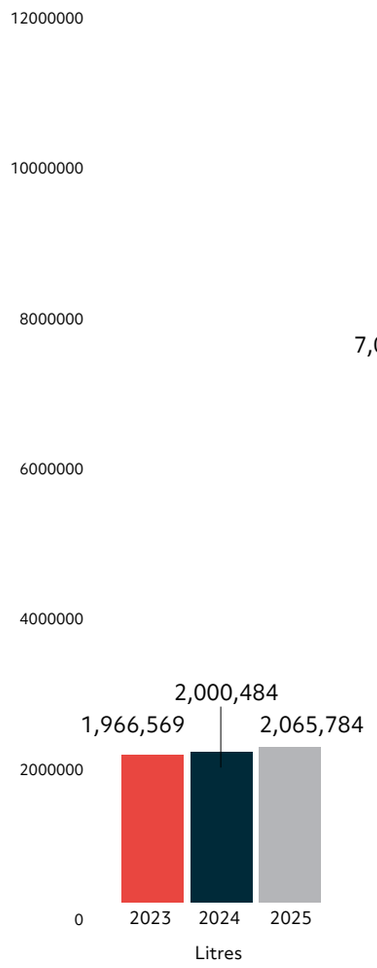
Compared with last year, diesel consumption increased to 10,497,410 litres from 5,954,583 litres. Petrol consumption increased marginally to 2,065,784 litres, compared with 2,000,484 litres, while biodiesel consumption decreased slightly to 1,774,386 litres from 1,847,013 litres.

Compressed Natural Gas consumption decreased to 181.38 cubic metres, compared with 4,030 cubic metres last year.

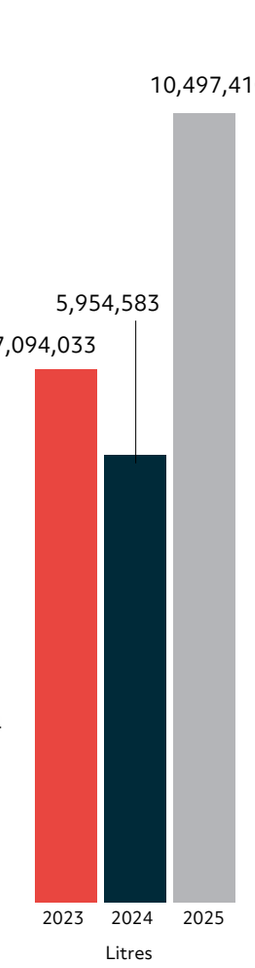
The phase-out of compressed natural gas (CNG) vehicles is planned for 2026, after which no CNG-powered vehicles will remain in the operational fleet.

Fuel consumption is monitored as part of the Group's environmental performance management and greenhouse gas emissions reporting, providing a basis for tracking operational trends and supporting future efficiency initiatives.

Year-on-Year Fuel Usage Comparison

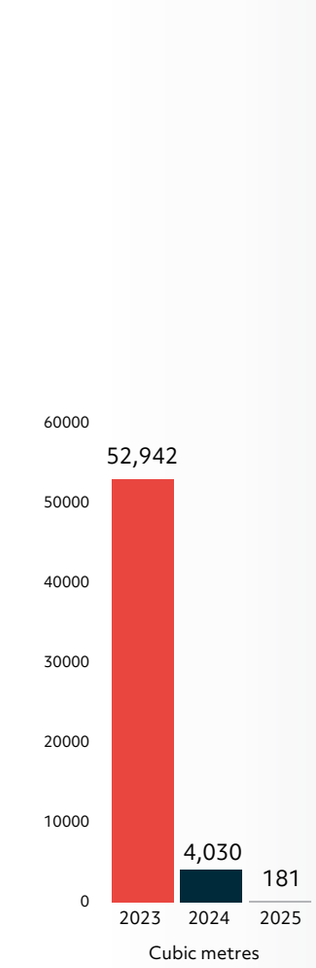


Petrol consumption



Diesel consumption

Biodiesel consumption



Compressed Natural Gas consumption

Use of Biodiesel in Dulsco People Vehicles

Reducing emissions from fleet operations remained a focus during 2025, with Dulsco People continuing its collaboration with Neutral Fuels, a UAE-based certified biodiesel producer, to use biodiesel as an alternative to conventional diesel across the Dulsco People vehicle fleet in Dubai, Abu Dhabi, Sharjah and Ajman. In 2025, this initiative contributed to an estimated reduction of 327,883 kg CO_2e in emissions by using biodiesel in place of conventional fuel, equivalent to taking 76.5 cars off the road for one year or the carbon sequestered by 5,422 tree seedlings grown over ten years.

Biodiesel consumption totalled 1,774,386 litres during the reporting period. During the year, a dedicated biodiesel storage tank was installed at Dulsco Village, supporting the use of B7 biodiesel across Dubai-based Dulsco People diesel vehicles and strengthening biodiesel distribution across fleet operations. The planned transition to B10 biodiesel remains under consideration.

Looking Ahead

Dulsco Environment plans to develop a five-year fleet transition roadmap to guide the progressive replacement of its fleet. As part of this initiative, alternative fuel technologies will be evaluated, taking into account operational feasibility and commercial considerations, with the objective of improving fleet carbon efficiency over time.

CERTIFICATIONS AND ENVIRONMENTAL MANAGEMENT

Environmental management continued to be supported through recognised certifications, management systems and internal policies during 2025.

Environmental management systems remained in place across relevant operations, including the continued application of ISO 14001 principles. Existing Environmental Sustainability policy continued to guide the responsible use of resources and environmental performance across operations.

Participation in Extended Producer Responsibility (EPR) pilot projects and the Dubai Recycling Business Group also continued during the year, supporting collaboration on waste management and circular economy initiatives.

RESPONSIBLE WASTE MANAGEMENT

Waste management continued to be guided by Dulsco Group's Waste Handling Policy, which set out requirements for waste reduction, segregation, recycling, recovery and responsible disposal across operations. These were complemented by the Green Cleaning Policy and Ongoing Purchasing and Waste Policy, which promote sustainable procurement, responsible waste handling and resource recovery across facilities. Together, the policies provide a consistent framework for managing waste streams while encouraging resource recovery and reducing reliance on landfills.

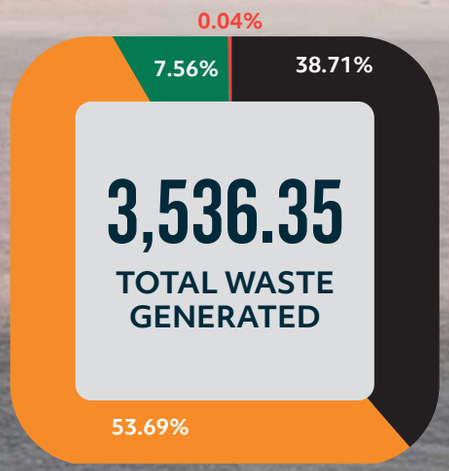
During 2025, 3,536.35 tonnes of waste were generated across operations, compared with 2,517 tonnes last year. Of the total waste generated, 1,898.51 tonnes were directed to waste-to-energy facilities, and 267.37 tonnes were recovered through recycling and recovery, while 1,369.08 tonnes were disposed of at landfill and 1.39 tonnes were managed through incineration.

Overall, waste generation increased in line with higher operational activity during the year. Waste-to-energy and recycling remained the primary treatment routes, with more than half of the waste generated being sent to the waste-to-energy facility.

DULSCO ENVIRONMENT

WASTE MANAGEMENT OVERVIEW

Waste Management Route	Quantity (Tonnes)
Landfill	1,369.08
Waste-to-Energy	1,898.51
Recycling and Recovery	267.37
Incineration	1.39



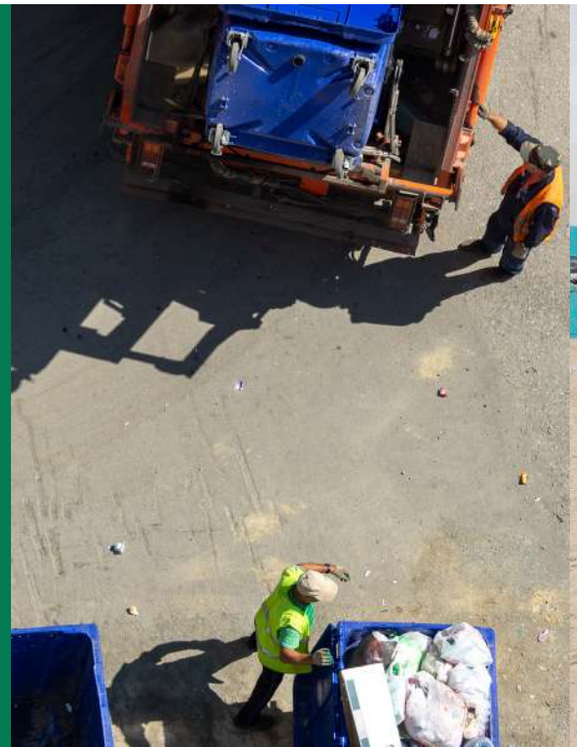
OUR WASTE MANAGEMENT SERVICES

Dulsco Environment continued to provide large-scale waste management services across the UAE, supporting municipal and private-sector clients. During 2025, the business avoided sending 1.04 million tonnes of waste to landfill through recycling, recovery and other treatment solutions, including waste-to-energy. Overall, 3.91 million tonnes of waste was managed during the year, including 2.53 million tonnes associated with a dedicated client-owned landfill project mobilised during 2025. Excluding this project, Dulsco Environment managed 1.38 million tonnes of waste.

Key partnerships such as the Dubai Municipality's My City My Environment (MCME) programme achieved 35% landfill diversion. Beyond routine service delivery, Dulsco Environment supported Dubai Municipality during eight major public events and carried out 185 cleaning campaigns across the city, contributing to cleaner public spaces and effective municipal waste management.

Environmental compliance remained a priority throughout the reporting period. During the year, Dulsco Environment also received a Dubai Municipality Green Certificate for the compliant disposal of waste batteries through an approved service provider.

In addition, procurement activities increasingly favoured electric mobile equipment, including the acquisition of an electric shredder, as part of the gradual transition away from diesel-powered alternatives.



Employee Engagement and Environmental Initiatives

Employee participation continued to support waste reduction efforts during 2025 through Dulsco Group's Show You Care, Do Your Share campaign. The initiative encouraged employees to promote recycling both at work and within their accommodation, including a dedicated "Recyclable Collection Drive - Can Initiative" and awareness on the responsible disposal of hazardous waste. Through the programme, 22,710 kg of recyclable materials were collected from Dulsco Group accommodations during the year.

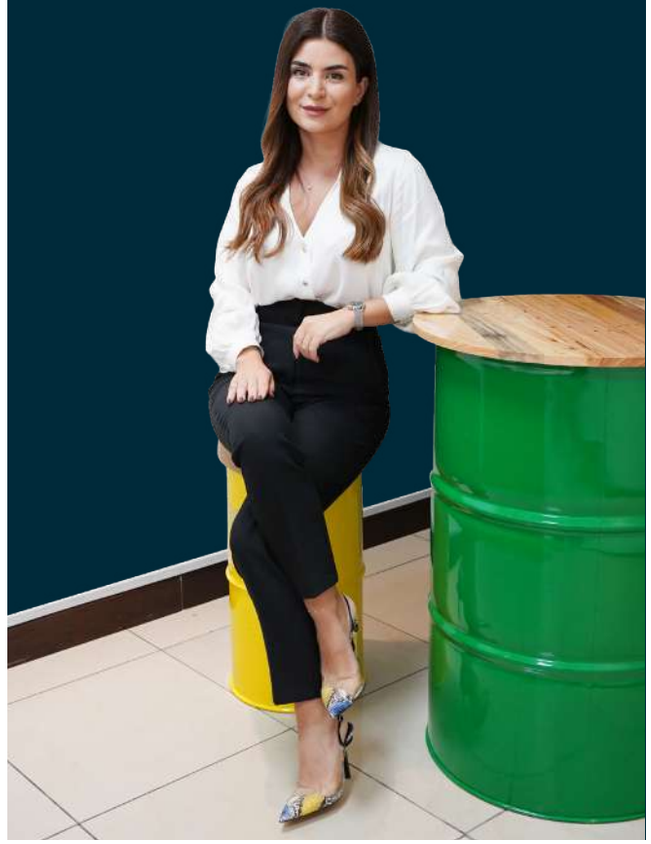
Two training sessions on waste segregation and recycling were also conducted during the year, with 127 participants attending. The sessions aimed to enhance awareness of responsible waste management practices and promote effective waste segregation across the organisation.

Extended Producer Responsibility (EPR)

During 2025, Dulsco Group participated in the UAE's Extended Producer Responsibility (EPR) Pilot Project, supporting the development and implementation of the national EPR framework. The Dulsco Group also signed the EPR Pilot Project Pledge, reaffirming its commitment to advancing responsible waste management and promoting greater participation in waste segregation and resource recovery. The pilot focused on packaging, electrical and electronic equipment, and batteries. Dulsco Group contributed by providing waste-related data relevant to the project.

Dubai Recycling Business Group (DRBG)

During the year, Joelle Saab, Recycling and Treatment Director at Dulsco Environment, served as the elected Chairwoman of the DRBG, supporting dialogue between industry and government and contributing to the development of recycling policies and infrastructure in Dubai.



WATER STEWARDSHIP

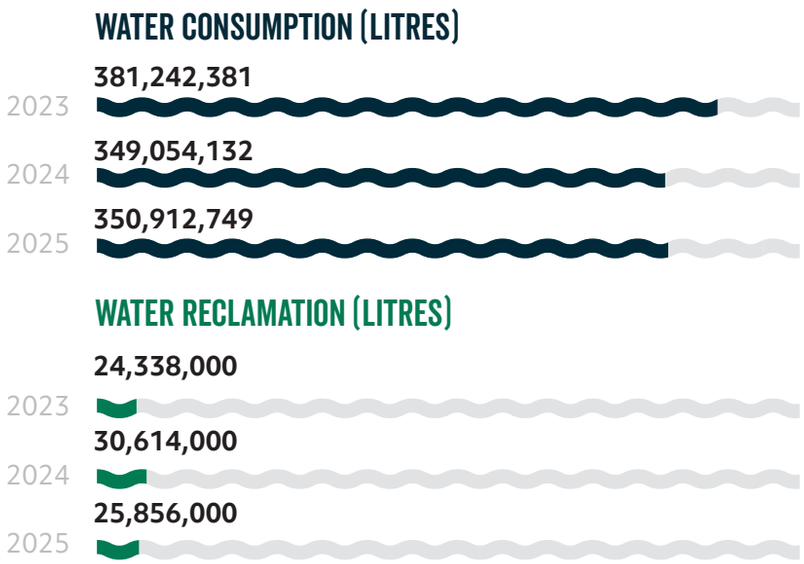
Effective water management remains an important component of the Group's environmental performance. During 2025, water stewardship efforts focused on maintaining treatment infrastructure, improving drinking water quality and supporting the efficient use and recovery of water across key operational facilities. Total water consumption during 2025 was 350,912,749 litres, compared with 349,054,132 litres in 2024. Dulsco Group Head Office, Dulsco Village accommodation, DIP accommodation, Muhaisnah 1, 2, 3 accommodations, Fujairah accommodation, Parisima and AGR DIFC office, all contributed to the overall consumption.

The Dulsco Village Greywater Treatment Plant and the Fujairah Sewage Treatment Plant continued operating throughout the reporting period, supporting the recovery and reuse of water across accommodation facilities and making 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 53,000 litres of water for irrigation purposes.

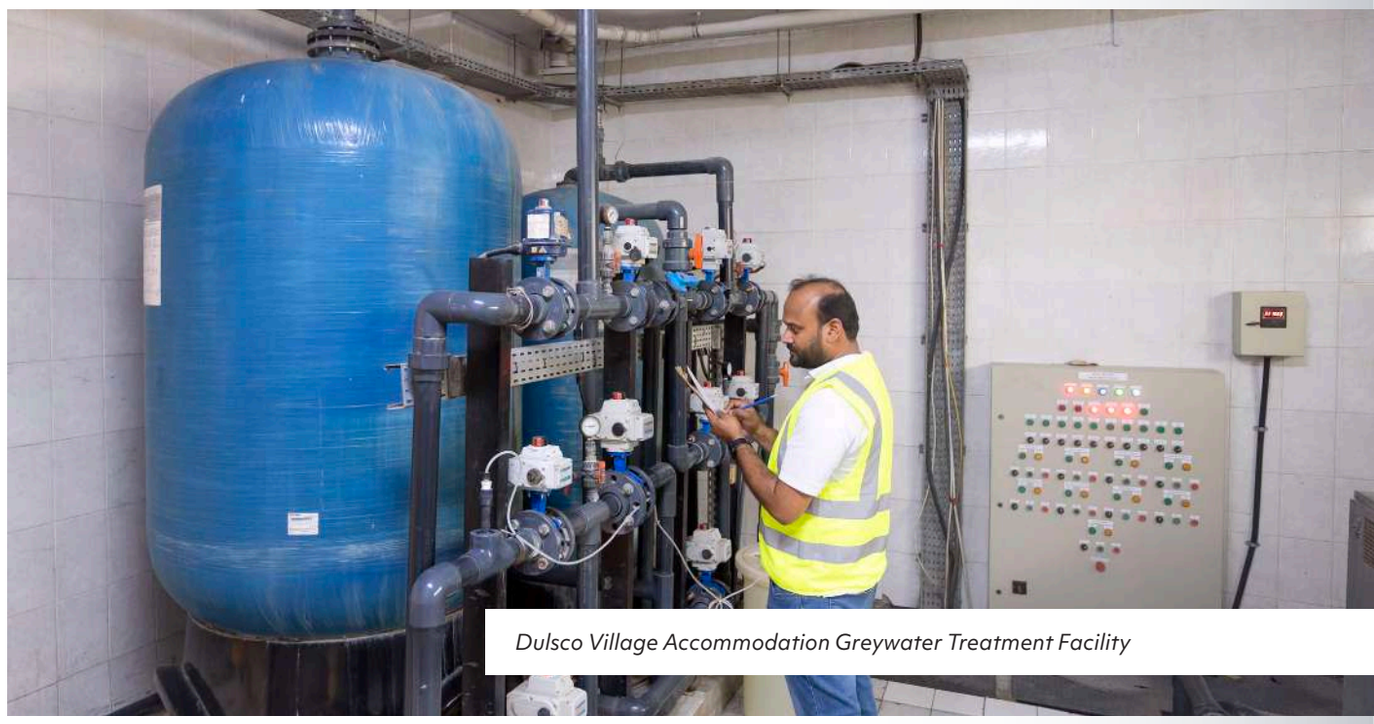
Through Dulsco Village Greywater Treatment Plant, the Fujairah Sewage Treatment Plant, and the Liquid Treatment Facility, 25,856,000 litres of water were reclaimed during 2025, compared with 30,614,000 litres of water in 2024. Reclaimed water output declined due to operational issues at the Fujairah treatment plant during the second half of the year.

Water performance continues to be monitored across operations to identify opportunities to improve efficiency, optimise treatment processes, and strengthen the responsible management of water resources.



**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.*



Dulsco Village Accommodation Greywater Treatment Facility

Dry washing for Dulsco People fleet operations resulted in cumulative water savings of over

600,000 LITRES IN 2025

Fujairah Accommodation Sewage Treatment Facility

WATER EFFICIENCY POLICY

The Water Efficiency Policy, introduced in 2022, continued to guide responsible water management throughout 2025. The policy promotes efficient water use through operational controls, infrastructure improvements, and water conservation practices across the organisation.

To support its implementation, reverse osmosis water cooler filters were installed at selected facilities in the Northern Emirates where local water quality required additional purification. Existing drinking water stations at Dulsco Group Head Office, Muhaisnah, Ras Al Khaimah, Abu Dhabi, and Parisima and AGR Dubai office remained in operation throughout the year without significant changes to infrastructure.

Through the continued installation of water stations, Dulsco Group increased the number of single-use plastic bottles avoided by 7.8%, rising from 195,684 in 2024 to 210,981 in 2025.

ECOLOGICAL IMPACT

Protecting natural ecosystems and supporting the responsible use of resources remained important aspects of Dulsco Group's environmental approach during 2025. Throughout the year, initiatives focused on biodiversity conservation, renewable energy and environmental restoration, contributing to broader environmental objectives across the communities in which the organisation operates.

Conservation efforts

Dulsco Group organised a Mangrove Plantation Drive at Jubail Mangrove Park in Abu Dhabi, bringing together 80 participants, including employees, schools and clients such as Abu Dhabi Aviation and Ahalia Medical Group. Participants contributed 2,400 volunteering hours and planted 1,000 mangrove saplings, doubling the number planted last year.

The mangroves planted during the year are estimated to sequester 13,600 kg of CO_2 annually once mature. The initiative contributes to the UAE's national ambition of planting 100 million mangroves by 2030.

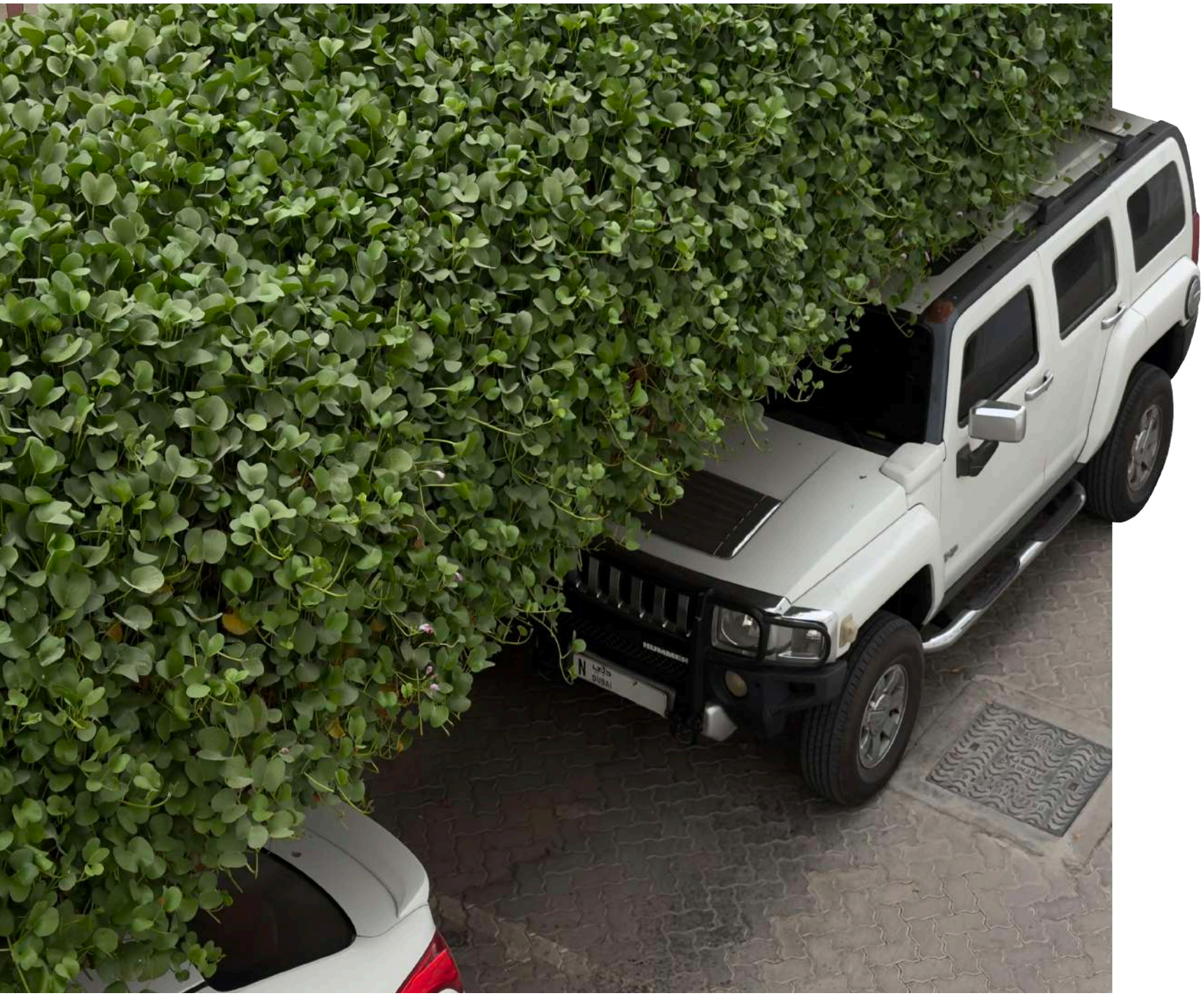
Caring for Nature, Creating Impact

Protecting natural ecosystems remained an important part of Dulsco Group's environmental activities during 2025. Beach clean-up initiatives, environmental awareness programmes and the continued adoption of renewable energy and lower-carbon technologies contributed to biodiversity conservation and more sustainable operations across the Group.

Heat Island Reduction and Green Roofing

Green roofing and landscaped surfaces continue to be incorporated into selected facilities to help reduce urban heat island effects and improve the performance of the built environment. These features are integrated across non-roof areas and covered parking facilities at the Head Office, providing additional green space within operational sites.

The design approach aligns with the principles of the U.S. Green Building Council and forms part of Dulsco Group's ongoing efforts to incorporate sustainable design considerations into its facilities.



Climate Change Vulnerability

Climate change presents both environmental and operational considerations that require ongoing assessment and management. During 2025, Dulsco Group continued to monitor greenhouse gas emissions, energy and water consumption, waste generation and other key environmental indicators to better understand the impacts of its operations and identify opportunities to improve environmental performance.

The year also saw continued implementation of initiatives to reduce emissions and strengthen environmental performance, including renewable energy generation, lower-carbon fleet solutions, responsible waste management, and biodiversity initiatives such as mangrove planting and beach clean-ups.

SOCIAL SUSTAINABILITY

04

Health & Safety Culture

Employee Welfare & Inclusion

Talent Attraction & Retention

Elevating Customer Experiences

CSR & Community Engagement

Privacy & Data Security

Social sustainability is an important part of how Dulsco Group operates and creates long-term value. It shapes the way we support our people, deliver services to our clients, and build trusted relationships with the communities in which we operate. Through engagement with our stakeholders, we continue to identify the social topics that matter most to our business and focus our efforts where they can make the greatest difference.

SOCIAL SUSTAINABILITY

At Dulsco Group, we seek to build a workplace where accountability, collaboration and care are reflected in the way people work every day. Our values, together with our leadership behaviours, provide a common set of expectations that encourage integrity, customer focus and teamwork across the organisation.

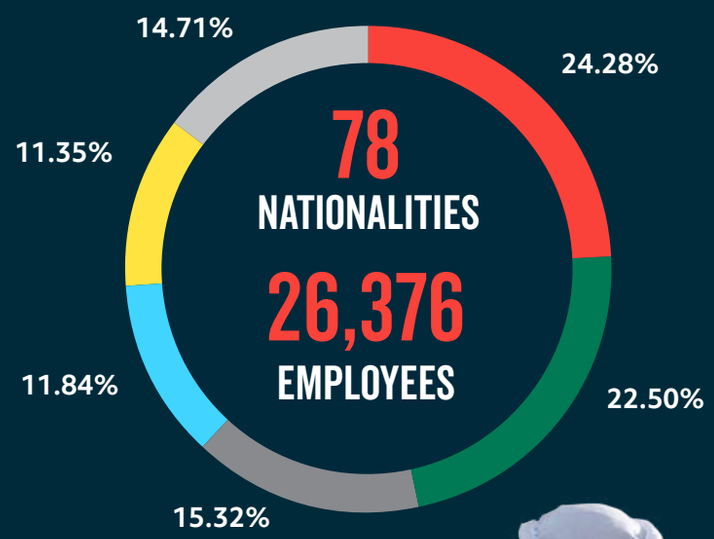
Our approach includes maintaining high standards of health, safety, and quality, while providing opportunities for employee well-being, engagement and professional development. We recognise that a workforce with varied backgrounds and experiences brings different perspectives, supports better decision-making, and contributes to a respectful and inclusive working environment.

Creating a workplace where people choose to build their careers remains important to our long-term success. Alongside delivering quality services to our customers, we seek to make a positive contribution to the communities where we operate and apply appropriate measures to protect personal and organisational data and respect privacy.

OUR SOCIAL IMPACT AT A GLANCE

NATIONALITIES BREAKDOWN

India	6,404
Uganda	5,935
Pakistan	4,040
Nepal	3,124
Ghana	2,994
Other nationalities	3,879
Total	26,376



NUMBER OF FULL-TIME EMPLOYEES FOR EACH BUSINESS ENTITY

23,308 DULSCO PEOPLE

1,497 DULSCO ENVIRONMENT

629 DULSCO GROUP SUPPORT

898 PARISIMA

44 ADVANCE GLOBAL RECRUITMENT

46 IMPACTFUL CSR ACTIVITIES

3,059

VOLUNTEERING HOURS

121 QHSE CAMPAIGNS AND INITIATIVES

26.8% REDUCTION IN RECORDABLE INJURIES

SIX GOLDEN SAFETY RULES ROLLED OUT IN SIX LANGUAGES

HEALTH AND SAFETY CULTURE

OUR APPROACH

Protecting the health, safety and well-being of our people remains a core part of how Dulsco Group operates. We aim to provide a working environment where risks are identified early, controls are consistently applied, and every individual understands their role in maintaining safe and responsible operations.

Our approach is based on the principle that health, safety, and quality are shared responsibilities. Across our operational sites, fleets and offices, these priorities are integrated into day-to-day activities, supported by clear procedures, regular training, and continuous monitoring.

During 2025, we strengthened our health and safety management practices by expanding the use of digital tools and introducing new initiatives across the business. These included AI-enabled vehicle safety cameras, digital Permit-to-Work and audit processes, the rollout of the Golden Safety Rules in six languages, completion of the Group's Business Continuity Plan, and recognition as a certified provider of IOSH safety qualifications.

The year also marked continued progress in safety performance. Despite a 29% increase in total hours worked, the Group recorded its lowest Accident Frequency Rate to date, while man-days lost decreased by 36%.

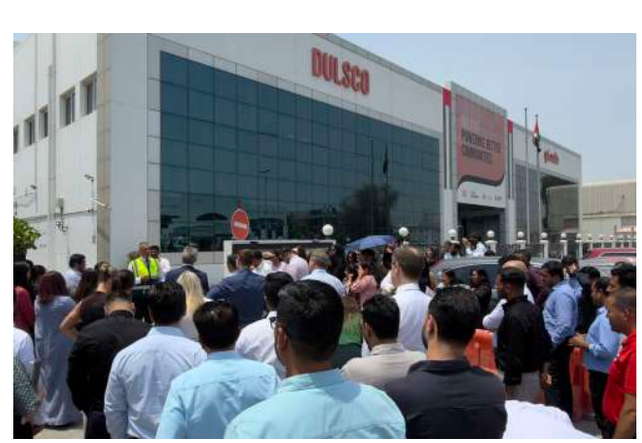
These improvements reflect the continued focus on preventive measures, workforce engagement, and consistent application of health and safety practices across the organisation.

Martin Brogan
Group Director - QHSE

> **"Your eyes, your voice, your choices – that's where safety really lives. Before you act, ask yourself: 'Where is the risk, and what will I do about it right now?' When we challenge unsafe acts and support safe ones, we give people confidence to do the right thing."**

Safety Management System - The Five Pillars

Dulsco Group's Safety Management System (SMS) is structured around five pillars, providing a consistent approach to protecting employees and clients while reducing operational risk across the business. The five pillars comprise: **Policies and Procedures; Hazard Identification and Risk Assessment; Training and Competence; Communication and Engagement; and Incident Reporting and Investigation**. These pillars are underpinned by strong leadership and commitment at every level of the organisation, ensuring safety remains embedded in day-to-day decision-making and operational practice. During 2025, the SMS evolved to incorporate key initiatives introduced during the year, including the Six Golden Safety Rules, and the deployment of new digital safety tools, ensuring these initiatives were embedded within the existing governance framework.



The Six Golden Safety Rules

A key health and safety initiative introduced during 2025 was the renewal and rollout of Dulsco Group's Six Golden Safety Rules, forming an important part of strengthening the organisation's approach to health and safety.

The Six Golden Safety Rules set out a small number of non-negotiable behaviours intended to prevent serious incidents and promote safe working practices. They provide a clear and consistent framework that communicates the safety expectations applicable to employees and contractors across the Group.

Recognising the diversity of its workforce, Dulsco Group developed and issued the Rules in six languages to improve accessibility and support consistent understanding across its operations. During the year, the initiative also replaced the previous "I Work Safely" campaign and was introduced through awareness campaigns, toolbox talks and site communications across the business.

The Six Golden Safety Rules are intended to:

- Highlight the critical risks that require consistent control.
- Establish clear safety expectations for employees and contractors.
- Promote safe working practices through simple and consistent guidance.
- Reduce incidents associated with unsafe acts, human error, and non-compliance.

IOSH Certification
Dulsco Group as a Certified Training Provider

During 2025, Dulsco Group became a licensed training provider for both **IOSH Working Safely** and **IOSH Managing Safely**, enabling the organisation to deliver internationally recognised occupational health and safety training programmes internally. These qualifications provide employees and line managers with practical knowledge of workplace health and safety, risk management, and their respective responsibilities.

By becoming a licensed provider, Dulsco Group has strengthened its internal training capability and reduced reliance on external training providers.

The rollout of the IOSH programmes is planned for 2026, with training expected to be delivered across business units to further strengthen health and safety awareness and competence throughout the organisation.

Digitalisation of the QHSE Framework

Digitalisation continued to play an important role in strengthening Dulsco Group's Quality, Health, Safety, and Environment (QHSE) management system. The adoption of digital tools has improved the accessibility and consistency of QHSE information, strengthened record management, and reduced reliance on paper-based processes.

Key developments

- **Digital Permit-to-Work (PTW)**
  The PTW process was transitioned to a digital platform, improving document control, traceability, and workflow management.
- **Standardised digital audits**
  Audit requirements were consolidated into a single digital audit standard, providing a consistent approach across all business units.
- **Digital heat stress checklist**
  Heat stress assessments were digitised through the CSN platform and aligned with Dubai Municipality requirements, supporting the management of heat-related risks for employees working outdoors.
- **Power BI safety dashboard**
  Developed by the QHSE team, the dashboard provides real-time visibility of key safety indicators, enabling timely monitoring and reporting.
- **Digital toolbox talks**
  Toolbox talks were enhanced using AI-enabled video content, supporting consistent delivery of safety messages across operational sites.
- **Regulatory monitoring**
  AI-supported tools were introduced to monitor updates issued by Dubai Municipality, ADOSH and IATA, enabling the QHSE team to identify and review relevant regulatory developments more efficiently.

Client and task-specific risk ratings were also consolidated into a digital system, providing a centralised view of operational risks and supporting the prioritisation of training and other preventive measures for higher-risk activities.

Safety Champions

To strengthen employee participation in health and safety, Dulsco Group established a network of **104 Safety Champions** during 2025, comprising volunteers from across its business units and operational functions. Representatives from Dulsco Environment, Dulsco People, Parisima, and Dulsco Group Support Services were appointed to support the implementation of health and safety practices within their respective teams.

Safety Champions support the implementation of the Group's health and safety management system by:

- Supporting Heads of Department and supervisors in implementing occupational health and safety requirements.
- Assisting with the development and review of risk assessments and Standard Operating Procedures (SOPs).
- Participating in incident investigations and supporting the implementation of corrective actions.
- Facilitating safety meetings and delivering toolbox talks.
- Supporting site audits, inspections and compliance with applicable legal and operational requirements.
- Assisting with emergency response exercises and local safety awareness campaigns.

Certifications and Industry Memberships

Dulsco Group maintained its core management system certifications during 2025 following successful recertification audits. The audits recorded zero major non-conformances and one minor non-conformance. During the recertification process, the scope of the ISO 45001 Occupational Health and Safety Management System was extended to include the Group's Liquid Treatment Facility site, broadening the coverage of the certified management system. All applicable certifications were successfully renewed for a further three-year certification cycle.

MANAGEMENT SYSTEM CERTIFICATIONS

- **ISO 45001:2018**
  Occupational Health and Safety Management System
- **ISO 14001:2015**
  Environmental Management System
- **ISO 9001:2015**
  Quality Management System
- **ISO 15189:2022**
  Medical Laboratory Management

TRAINING PROVIDER LICENSES

- **IOSH Managing Safely v5.0**
  Licensed Training Provider
- **IOSH Working Safely v5.0**
  Licensed Training Provider

INDUSTRY MEMBERSHIPS AND OTHER RECOGNITIONS

- **ADOSH-SF**
  Abu Dhabi Occupational Safety and Health - System Framework
- **British Safety Council**
  Membership maintained
- **SMETA Audit for a prestigious client**
  Successfully completed for Sedex
- **AGR-Maritime Labour Convention (MLC)**
  Three-year audit certification achieved
- **AGR-RoSPA**
  (Royal Society for the Prevention of Accidents) certification maintained, with GDPR-regulated data hosting practices applied across its operations

AWARDS AND RECOGNITION

In 2025, Dulsco Group received **320 safety recognitions**, an increase from 280 in 2024, reflecting the visible impact of its safety culture across multiple sectors and regions. Dulsco Group was also shortlisted for the **Best HSE Team award at the Intersect Awards 2025**, recognising the team's overall safety performance and commitment to continuous improvement. Throughout the year, employees and operational teams also received multiple client and internal recognitions for exemplary safety performance, including achievements in emergency response, safe driving, operational excellence, and adherence to best safety practices across different business units.

SAFE EXECUTION OF THE 2025 KILN SHUTDOWN

Dulsco Group's contribution to the successful completion of the 2025 Kiln Shutdown at **Holcim**, Ras Al Khaimah, was formally recognised by the client's Health and Safety Manager. The appreciation acknowledged the team's consistent safe working practices throughout one of the plant's highest-risk maintenance activities, with no major safety concerns reported during the shutdown. The recognition highlighted the team's commitment to maintaining high safety standards during a technically demanding operation.

RECOGNISED FOR SAFETY PERFORMANCE AT ASHOK LEYLAND UAE

Dulsco Group received formal appreciation from **Ashok Leyland (UAE) LLC** for its safety performance throughout 2025 at the client's Ras Al Khaimah facility. The client recognised the team's consistent adherence to safety requirements, proactive approach to incident prevention and contribution to maintaining a safe working environment. During the year, Dulsco Group employees were also recognised as **Best Safety Practitioners** through the client's monthly safety recognition programme, reflecting their continued commitment to safe working practices.

Aviation Safety Initiatives and Recognition

During 2025, Dulsco Group's Aviation business continued to strengthen its safety culture through a combination of employee recognition, client engagement and operational safety initiatives across Dubai International Airport and Dubai World Central (DWC), and Abu Dhabi Airports. The business also recognised exemplary driver performance through a dedicated safe driving initiative, reinforcing safe behaviours among aviation transport personnel. Collaborative safety activities, including participation in Foreign Object Debris (FOD) awareness campaigns and demonstrations on the safe use of Dangerous Goods Spill Kits, further enhanced safety awareness, environmental protection and operational readiness across airport operations.

TRAINING & AWARENESS

Building workforce competence remains a key element of Dulsco Group's approach to health and safety management. During 2025, the Group continued to deliver operational health and safety training to strengthen compliance, raise awareness, and equip employees with the knowledge required to work safely across a range of operational environments.

A total of **1,384 operational health and safety training sessions** were conducted, with **32,738 participants** receiving training on topics including hazard identification, emergency response, site-specific risk management, and safe working practices.

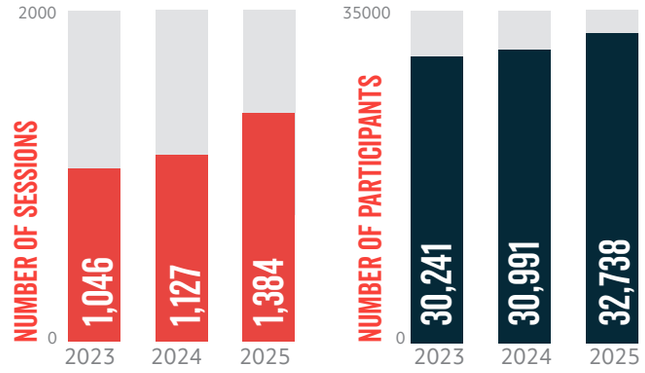
Toolbox talks were also enhanced through the introduction of AI-enabled video content supporting the consistent delivery of safety messages across operational sites. Training records continued to be managed through digital systems and monitored using Power BI dashboards, providing the QHSE team with real-time visibility of training completion, compliance status and areas requiring further attention.

HSE Training

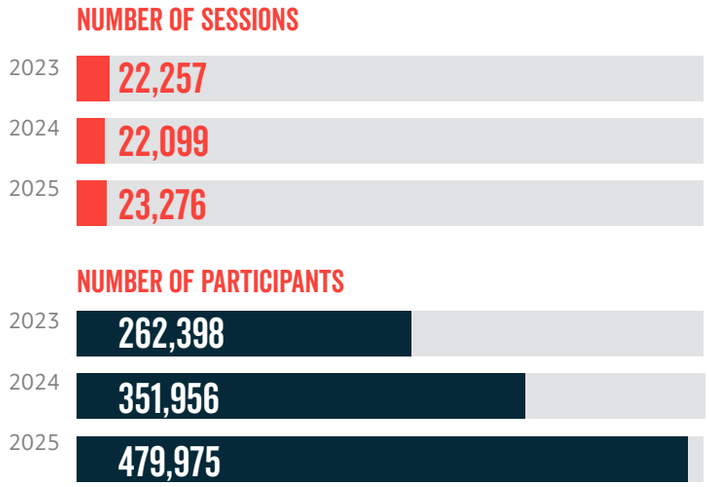
1,384 SESSIONS

32,738 PARTICIPANTS

HSE TRAINING



TOOLBOX TALKS



Targeted Safety Learning Initiatives

Alongside its wider training programme, Dulsco Group introduced targeted learning initiatives during 2025 to address specific operational risks and reinforce safe working practices across the organisation.

DRIVER SAFETY - AI TECHNOLOGY AND BEHAVIOURAL CHANGE

Behaviour-Based Safety (BBS) training was introduced for employees operating forklifts, reach trucks and other logistics equipment. AI-enabled driver monitoring technology was deployed across the Dulsco People fleet using the GreenRoad platform, monitoring mobile phone use, seatbelt compliance, forward collision risk and driver fatigue.

The initiative contributed to an improvement in the average Dulsco People safety score from 5 to 3 on the GreenRoad rating scale. Dulsco Environment also recorded a 50% reduction in vehicle accidents during the year. Within the Aviation business, a zonal safety approach contributed to a 26% reduction in aviation busing accidents, despite an 11% increase in the number of trips during the year. Work locations were divided into operational zones, with each zone assigned a safety observer to monitor driving practices. The programme was supported by a recognition and accountability system to encourage safe driving and address unsafe practices.

ONE-POINT LESSON (OPL) PROGRAMME

The One-Point Lesson (OPL) Programme was introduced as an enhanced toolbox talk format focusing on recurring causes of workplace incidents. Each lesson is developed using incident data to address specific risks and communicate practical preventive measures. During the year, OPLs were communicated to 8,000 workforce within Dulsco People, supporting the consistent communication of safety lessons and promoting the application of preventive actions across operational teams.

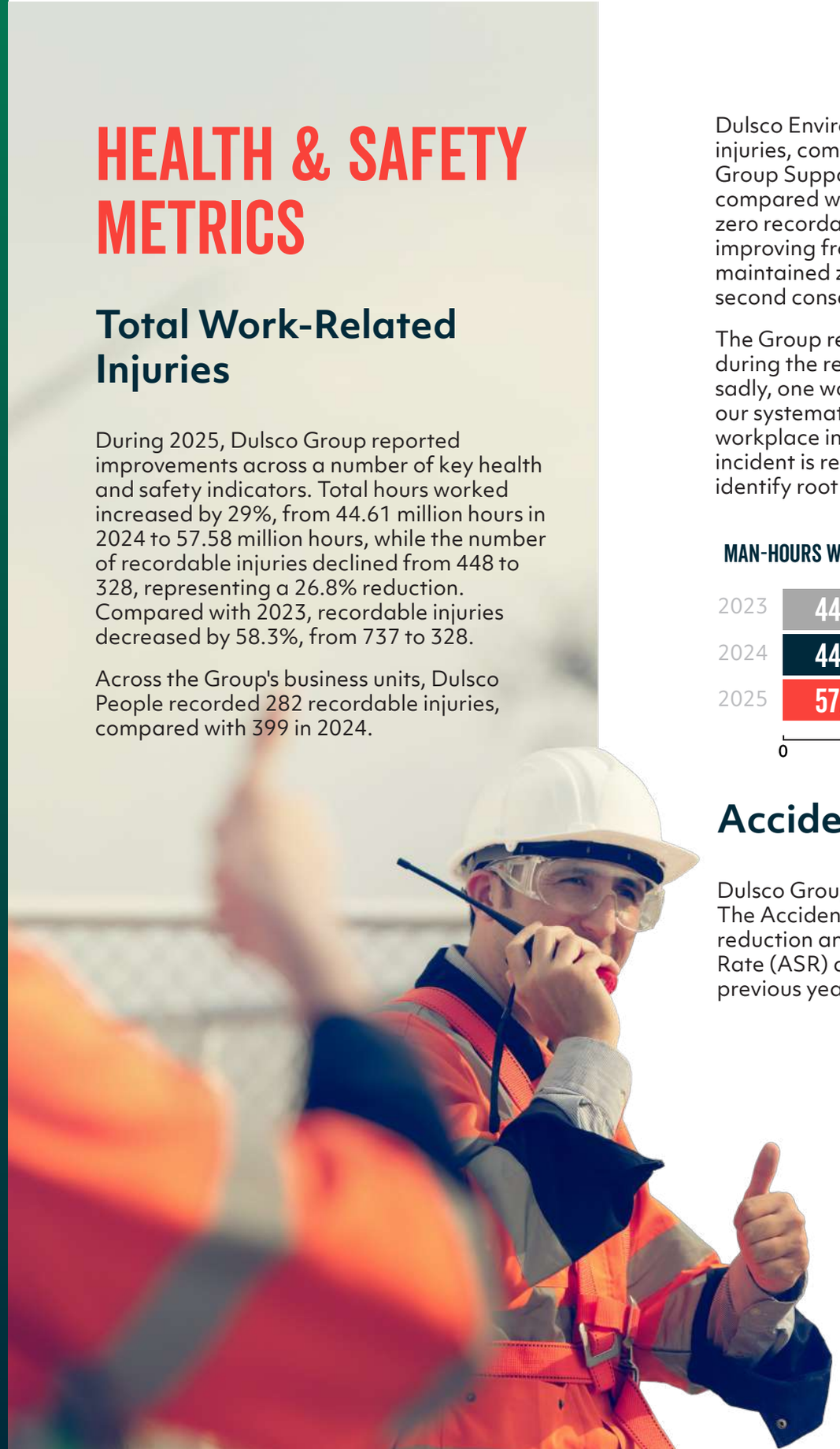
ACROSS THE GROUP, VEHICLE ACCIDENTS DECREASED FROM 180 IN 2024 TO 113 IN 2025.

HEALTH & SAFETY METRICS

Total Work-Related Injuries

During 2025, Dulsco Group reported improvements across a number of key health and safety indicators. Total hours worked increased by 29%, from 44.61 million hours in 2024 to 57.58 million hours, while the number of recordable injuries declined from 448 to 328, representing a 26.8% reduction. Compared with 2023, recordable injuries decreased by 58.3%, from 737 to 328.

Across the Group's business units, Dulsco People recorded 282 recordable injuries, compared with 399 in 2024.

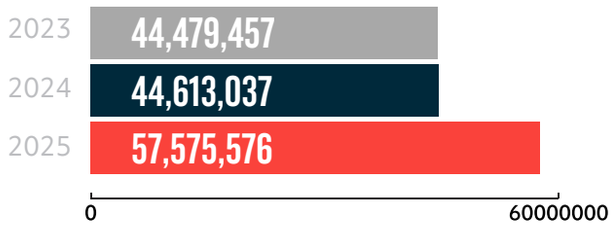


Dulsco Environment recorded 45 recordable injuries, compared with 48 in 2024. Dulsco Group Support Services reported 1 injury compared with zero in 2024. AGR reported zero recordable injuries during the year, improving from 1 in 2024, while Parisima maintained zero recordable injuries for the second consecutive year.

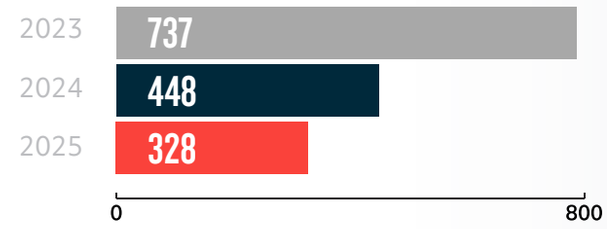
The Group recorded 328 recordable injuries during the reporting period, including, very sadly, one work-related fatality, highlighting our systematic approach to capturing workplace incidents. Every workplace incident is recorded and investigated to identify root causes, strengthen preventive measures and support continuous improvement in health and safety performance. Injury days also declined from more than 6,000 in 2024 to approximately 4,836 in 2025, indicating a reduction in the overall impact of workplace injuries.

Dulsco Group continued to encourage the reporting of near misses as part of its proactive approach to health and safety management. The Near Miss Frequency Rate (NEFR) increased by 29% compared with 2024, reflecting increased reporting of potential hazards and supporting the identification of opportunities to strengthen preventive measures across the Group.

MAN-HOURS WORKED



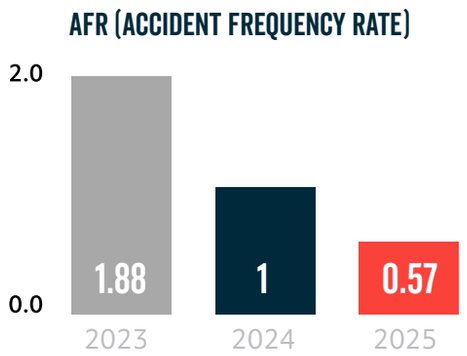
RECORDABLE INJURIES



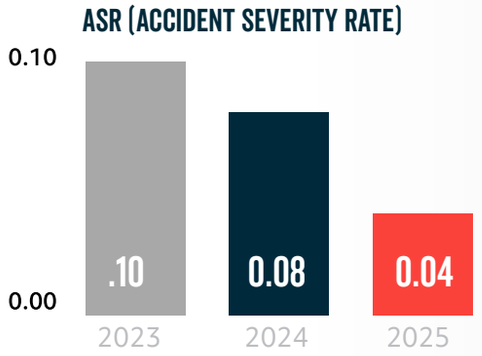
Accident Rate

Dulsco Group also reported improvements in its key safety performance indicators during 2025. The Accident Frequency Rate (AFR) decreased from 1.00 in 2024 to 0.57, representing a 43% reduction and exceeding the Group's annual improvement target of 10%. The Accident Severity Rate (ASR) also improved, declining from 0.08 to 0.04, a 50% reduction compared with the previous year.

AFR (ACCIDENT FREQUENCY RATE)



ASR (ACCIDENT SEVERITY RATE)



HEALTH & SAFETY CAMPAIGNS

A safe, healthy and productive workplace benefits both employees and the organisation as a whole. Through a structured programme of health and safety campaigns, Dulsco Group ensures that employees are informed of potential hazards, equipped with the skills to manage risk, and supported in maintaining their overall well-being.

Our campaigns are designed to deliver targeted, relevant safety messages throughout the year aligned to seasonal risks, operational priorities and emerging safety topics, fostering a culture where safety is understood and practised at every level of the organisation.

Monthly QHSE Campaigns

Following the introduction of monthly QHSE campaigns in 2024 as an alternative to the annual Health, Safety and Environment (HSE) Week, the programme became fully established during 2025. The year-round approach enables safety messages to be delivered consistently, with campaign themes aligned to seasonal risks, operational priorities and emerging safety topics.

During 2025, campaign themes covered areas including the Six Golden Safety Rules, fire safety, behavioural safety, safe driving, dangerous goods handling, office ergonomics, electrical safety and heat stress awareness.

During 2025, a total of 9,206 campaign sessions were conducted, reaching more than 202,290 employees across the Group. This represents an increase from 8,040 sessions and 158,290 participants in 2024, reflecting the continued expansion of safety awareness and workforce engagement initiatives.

Particular emphasis was placed on the 'Beat the Heat' campaign, which was delivered over four consecutive months from May to August, alongside a dedicated roadshow in July, in line with the UAE's summer period. The extended campaign supported ongoing awareness of heat-related risks and reinforced preventive measures for employees working in outdoor environments.

Health and Hygiene at Accommodations

As part of its wider health and safety programme, Dulsco Group continued to strengthen health, hygiene and safety standards across its workforce accommodation facilities. During 2025, health and hygiene audits were conducted across all 17 accommodation facilities, with each location achieving a score between 9.0 and 9.5 out of 10.

The programme also included initiatives such as spill response equipment, emergency drills and chemical safety training for accommodation staff to support the safe management of accommodation facilities. Compared with 2024, accommodation-related accidents decreased by 16%, while accommodation-related man-days lost reduced by 37%, reflecting continued improvements in accommodation safety performance.

All Dulsco Group accommodation facilities maintained Dubai Municipality certification, achieving Grade B or Grade B-Green ratings, consistent with the previous year. These certifications provide independent recognition of the standards maintained across workforce accommodation.

AUDITS AND COMPLIANCE

Maintaining effective oversight of health, safety, and operational performance is supported through Dulsco Group's integrated audit and compliance framework. The Group conducts internal QHSE audits, cross-business unit reviews, client audits and regulatory inspections to assess compliance with management system requirements, identify opportunities for improvement and support the consistent implementation of health and safety practices across its operations.

During 2025, structured audit and Safety Walk Over Programme (SWOP) targets were established across all business units based on employees' roles and responsibilities. Supervisors conducted weekly or fortnightly SWOPs, while executives and operations managers completed audits twice each month. Monthly audits were undertaken by HSE Officers, with quarterly reviews conducted by the leadership team. Five of the Group's seven business units met or exceeded their audit targets during the reporting period.

The Group also underwent a range of external audits and assessments during the year. These included a three-day operational audit by Keolis, a SMETA audit, compliance audits by Emirates Global Aluminium (EGA), Abu Dhabi Ports Company (ADPC), dnata, Velora, together with other customer and regulatory assessments. These reviews support ongoing compliance with customer requirements, applicable regulations, and recognised management system standards.

Alongside its audit programme, Dulsco Group conducts regular workplace environmental monitoring to support employee health, well-being and compliance with applicable environmental requirements. The surveys assessed key workplace environmental conditions, including air quality, noise, lighting, drinking water quality and other environmental parameters.

As part of its wider approach to continuous improvement, Dulsco Group also conducted a safety culture survey across employees deployed at a key client site, achieving a 99.97% satisfaction score. In addition, the Group recorded zero non-compliance incidents relating to the UAE Midday Break Rule during the reporting period, demonstrating continued compliance with regulatory requirements governing outdoor work during the summer months.

CLIENT RISK ASSESSMENT FRAMEWORK

To support a more targeted approach to risk management, Dulsco Group developed a client risk assessment framework across approximately 300 Dulsco People Dubai client locations. The framework assesses each client based on accident frequency, workforce deployment and the nature of operational activities, enabling the QHSE team to prioritise training, monitoring and preventive measures for higher-risk locations. This structured approach supports the effective allocation of health and safety resources across the business.

JOINT SAFETY ENGAGEMENT

During 2025, Dulsco Group introduced a structured programme of monthly training sessions and joint safety meetings with a manufacturer of magnetic cores, establishing a regular forum for collaboration on health and safety matters. By the end of the reporting period, the client recorded a 38.7% reduction in reported accidents and a 25% reduction in man-days lost, demonstrating the value of sustained engagement and joint safety planning.

STRENGTHENING SAFETY PERFORMANCE

During 2025, Dulsco Group continued to strengthen its health and safety practices through initiatives focused on driver safety, higher-risk operational activities, and the consistent implementation of safety requirements across its business units.

Sharing lessons learned remained an important part of this approach. During the year, 11 Safety Alerts were issued across the Group following incidents involving vehicle operations, machinery and equipment, chemical handling, workshop activities and workplace injuries. These alerts were communicated across business units to share lessons learned and preventive actions, helping to reduce the likelihood of similar incidents occurring elsewhere in the organisation.

As part of its ongoing efforts to strengthen safety management, Dulsco Group plans to introduce a cost-of-safety analysis in 2026. The analysis will support the evaluation of safety investments alongside incident prevention and insurance claims, helping to inform future planning and the allocation of health and safety resources.

PPE COMPLIANCE INITIATIVE

In collaboration with one of its key clients, Dulsco Group implemented a targeted initiative to strengthen personal protective equipment (PPE) compliance, with particular emphasis on the correct use of protective gloves. The programme combined on-site engagement, toolbox talks and behavioural reinforcement to improve awareness and encourage consistent safe working practices. During the reporting period, accidents at clients' sites decreased by 66%, while man-days lost reduced by 75%. In recognition of their contribution to maintaining safe operations, 45 Dulsco Group employees received safety recognition from the client.

Looking Ahead

Building on the progress achieved during 2025, Dulsco Group will continue to strengthen its Quality, Health, Safety and Environment (QHSE) programme through initiatives aimed at enhancing workforce capability, improving risk management and supporting the consistent application of health and safety practices across the Group. For 2026, the Group has established a 15% improvement target across its key safety performance indicators, increasing its annual target from 10% in the previous year.

KEY PRIORITIES FOR 2026

Strengthening Safety Culture

Develop and implement a Group-wide Safety Charter to promote consistent health and safety expectations, supported by confidential hazard reporting mechanisms that encourage proactive workforce engagement.

Enhancing Workforce Capability

Expand participation in the IOSH Managing Safely and Working Safely programmes while continuing to develop the health and safety trainings delivered by the Dulsco Training Academy.

Advancing Operational Safety

Strengthen fleet safety through continued vehicle audits and expand AI-enabled driver monitoring across Dulsco Environment operations in UAE to support safer driving behaviours.

Strengthening Occupational Health

Enhance occupational health monitoring through improved pre-employment medical assessments and closer collaboration between QHSE, HR and Welfare teams to strengthen health surveillance for workplace-related exposures.

EMPLOYEE WELFARE AND INCLUSION

As 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 approach goes beyond compliance to support the holistic welfare of our workforce.

EMPLOYEE WELL-BEING INITIATIVES

Employee well-being and welfare continue to form an important part of the Group's people practices alongside health and safety.
The Group provides a range of initiatives that support employees both at work and beyond the workplace, recognising that their well-being contributes to a safe, productive, and supportive working environment.

Health and Wellness

Employees continued to have access to in-house healthcare services during 2025 through medical facilities located at the Group's accommodation sites. A fully equipped medical clinic and pharmacy at Dulsco Village Accommodation in Al Quoz, Dubai together with first-aid centres across all accommodation facilities, provided employees with access to primary healthcare and first-aid support.

A medical clinic and pharmacy at Dubai Industrial City also remained in operation during the year, extending healthcare services to the surrounding community.

During 2025, the medical clinics treated 64,390 patients, while the pharmacies recorded 57,256 visits. A key initiative during the year was an influenza vaccination campaign, which reached approximately 3,600 employees across Dubai accommodations and Dulsco Group Head office.

The clinic's Driver Health Screening Programme also continued to grow, screening 865 drivers in 2025, up from around 767 the previous year.

Eight health and medical awareness sessions were held across offices and accommodations during the year, covering observances including Breast Cancer Awareness, Malaria Prevention, World Heart Day and World Hepatitis Day. The clinic also conducted two external medical camps for one of its clients, Wafi Group.

Dulsco Medical Services Rebrand

During 2025, Dulsco Medical Services rebranded as Dulsco Health, reflecting significant work by clinic management to develop a new identity for the service.

DULSCO HEALTH

دلسكو للرعاية الصحية

Prioritising Employee Welfare

Employee welfare activities continued during 2025 across four programme areas: Physical Fitness and Sports Welfare; Health, Medical and Mental Well-being; Employee Engagement, Culture and Social Well-being; and Awareness, Financial and Community Welfare.

A total of 41 welfare activities were organised during the year. Health, Medical and Mental Well-being included 13 events with 2,080 participants. 1,086 employees attended the six Physical Fitness and Sports Welfare events. Employee Engagement, Culture and Social Well-being comprised 18 events with 3,974 participants, and Awareness, Financial and Community Welfare included four events with 435 participants.

Welfare Month

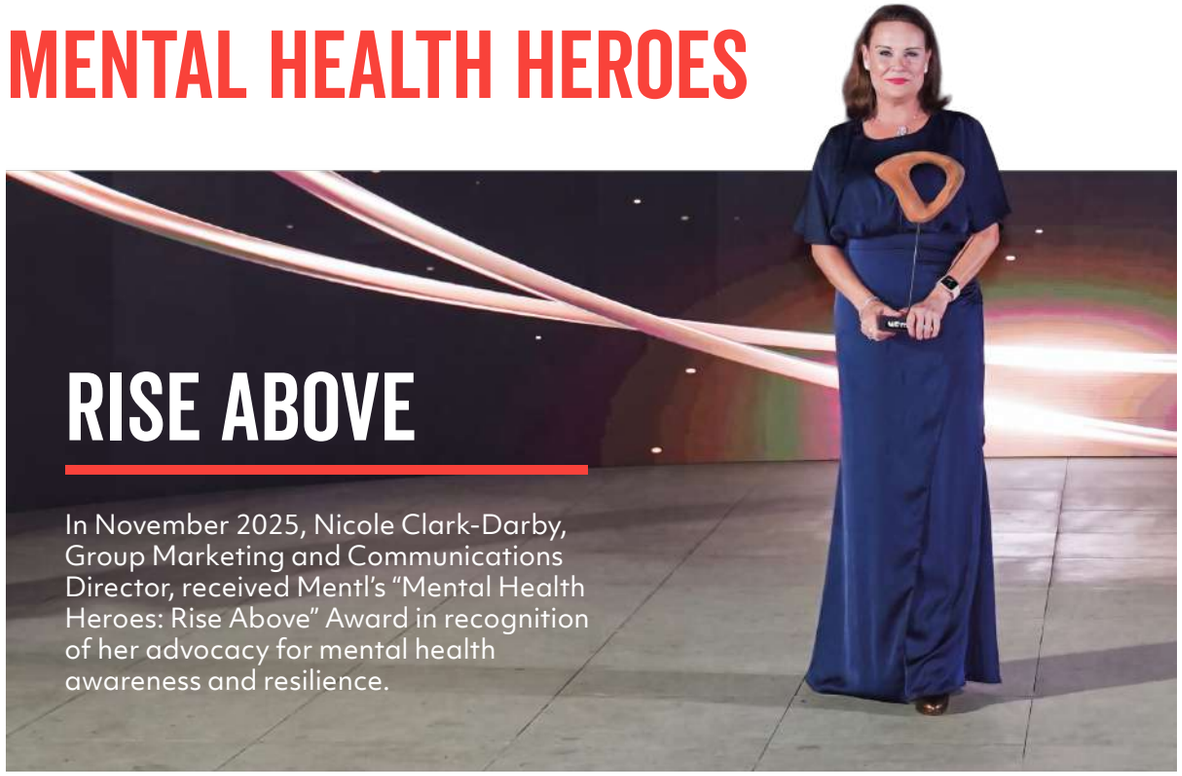
Welfare Month continued during 2025 as a dedicated programme supporting employee health, well-being, engagement and welfare across Dulsco Group.

Through a range of activities delivered during the month, the initiative encouraged employee participation while promoting well-being and a positive workplace experience.

Sports and Recreation

Sports and recreational activities remained an integral part of Dulsco Group's approach to employee well-being during 2025. Six events were delivered during the year, promoting physical health, teamwork and active lifestyles while engaging 1,086 employees across the workforce.

MENTAL HEALTH HEROES



RISE ABOVE

In November 2025, Nicole Clark-Darby, Group Marketing and Communications Director, received Mentl's "Mental Health Heroes: Rise Above" Award in recognition of her advocacy for mental health awareness and resilience.

Following the loss of her husband in 2019, Nicole openly shared her personal experience of grief while continuing to lead through a period of significant personal and professional change. Her willingness to speak openly about these experiences has encouraged honest conversations around mental health and reinforced the importance of empathy, resilience, and seeking support when needed, reflecting Dulsco Group's commitment to fostering a workplace where mental well-being is prioritised and employees feel able to seek help without stigma.

Drawing inspiration from the Japanese philosophy of kintsugi, the belief that imperfections and challenges form part of a person's story, Nicole continues to promote a leadership approach that values authenticity, compassion and psychological well-being.

Her message encourages colleagues to recognise that asking for support is a sign of strength, and that open dialogue contributes to a more supportive and inclusive workplace.

Culture, Values and Behaviours

In February 2025, Dulsco Group introduced a new culture framework across the organisation built around five shared values.

- VALUE CREATION
- CUSTOMER FOCUS
- INTEGRITY
- TEAMWORK
- COMMUNITY

Four core behaviours were identified for all employees.

- IT STARTS WITH ME
- I DELIVER
- CARING
- BETTER TOGETHER

Leaders are encouraged to embody three further behaviours.

- GROWTH MINDSET
- COLLABORATE
- THINK GROUP

During the year, the behavioural framework became embedded into performance management, so that employees are assessed on how they work as well as what they deliver. A behaviour champions campaign was also launched, through which employees can be nominated for recognition linked to these behaviours. A Culture Playbook, available in five languages, supports awareness sessions being rolled out by HR.

Staff Engagement

Dulsco Group delivered a comprehensive employee engagement programme during 2025 to recognise employee contributions, promote inclusion and strengthen workplace culture. Employees participated in a range of cultural, national and religious celebrations, including Eid Al Adha, Onam, Diwali, UAE National Day, UAE Flag Day, KSA National Day, Emirati Women's Day, International Day of Friendship and Christmas, recognising the diverse backgrounds represented across the workforce.

Employee well-being was supported through the Pinktober and Movember campaigns, combining awareness sessions, preventive health screenings and employee engagement activities to encourage healthier lifestyles. Marma Ayurvedic Natural Healing sessions were also offered, focusing on stress management and holistic well-being through traditional Ayurvedic practices.

Employees at Parisima took part in a Summer Olympics-themed office games event, along with engagement activities including pop quizzes, celebrations of international days, Christmas games, Valentine's Day activities, and Pajama Days. They also took part in social and team-building outings, such as bowling and Topgolf, which provided further opportunities to connect, build relationships, and foster a positive workplace environment.

Across its UK operations, AGR delivered a programme of employee engagement activities during the year, including an Annual Sports Day, a Well-being Day offering employees a choice of activities, and the Annual Christmas Ball. AGR employees also participated in a sponsored cycling challenge in support of the Children's Cancer Trust, collectively contributing towards the fundraising campaign using a stationary bicycle installed at the office.

YOUNG LIVES
vs CANCER

DULSCO
HEALTH

DULSCO GROUP VALUES

DG90 Gala Evening

As part of its 90th anniversary celebrations, Dulsco Group hosted the DG90 Gala Evening at The Meydan Hotel, bringing together more than 500 employees from across Dulsco Group, Dulsco People, Dulsco Environment, Parisima and Advance Global Recruitment.

The event celebrated the organisation's 90-year journey while recognising the dedication, passion and commitment of employees whose contributions have shaped its growth and success.

The evening also marked the transition to Dulsco Group, reinforcing a shared identity and collective commitment to delivering positive impact across industries and communities.

EMPLOYEE EXPERIENCE IMPROVEMENTS

Several initiatives were introduced during 2025 to simplify HR processes and improve employee access to services.

In-house Tawjeeh Training Centre

During the year, an in-house Tawjeeh training centre was established at the Dubai accommodation facilities, making the organisation the first in the UAE to deliver Tawjeeh orientation services internally.

The centre provides the mandatory orientation programme covering residency and work permit requirements, employee rights and responsibilities, UAE labour law, workplace expectations and cultural awareness.

BETWEEN MAY AND DECEMBER 2025, THE DUBAI CENTRE DELIVERED 4,062 NEW EMPLOYEE ORIENTATIONS AND 2,191 RENEWAL SESSIONS.

The in-house Tawjeeh initiative generated huge cost savings during the year and formed part of the Business Processing Centre's ongoing work to improve process efficiency and service delivery.

HR Process Automation & Digitalisation

During 2025, the Business Processing Centre expanded its automation programme across a wider range of HR administrative processes, reducing manual work, paper use and processing time across recruitment, documentation, payments and compliance activities.

Recruitment and Onboarding

Recruitment and onboarding were automated end-to-end, connecting job requisition, candidate, recruitment and onboarding data within a single system. The process automatically initiated MOHRE contract typing, medical examinations, Tawjeeh, Emirates ID and insurance requests. The automation enabled 216 new staff hires, improving onboarding efficiency while eliminating manual email communication.

Card Status Check Automation

A self-service platform enabled employees to monitor the status of Emirates ID, ATM and Dulsco Group ID cards without contacting HR offices.

Additional Digital Solutions

Additional automations introduced during the year.

- **A centralised Travel Desk system for ticketing, approvals and invoicing, reducing finance hand-off time.**
- **Digital signature capability, eliminating the need to print, sign and scan HR documentation.**
- **Automated employee email notifications.**
- **Digital capture of entry and Emirates ID biometric stamps.**
- **Bulk upload and document renaming within JDE, replacing manual processing.**

Together, these digital initiatives reduced reliance on paper-based and manual HR processes, improved record management, shortened processing times, and enhanced employee experience across the Group.

RECOGNITION

Taqdeer Award 5-Star Rating

Following the end of the 2025 reporting period, Dulsco Group achieved a five-star rating in the sixth edition of the Taqdeer Award in recognition of its 2024-2025 performance, improving on the 4-Star rating received in 2023. This recognition relates to the Group's 2025 performance but is disclosed as a subsequent development and is not included within the 2025 performance data. The Taqdeer Award is a prestigious Government of Dubai initiative, held under the patronage of H.H. Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, which recognises organisations that demonstrate excellence in labour welfare, workplace culture, fair and transparent employment practices, health and safety, employee engagement and workforce well-being. Its assessment framework is rigorous, examining corporate systems and resources, culture and labour relations, and measurable results and impact through a detailed, evidence-based evaluation.

Achieving a 5-Star rating is a significant distinction, representing an "Exceeding Expectations" performance level within the Taqdeer assessment framework and demonstrating the progress made in strengthening labour welfare, workplace practices and employee well-being across the organisation. The recognition reflects the Group's people-first culture and the collective commitment of its employees and leaders to creating a workplace where people are valued, supported and empowered to succeed. As part of the awards programme, two Dulsco Group employees, Salifu Yahya and Sandeep Kumar, were recognised among 18 outstanding individuals across participating organisations for their contributions during the year.

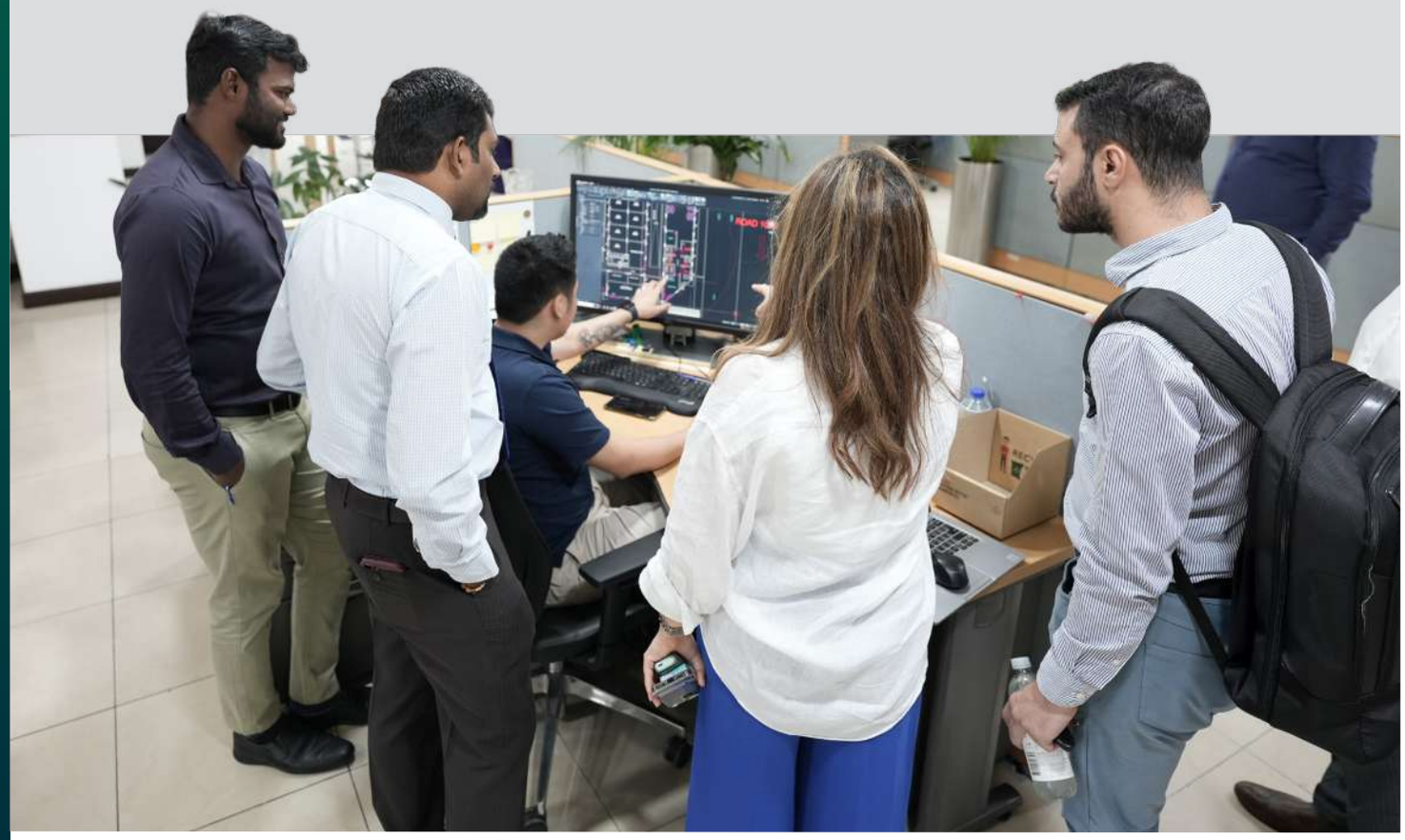
Other Recognition

In September 2025, Dulsco Group was recognised by Dubai's General Directorate of Residency and Foreign Affairs (GDRFA) with a certificate of appreciation for its support of an Eid Al Adha celebration for workers. During the year, the Group's Welfare team also received a certificate of appreciation from the Ministry of Human Resources and Emiratisation (MOHRE) in recognition of its contribution to community events.

EMPLOYEE ENGAGEMENT, DIVERSITY AND INCLUSION

Employee engagement initiatives support communication, inclusion and collaboration across the organisation. Employees are encouraged to share feedback through established engagement channels and are provided with opportunities to apply for suitable internal vacancies as part of the Group's approach to internal mobility.

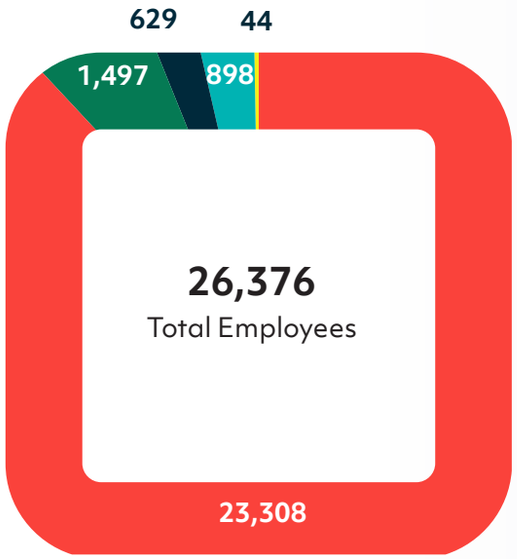
People practices continue to be reviewed to improve representation across the organisation, strengthen communication between employees and management, expand mentoring opportunities and provide clearer pathways for career development. These measures support an inclusive workplace where employees have opportunities to develop and progress within the Group.



Employee Demographics

In 2025, Dulsco Group comprised employees from 78 nationalities. The diversity of backgrounds and experiences across the organisation supports collaboration and service delivery across different sectors and clients.

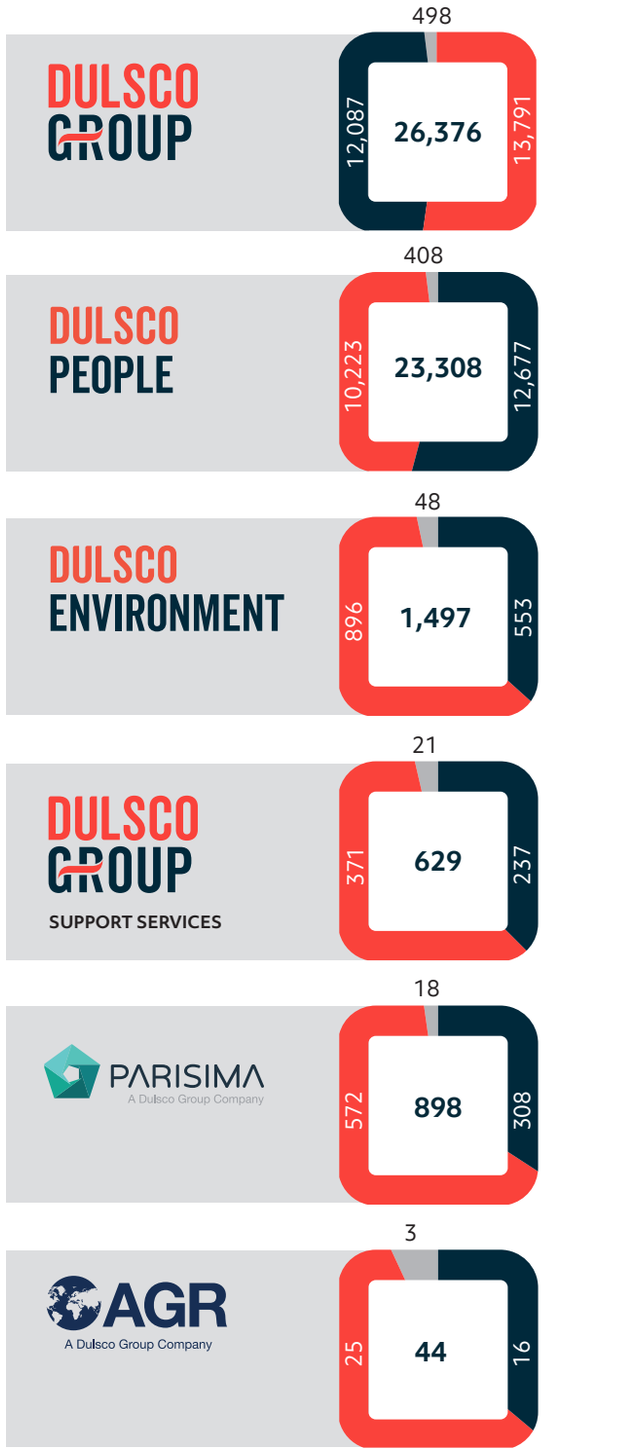
EMPLOYEE COMPOSITION



- Dulsco People **88.37%**
- Parisima **3.4%**
- Dulsco Environment **5.68%**
- AGR **0.17%**
- Dulsco Group Support Services **2.38%**

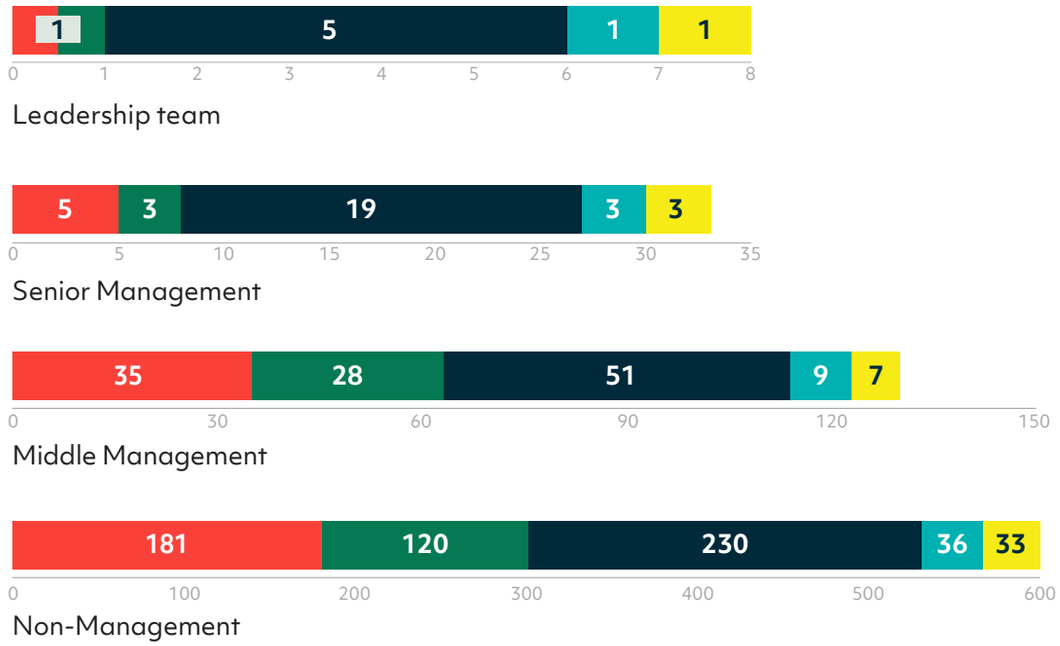
EMPLOYEES BY AGE

18 to 30 years · 31 to 50 years · 51 years and above



STAFF BY MANAGEMENT

- Dulsco People
- Dulsco Environment
- Dulsco Group Support Services
- Parisima
- AGR



Gender Diversity and Inclusion

Women represented a larger proportion of the staff category in 2025, with the number of women employees increasing from 179 to 234, a 31% increase. Over the same period, the number of men employees increased from 445 to 537, representing a 21% increase. As in previous years, the distribution of women and men across certain skilled and unskilled roles reflects the workforce market from which these roles are recruited.

The Group continues to support inclusive recruitment practices, skills development for women and gender-balanced recruitment in collaboration with clients.

234 NUMBER OF **FEMALE STAFF** IN THE OFFICE

537 NUMBER OF **MALE STAFF** IN THE OFFICE

HR PRACTICES

Employment policies set out the standards and procedures that apply throughout the employee lifecycle, including recruitment, onboarding, employee relations and employment separation. These policies are reviewed periodically to remain aligned with legal requirements and the Group's operational needs.

Recruitment follows defined selection criteria, with equal opportunity principles applied throughout the hiring process. New employees complete an induction programme covering the Group's policies, health and safety requirements and role-specific responsibilities.

People policies include parental leave and employee recognition programmes. Human Resources procedures also provide guidance on grievance handling, overseas assignments and employment termination, ensuring a consistent approach across the organisation.

Responsible and ethical business practices remain central to the way business is conducted across Dulsco Group. Expectations for workplace conduct are set out through policies covering anti-bribery, non-discrimination, human rights and whistleblowing. The Ethical Labour and Human Rights Protection Policy remains part of Dulsco Group's Human Resources policy framework and is included within the 2025 HR policy update. Child labour is prohibited across Dulsco Group's operations, and employees have access to established channels for reporting concerns.

LEARNING AND DEVELOPMENT

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

During 2025, Dulsco Group delivered 96 learning and development sessions for office staff including 1,843 participants, providing more than 9,051 learning hours. Across all programmes, participants reported an average satisfaction score of 9.58 out of 10.

The learning programme covered leadership, workplace culture, data security, communication, and problem-solving skills. Leadership Fundamentals accounted for the largest number of sessions delivered during the year, while Culture Performance reached the highest number of participants. Other programmes included Creative Problem Solving, Creating Psychological Safety, Giving and Receiving Feedback, Presentation Design, Data Tour and Virtual Trainer, providing employees with opportunities to develop both technical and workplace skills. Leadership capability continued to be developed through the Lead Forward and Emerging Leaders programmes.

Lead Forward and Emerging Leaders Programme

Leadership development continued through programmes aimed at preparing employees for future leadership roles. During 2025, the Group launched two leadership development programmes, Lead Forward and Emerging Leaders Programme, to support the development of future leaders across the organisation.

Governance and Compliance Training

Governance and compliance training during 2025 focused on strengthening employees' awareness of information security and data protection responsibilities. Programmes were delivered across different functions, with content aligned to employees' roles and responsibilities.

A Data Security Awareness Programme comprising three virtual sessions was also held. The programme reached 436 employees, generating 1,526 learning hours. Training covered the distinction between personal and sensitive personal data, individual responsibilities for safeguarding information, and the consequences of security breaches, supported by practical workplace case studies.

Excelling in Communication Skills

Effective communication is fundamental to a safe, collaborative and high-performing workplace. Recognising that strong language skills empower our workforce to engage confidently with colleagues, supervisors and clients, Dulsco Group continued to invest in workforce development through dedicated English language training during 2025.

By enhancing language proficiency, the training also opens up opportunities for career development and deeper integration within our diverse, multinational workforce. In 2025, 138 members of our workforce successfully completed the English language training programme.

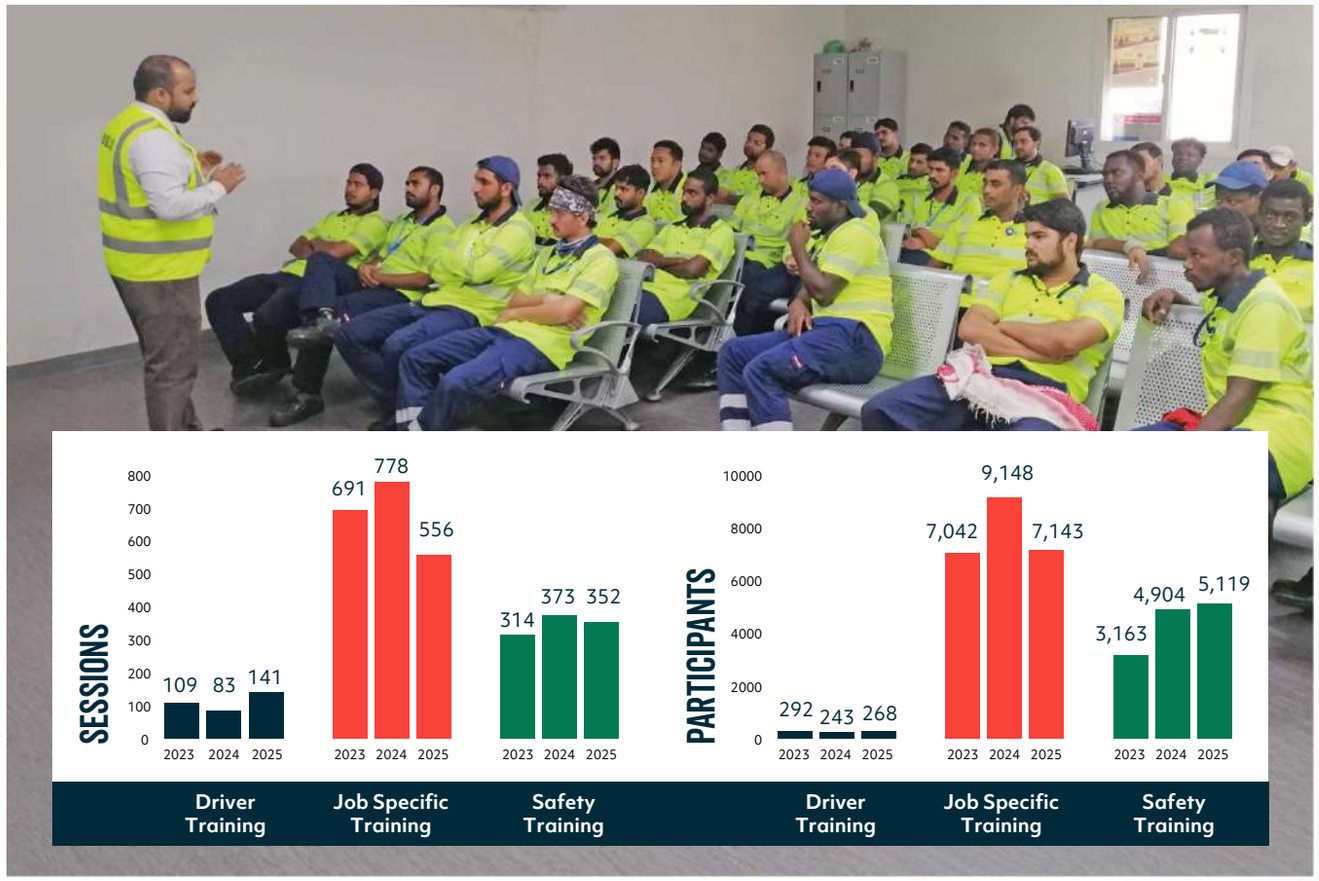
AGR Training Academy

AGR Training Academy continued to prepare individuals for careers in the energy sector through a comprehensive range of bespoke, e-learning, and industry-standard training programmes covering safety, technical, and offshore competencies. Flagship offerings included the OPITO-approved Greenhand Training Programme, ROV Pilot Training Course and Blade Technicians Programme. Delivered in partnership with industry-leading training providers, the Academy continues to build a skilled, safety-aware, and technically proficient workforce for the global energy sector.

Dulsco Training Academy

The Dulsco Training Academy at Mohammed Bin Rashid Aerospace Hub (MBRAH) continued to deliver regulatory training for the workforce, including safety, job-specific and driver training in 2025, supporting the safe and efficient delivery of services across the Group's operations. During the year, the Academy delivered 1,049 training sessions to 12,530 participants.

Notably, 110 Forklift Operators and 108 Heavy Bus Drivers graduated from the academy. The academy also continued to support internal career progression by providing opportunities for employees to move into driving roles. In 2025, 36 employees successfully completed the required training and transitioned into driver positions.



INTERNAL MOBILITY & INCLUSION

Career progression opportunities continued during 2025.

298 EMPLOYEES WERE PROMOTED WITHIN THE WORKFORCE CATEGORY AND 26 EMPLOYEES PROGRESSED FROM WORKFORCE TO STAFF ROLES.

These internal movements provided employees with opportunities to take on additional responsibilities while supporting the Group's approach to internal career progression. Diversity and inclusion activities also continued during the year. The Group reviewed its Diversity and Inclusion Policy to ensure it remained aligned with workforce and business requirements. During the year, 13 cultural celebrations were organised, bringing together employees from different nationalities and providing opportunities to recognise the diversity of the Group's workforce.

EMPLOYEE VOICE & SATISFACTION

In 2025, a new Pulse Survey was piloted within the Finance function ahead of its planned rollout across the Group in 2026. The survey measures employee sentiment across five areas: Company, Management, Line Manager, Team, and Self. It is based on the four stages of psychological safety: Inclusion Safety, Learner Safety, Contributor Safety, and Challenger Safety. The survey also includes an advocacy measure, asking employees how likely they are to recommend the Group, their function, and their department as a place to work. The Finance pilot recorded positive results, with favourable responses ranging from 80% to 83% across well-being, respect, teamwork, and manager relationships.

EMPLOYEE EMPOWERMENT

Open House sessions and monthly town hall meetings continued throughout the year, providing employees with regular opportunities to hear business updates, ask questions and engage directly with senior management. Town hall meetings also included updates on business performance and key areas of focus for the Group, with employee milestones and achievements recognised during these sessions. The H1 Top 50 Leadership Kick Off reviewed the previous year's performance and outlined priorities for the year ahead.

PERFORMANCE MANAGEMENT

A structured performance management process continued during 2025, providing employees with regular opportunities to discuss performance, development needs and priorities with their managers. The process includes annual objective setting, mid-year performance discussions and year-end reviews, ensuring performance is assessed consistently across the organisation. Employees may raise questions or request a review of their performance assessment through an established feedback process. Where required, Human Resources and department leaders support the review to ensure the process is applied consistently. Performance management arrangements for employees deployed at client sites are aligned with operational requirements. Performance is assessed using client-specific evaluation processes, with client feedback considered alongside internal assessments. To strengthen performance management practices, Mid-Year Review and End-of-Year Review training sessions for managers and employees were held during 2025. The sessions focused on effective feedback, objective performance evaluations, and clear goal setting to support employee development and improve the consistency of performance discussions.

CAREER GROWTH AND COMMITMENT TO EXCELLENCE

SALIFU YAHAYA

A JOURNEY FROM GENERAL HELPER TO QHSE SUPERVISOR

Salifu Yahaya joined Dulsco Group in 2023 as a General Helper after relocating from Ghana in search of better opportunities for his family. Through a combination of determination, continuous learning and support from the organisation, he progressed through several roles within a short period, culminating in his appointment as QHSE Supervisor. His journey reflects the opportunities available to employees to develop new skills, pursue internal career progression and build long-term careers within Dulsco Group.

Background

Originally from Ghana, Salifu spent twelve years working as a mathematics and science teacher before relocating to the UAE. Married with four school-aged children, he sought greater financial stability to support his family's future and provide better educational opportunities for his children.

In 2023, he joined Dulsco Group as a General Helper. Drawing on his strong work ethic, willingness to learn and positive attitude, Salifu quickly adapted to his new role while actively seeking opportunities to broaden his skills and progress within the organisation.

Career Progression

Salifu demonstrated a proactive approach to career development by applying for internal vacancies and taking advantage of learning opportunities across the organisation. In 2023, he successfully secured the role of Security Guard, where he gained valuable experience in administration and operational coordination while completing a Teaching Assistant Certificate through flexible learning arrangements supported by the organisation.

Later in 2024, Salifu progressed to the position of Operations Supervisor after applying for another internal opportunity. With encouragement from his manager, Haya Fashho, he obtained his UAE driving licence and further expanded his operational responsibilities.

His interest in quality, health, safety and environmental management grew after observing QHSE practices during a site visit. Seeking to develop his knowledge in this area, he approached Martin Brogan, Group Director - QHSE, to understand the requirements for joining the function. With support from Dulsco Group, Salifu completed the NEBOSH International General Certificate (IGC 1 and IGC 2) and IOSH Managing Safely certification. In 2026, following the end of the reporting period, Salifu Yahya was promoted to QHSE Supervisor on a major project, marking another important step in his career progression. This development is included for transparency and does not form part of Dulsco Group's 2025 performance.

Training and Professional Development

Throughout his journey, Dulsco Group supported Salifu's professional development by providing opportunities for internal mobility and funding industry-recognised qualifications. The completion of the NEBOSH International General Certificate and IOSH Managing Safely certification strengthened his technical knowledge and prepared him for responsibilities within the QHSE function. His progression demonstrates how continuous learning and structured development opportunities can support long-term career growth.

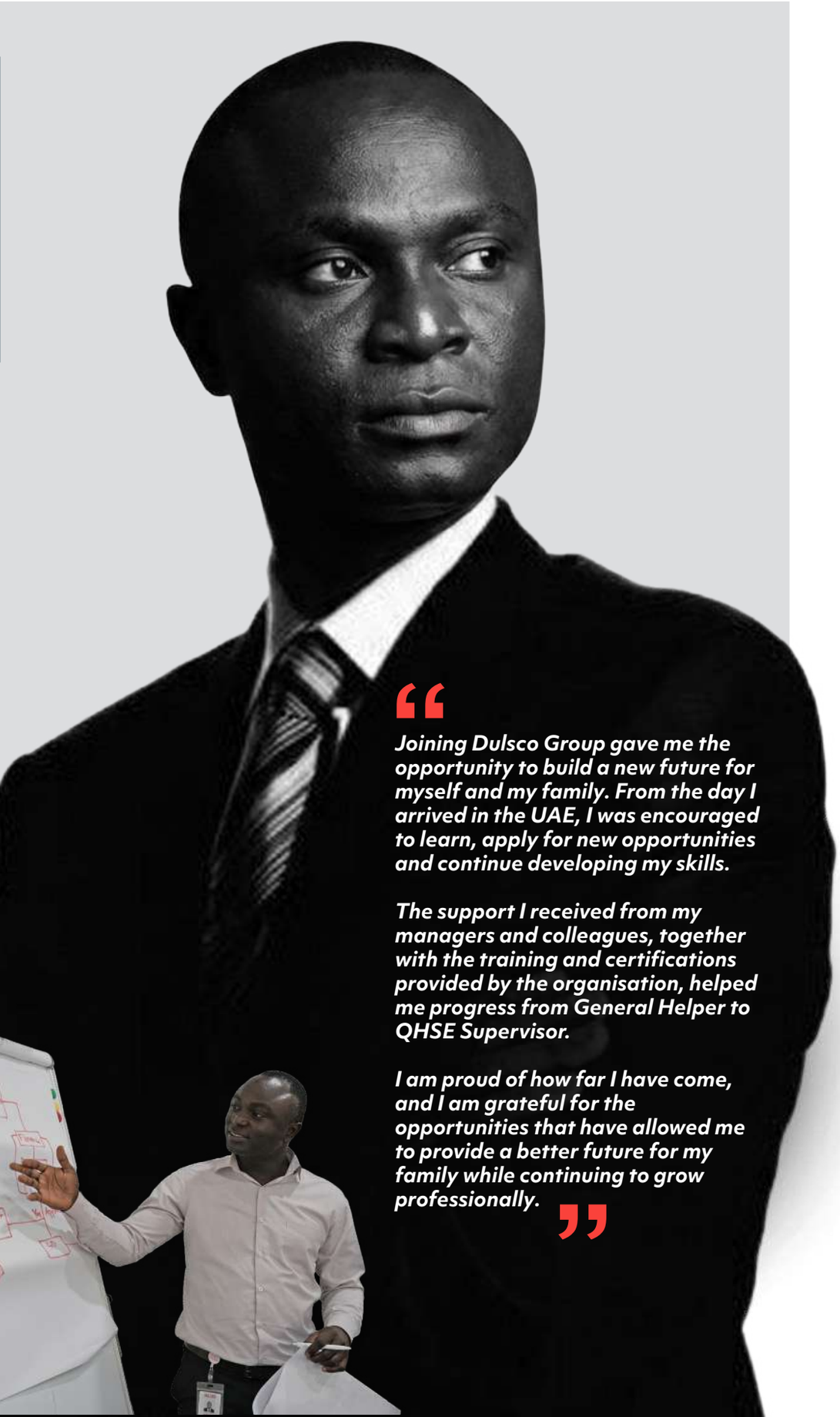
Recognition

In February 2026, Salifu was one of 18 outstanding individuals recognised by Taqdeer Award.

Building a Better Future

Salifu's career progression has created meaningful opportunities for his family. Today, he is building a home in Ghana and providing greater financial security for his wife and four children. He also credits Dulsco Group for supporting important personal milestones, including providing the documentation required to secure financing for his home, helping him achieve a long-standing family aspiration.

ATTRACTING AND RETAINING TALENT



Joining Dulsco Group gave me the opportunity to build a new future for myself and my family. From the day I arrived in the UAE, I was encouraged to learn, apply for new opportunities and continue developing my skills.

The support I received from my managers and colleagues, together with the training and certifications provided by the organisation, helped me progress from General Helper to QHSE Supervisor.

I am proud of how far I have come, and I am grateful for the opportunities that have allowed me to provide a better future for my family while continuing to grow professionally.

Employees joining the Group are recruited through established agency partners across Asia and Africa. Recruitment agencies are expected to comply with applicable regulatory and licensing requirements and follow recognised international labour standards, including International Labour Organization principles, and relevant human rights due diligence requirements.

Once employees join the organisation, learning and development opportunities continue to support their professional and personal development. During 2025, training included financial literacy, career planning, and mental well-being, providing employees with practical knowledge relevant to both their work and everyday life.

Total Rewards

Several enhancements were introduced to the Group's total rewards framework during 2025 to improve reward governance and the administration of employee compensation. The Annual Salary Review cycle was revised to enable a more timely review process. Pay grades were harmonised across the Group to improve consistency and provide greater clarity across comparable roles, supported by updated governance guidelines and approval frameworks. AGR roles were integrated into the Group Rewards function to provide a more consistent approach to reward management.

A Group-wide Short-Term Incentive Plan (STIP) was introduced during the year, linking incentive payments to both business and individual performance. Payroll operations were also transferred to Human Resources and included the migration of the first tranche of Dulsco People employees to Oracle Payroll.

HR Operations

Operational improvements continued across the Business Processing Centre during 2025, improving the efficiency and accuracy of core Human Resources processes. Data accuracy across processed records increased to 95% following the introduction of enhanced validation checks.

Processing times for employee visas and work permits also improved during the year. Pre-arrival visa processing time decreased from eight to six days, while post-arrival visa processing time reduced from 34 to 19 days. Cancellation processing time fell from 25 to eight days.

Rewards and Recognition

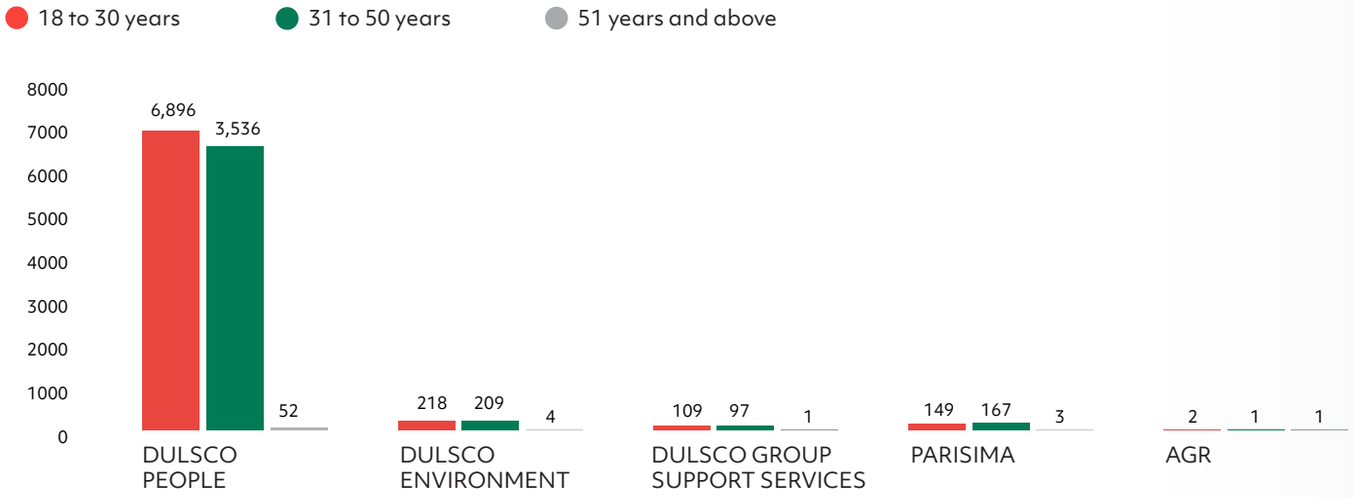
Dulsco Group's recognition framework continued through 2025, including the Behavioral Champions of the Month and Quarter programmes and Long Service Awards marking 5, 10, 20 and 30 years of service.

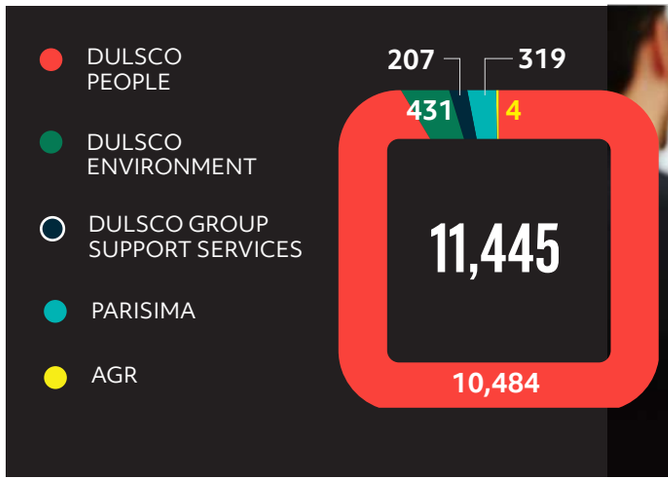
New Hires

Attracting and developing early-career talent remained an important part of Dulsco Group's workforce planning during 2025. Dulsco Group continued to build a pipeline of future talent while supporting knowledge transfer and long-term organisational capability. Employees under the age of 30 accounted for 64.43% of new hires during the year.

To support successful integration into the organisation, all new employees completed structured induction and orientation programmes before commencing their roles. The programme introduced employees to Dulsco Group's policies, health and safety requirements, and role-specific responsibilities, with more than 11,445 employees participating during the year.

NUMBER OF NEW HIRES BY AGE / BUSINESS UNIT





Employee Support and Retention

Employee counselling and exit interviews continued to support employee engagement and retention during 2025. Counselling sessions were provided to employees requiring additional workplace support, including matters related to attendance, client assignments, health, workplace conduct, and return-to-work arrangements. During the year, 5,816 counselling sessions were conducted. Exit interviews continued to provide insights into the reasons for voluntary employee departures and helped identify opportunities to improve the employee experience. During 2025, 4,818 exit interviews were completed for workforce, with the most commonly reported reasons for leaving including alternative employment opportunities, personal circumstances, salary considerations, end of contract and work-related factors. As a result of these engagement and follow-up activities, 11% of employees who participated in counselling and retention discussions remained with the Group.

NATIONALISATION

The number of UAE national employees increased from 121 in 2024 to 160 in 2025, representing a 32% increase. A dedicated leadership programme for Emirati employees in their first six to twelve months of employment is planned for 2026.

Across the wider Group, Parisima continued to contribute to nationalisation initiatives in the GCC by supporting the employment of Saudi nationals under the Kingdom's Saudisation programme. Parisima Talent hosted the Sustainable Emiratisation Roundtable, bringing together HR leaders from across the private sector to exchange perspectives on strengthening employer value propositions and advancing Emiratisation. Discussions focused on practical approaches to attracting, developing and retaining Emirati talent, while reinforcing the importance of collaboration in building inclusive workplaces and strengthening long-term workforce capability. AGR also continued its nationalisation activities in Malaysia, supporting the recruitment of Malaysian nationals into specialised offshore and engineering roles.

INDUSTRY ENGAGEMENT

Parisima Talent expanded its engagement with industry stakeholders through active participation in regional forums and professional networks.

The business joined the Dubai Staffing Business Group under the Dubai Chamber of Commerce, with Chief Executive Officer Tiago Costa serving as a Board Member and contributing to the advancement of Dubai's staffing sector.

Tiago also participated in an industry roundtable in Riyadh hosted by Emerging Markets Intelligence & Research (EMIR), sharing insights on evolving talent trends in Saudi Arabia and contributing to discussions on workforce development and regional growth.

Looking Ahead

Following the Human Resources strategy meeting planned for the second half of 2026, the Group expects to confirm its people priorities for the year ahead. Known plans for 2026 include extending the Pulse Survey across the wider organisation following the Finance pilot completed in 2025 and launching a dedicated leadership programme for early-career Emirati employees.

ELEVATING CUSTOMER EXPERIENCES

A consistent customer experience is supported by high-quality service, capable people and ongoing engagement to understand evolving customer requirements. Throughout the year, Dulsco Group continued to strengthen its customer-centric approach by enhancing operational reliability, service quality and customer relationships across its businesses. As part of Dulsco Group's 90th anniversary celebrations, the DG90 Gala Evening recognised the contribution of employees whose commitment and expertise have supported long-standing customer relationships over the past nine decades.

Operational Support that Builds Trust

Reliable operational support depends on effective oversight, responsive operations, and clear accountability. During 2025, Dulsco Group continued to strengthen these capabilities through digital monitoring tools and structured operational processes, enabling teams to respond efficiently to routine operational requirements and time-sensitive situations while maintaining service continuity for customers.

Delivering Excellence in Customer Experience

Delivering high-quality customer experience requires consistent service standards, responsive communication, and a structured approach to customer management. Throughout 2025, Dulsco Group remained focused on delivering high-quality services and fostering long-term customer relationships. To further strengthen customer experience, dedicated customer service functions exist across the business with measurable service KPIs, a structured complaint logging and escalation framework, and enhanced reporting to improve service oversight and client satisfaction. Multiple clients expressed formal appreciation throughout the year, commending our teams for their responsiveness, professionalism, and consistent delivery under pressure.

3,700+

CLIENTS SERVED ACROSS DIVERSE SECTORS

Emirates Dubai 7s

Dulsco Group participated in the Emirates Dubai 7s for a fourth consecutive year during 2025. Dulsco Group continued to be the Presenting Partner of the cricket segment of Emirates Dubai 7s, as an area of relevance to our employees, many of whom come from regions where the sport holds cultural significance. Our participation extends beyond sponsorship. As the event's waste management partner, the Group supported waste collection and recycling activities throughout the tournament, including the Recycling Bus and Birdy activation, which encouraged recycling and promoted environmental awareness among spectators.

The event also provided opportunities to engage with customers, business partners and employees. Cricket activities, hospitality programmes and employee participation remained part of the Group's involvement. In 2025, this collaboration resulted in a record landfill-avoidance rate of 86% for the event's total waste, the highest rate achieved since Dulsco Environment began managing the tournament's waste in 2022, and laid the foundation for an expanded, year-round partnership with The Sevens Stadium through 2027.

Community Golf Day

The annual Dulsco Group Community Golf Day was held again during 2025, bringing together customers, business partners and employees for a day of informal networking and engagement. The event included a range of golf activities and provided an opportunity for participants to meet outside the workplace, strengthening professional relationships across the Group's stakeholder network.

Iftar with Clients

During Ramadan, Dulsco People Dubai and Parisima hosted Iftars for clients and business partners, providing an opportunity to strengthen relationships and engage with stakeholders in an informal setting. The event supported open dialogue, expressed appreciation for ongoing partnerships and reinforced the organisation's commitment to building long-term, collaborative relationships.

CSR AND COMMUNITY ENGAGEMENT

Delivering reliable services to customers is a core aspect of Dulsco Group's business. Alongside its operations, the Group continues to support communities through corporate social responsibility (CSR) initiatives that respond to key social and environmental priorities.

Community programmes are organised around five focus areas: Employee Volunteering, Ecological Commitment, Education, Health Advocacy, and Supporting Regional & Global Causes. These areas provide a consistent framework for planning and delivering community initiatives across the Group.

These focus areas are further supported through external collaboration and shared learning. As a member of the Dubai CSR Committee, Dulsco Group engages with stakeholders to exchange knowledge, inform its CSR direction and promote responsible business practices aligned with national sustainability priorities.

EMPLOYEE VOLUNTEERING

ECOLOGICAL COMMITMENT

EDUCATION

HEALTH AWARENESS

SUPPORTING REGIONAL & GLOBAL CAUSES

EMPLOYEE VOLUNTEERING

At Dulsco Group, community engagement begins with its people. Employees play a vital role in delivering and supporting CSR initiatives across the communities the Group serves, helping create positive and lasting impact through their time, skills and commitment.

During 2025, employees contributed 3,059 volunteering hours across 46 documented CSR activities.

Throughout the year, employees supported a diverse range of initiatives, including environmental clean-ups, mangrove planting, humanitarian relief campaigns, health awareness programmes and inclusion-focused activities. The breadth of employee participation reflects the important role Dulsco Group's volunteers play in translating the organisation's sustainability commitments into meaningful action.

Through volunteering, employees continue to strengthen relationships with local communities while contributing to initiatives that support environmental stewardship, social well-being, and community development.

46 CSR ACTIVITIES

3,059 VOLUNTEERING HOURS

ECOLOGICAL COMMITMENT

As a Group with operations that include waste management, resource recovery and circular solutions, Dulsco Group recognises its responsibility to support measurable and meaningful improvements in environmental outcomes. The Group's ecological initiatives in 2025 focused on practical actions that contributed to environmental protection, supported circular economy principles, and promoted greater environmental awareness across the communities in which it operates. These efforts build on the commitment formalised in 2022 through the Climate-Responsible Companies Pledge with the UAE Ministry of Climate Change and Environment, and continue to support the UAE's broader sustainability ambitions.

Mangrove Planting & Coastal Restoration

Mangrove restoration formed part of the Group's biodiversity and community engagement activities during 2025. These initiatives contribute to the UAE's national target of planting 100 million mangroves by 2030 while supporting the country's pathway to Net Zero by 2050.

In January, employees participated in a Mangrove Plantation Drive in Jebel Ali organised by Majra, supporting an initiative to plant 8,200 mangroves to offset the carbon footprint of participants who attended the November 2024 Majra Retreat. Later in the year, to mark its 90th anniversary, Dulsco Group organised a Mangrove Plantation Drive at Jubail Mangrove Park in Abu Dhabi, bringing together 80 participants, including employees, clients and students, to plant 1,000 mangrove saplings. To date, Dulsco Group has planted 1,920 mangroves, contributing to the sequestration of 26,112 kg CO_2. Dulsco Group aims to plant a further 1,000 mangroves in 2026, continuing its positive impact on coastal ecosystems.

These activities supported the restoration of coastal ecosystems while encouraging employees, clients and local communities to participate in environmental stewardship.

Beach & Site Clean-Ups

Throughout 2025, Dulsco Group participated in environmental clean-up activities across the UAE in collaboration with clients and community partners.

Dulsco Group employees supported Emirates Global Aluminium's (EGA) beach clean-ups at Al Taweelah and Jebel Ali that focused on protecting marine life, including the critically endangered Hawksbill turtle, by reducing pollution and promoting responsible waste management.

During the January clean-up at EGA's Al Taweelah site, 3.14 tonnes of recyclable materials, including wood, plastic, cans, and steel, were collected. An additional 1.20 tonnes of recyclable materials were collected during the clean-up at Jebel Ali.

18 employees took part in a beach clean-up organised with TAQA Water Solutions at Al Khaleej Al Arabi Beach in Abu Dhabi, collecting 28 kg general waste and 9 kg recyclable materials.

Dulsco Group also joined Eskan, the Authority of Social Contribution – Ma'an and Goumbook for a large-scale clean-up campaign at ICAD in Abu Dhabi. The initiative brought together 100 Dulsco Group employees, who participated in cleaning the municipal walkway.

Wheels of Change – Global Recycling Day

Building on the success of the inaugural campaign in 2024, Dulsco Group marked Global Recycling Day through the second edition of its 'Wheels of Change' campaign.

In March 2025, Dulsco Group targeted seven clients including GEMS Cambridge International School, Al Jaddaf Rotana Suite Hotel, ALEC & ALEMCO, Americana Foods, American School of Dubai, Millennium Place Barsha Heights Hotel, Avani+ Palm View Dubai Hotel & Suites.
The campaign continued through a series of engagements with educational institutions and corporate organisations across the city, encouraging enhanced awareness of recycling and responsible waste management.

The campaign continued in April with an activation at Sofitel Dubai The Palm, where approximately 1,100 kg of waste was collected. Following segregation, 1,045.81 kg was identified as recyclable material and diverted from landfill, highlighting the importance of source segregation in supporting a circular economy. Building on the success of the previous year's campaign, the initiative exceeded the quantity of recyclable materials collected in 2024, with 1,696 kg recyclables collected in 2025, representing a 239% increase compared to 2024.

Community Environmental Awareness

The Group supported a range of community events during 2025 by combining waste management services with environmental awareness initiatives. As the Official Waste Management Partner, the Group supported multiple editions of the Spinneys Dubai 92 Cycle Challenge and its Build-Up Rides, the Dubai Investments Green Run, and the Burj2Burj Half Marathon, promoting responsible waste management and recycling among participants and visitors.

At the Burj2Burj Half Marathon, employee volunteers engaged visitors at the Dulsco Environment activation zone, raising awareness of source segregation and recycling throughout the three-day event. At the Dubai Investments Green Run, more than 50 employees, together with their family members and friends, participated in the 3 km and 5 km events, while the Dulsco Recycling Bus and Birdy mascot supported environmental awareness activities.

Dulsco Environment served as the Official Waste Management Partner for the 15th Spinneys Cycling Challenge Finale at Expo City Dubai in February 2025. Through on-site waste management services and an interactive engagement booth, Dulsco Environment promoted waste segregation and sustainability awareness among participants and spectators. Dulsco Environment also continued its support for the 16th edition of the Challenge through the build-up rides held in Al Qudra during September, October, and November 2025.

The Group also continued to support community organisations through practical recycling initiatives. In partnership with Al Noor Rehabilitation and Welfare Association for People of Determination, Dulsco Environment facilitated the responsible disposal of used furniture to accommodate new donations, and later also collected and recycled 335 kg of cardboard, plastic, metal and paper waste.

Dulsco Environment further supported Dubai Cares Pack for Impact and Back to School initiatives by providing waste management and recycling services. Together, these activities diverted approximately 250 kg of general and recyclable waste from landfill while supporting community-led education programmes.

At the Emirates Dubai 7s, the Dulsco Recycling Bus and Birdy mascot engaged thousands of visitors of all ages, using games and interactive activities to promote recycling, source segregation and environmental awareness as part of Dulsco Group's CSR outreach. This engagement complemented Dulsco Environment's role as the event's waste management partner and reinforced Dulsco Group's broader commitment to environmental education and responsible waste practices in the communities it serves.

Environmental Awareness at Educational Institutions

Environmental education initiatives during 2025 introduced students to practical recycling and waste segregation practices, helping to build awareness of responsible environmental behaviours from an early age.

Working in collaboration with ShredIt, the Group participated in Star International School Mirdif's Environment Day on two occasions during the year. Through interactive recycling workshops supported by the Dulsco Recycling Bus and the ShredIt truck, students learned practical waste segregation and recycling techniques. The initiative collected more than 400 kg of recyclable materials, with students who brought recyclable materials from home recognised through a reward programme promoting positive environmental behaviours.

Employees delivered environmental awareness programmes across schools, universities, and community institutions in Dubai and Abu Dhabi, fostering a culture of recycling, waste segregation, and environmental responsibility among the next generation.

Through the Dulsco Recycling Bus and awareness sessions, students were engaged in interactive learning experiences that brought sustainability concepts to life. The programme reached leading educational institutions, including Star International School, Mirdif, GEMS Dubai American Academy (DAA), GEMS Cambridge International School, and Al Qeyam Girls' School, extending Dulsco Environment's sustainability impact across diverse age groups and learning environments.

Free Recyclables Collection Programme

Dulsco Environment's free recyclables collection programme continued to advance both environmental and social impact. In 2025, the initiative collected 10,460 kg of recyclable materials, expanding access to responsible recycling for underserved communities. By promoting inclusive participation in waste diversion and resource recovery, the programme reinforces Dulsco Group's belief that sustainability is most effective when it is accessible to all.

RECYCLING BUS AND BIRDY

Education remains one of the most effective drivers of long-term behavioural change. Dulsco Recycling Bus extends sustainability education beyond traditional classrooms by delivering engaging, mobile learning experiences that promote responsible waste management and circular economy principles across the UAE. Supported by Birdy, Dulsco Group's environmental mascot, the programme combines interactive activities and practical demonstrations to make sustainability relatable and engaging for learners of all ages. By partnering with educational institutions, businesses and community organisations, the Recycling Bus continues to foster environmental awareness, encourage responsible waste segregation and inspire individuals to take meaningful action towards a more sustainable future. Its impact has been further strengthened through collaborations with leading organisations across various sectors and diverse communities throughout the UAE.

REFORESTING BARAN: LONG-TERM PARTNERSHIP

In 2024, Dulsco Group supported the Reforesting Baran project in Rajasthan, India, by funding the construction of the Purana Faredua pond and associated landscape restoration activities, in partnership with The Flow Partnership and The Rocket Foundation.

This foundational investment was designed to underpin a 10-year landscape-revival blueprint, ensuring the pond's sustainability, long-term water-storage capacity and the survival of newly planted trees, while strengthening community resilience through ongoing monitoring and impact reporting by the implementing organisations.

Since its establishment, the project has delivered measurable outcomes on the ground.

The pond's construction created a storage capacity of **25,300 cubic metres**, enabling aquifer recharge and year-round water availability.

Alongside this, **4,000 native and fruit-bearing trees were planted**, supporting soil stabilisation, microclimate creation, carbon sequestration, and biodiversity restoration.

Together, these interventions have directly **benefited 80 households** through enhanced water access, revitalised agriculture, improved food security, and a reduction in distress-driven migration

EDUCATION

Education plays an important role in Dulsco Group's approach to community engagement. During 2025, the Group supported a range of initiatives that promoted inclusion, encouraged community participation and shared knowledge through partnerships with educational institutions, community organisations and industry stakeholders. These initiatives reflect the Group's commitment to creating positive social impact by supporting learning opportunities and fostering more inclusive communities.

Inclusion and Accessibility Initiatives

AL TAREQ REHABILITATION & AUTISM CENTER

In the spirit of Ramadan and Zayed Humanitarian Day, Dulsco Group donated AED 10,000 to Al Tareq Rehabilitation & Autism Center to support therapy services for children with autism, helping provide essential care and treatment to children in need. This contribution reflects Dulsco Group's commitment to giving back to the community and supporting initiatives that create a lasting impact.

AL NOOR CORPORATE DAY AND 90TH ANNIVERSARY GIFT DISTRIBUTION

Dulsco Group continued its long-standing partnership with the Al Noor Centre for People of Determination through a number of initiatives during 2025.

In October, employees spent a day with students at the Centre, participating in a guided tour and vocational art activities designed to encourage engagement and shared learning. As part of the Group's 90th anniversary celebrations, Dulsco Group employees returned in December to distribute gifts to all 216 students at the Centre, recognising more than two decades of partnership and continued support for people of determination.

These initiatives reflect Dulsco Group's ongoing commitment to creating inclusive opportunities and supporting organisations that make a meaningful difference within the community.

ICAD UNITY AND DIVERSITY WORKSHOPS

During 2025, Dulsco Group supported a series of Unity and Diversity Workshops at ICAD in partnership with the Authority of Social Contribution – Ma'an. Delivered across six sessions between September and November, the workshops encouraged collaboration, inclusion and community engagement through interactive activities including Pin Your Place, Breaking the Wall, Unity Stones and Human Knot.

The workshops brought together participants from diverse backgrounds, providing opportunities to strengthen interpersonal connections and promote greater understanding through collaborative learning experiences.

OTHER EDUCATION INITIATIVES

Throughout the year, Dulsco Group supported a number of additional education and community awareness initiatives that encouraged learning, inclusion and responsible decision-making.

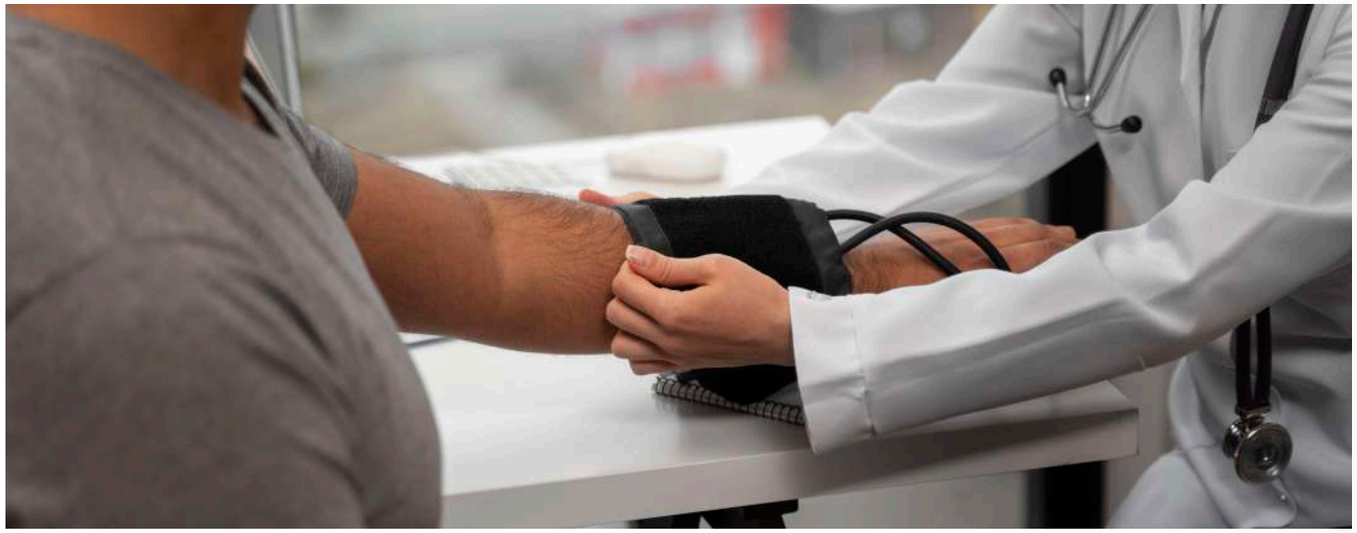
Employees also participated in an Operation Smile book donation drive, helping to provide educational resources for children.

An awareness session delivered in partnership with Emirates NBD provided employees with practical guidance on recognising scam calls, preventing fraud and adopting safe banking practices.

Together, these initiatives contributed to broader community awareness while supporting access to education, inclusion and financial literacy.

HEALTH ADVOCACY

Supporting the health and well-being of its people and the wider community remains an important part of Dulsco Group's approach to corporate social responsibility. During 2025, Dulsco Group participated in a range of initiatives that promoted physical well-being, preventive healthcare and community awareness through partnerships with healthcare providers, charitable organisations and sporting events. These initiatives encouraged active lifestyles while supporting important health and well-being causes across the communities in which it operates.



Community Health Events

Throughout 2025, Dulsco Group supported community events that promoted employee participation while advancing broader health and well-being objectives. Employees participated in the M1 Vertical Run in support of the Dubai Autism Centre, while Dulsco Environment continued its partnership with the Wings for Life World Run as the Official Waste Management Partner, contributing to a global initiative that raises awareness and funding for spinal cord injury research.

The Group also continued its support for the Spinneys Dubai 92 Cycle Challenge and its Build-Up Rides by providing waste management services throughout the event series while encouraging healthier lifestyles and community participation through sport.

Health Screening & Preventive Care

Preventive healthcare initiatives during 2025 focused on raising health awareness and improving access to health services. In August, Dulsco Village hosted a blood donation camp in partnership with Emirates Health Services (Sharjah Blood Bank), providing employees and members of the community with an opportunity to contribute to national blood supplies. During October, Dulsco Health provided complimentary health screenings for approximately 80 Wafi Mall employees, offering access to basic health assessments. The team also organised a Breast Cancer Awareness and Screening Session for women employees at the Dulsco Group Head Office, reinforcing the importance of early detection and preventive healthcare.

Promoting Active Lifestyles

As part of the Dubai Fitness Challenge, Dulsco Group continued to encourage employee well-being through a range of physical activity initiatives. Employees participated in a mass fitness session delivered in partnership with FitRepublik, while Dulsco Group also fielded a team during the Dubai Fitness Challenge in the Inter-Corporate Football Challenge at Real Madrid World Dubai, promoting teamwork, physical well-being and employee engagement.

Inclusion and Community-Centred Fitness Challenges

Dulsco Environment proudly supported the Emirates NBD Unity Run as the Official Waste Management Partner, recovering a net 480 kg of mixed recyclable materials. The support reinforces Dulsco Environment's commitment to inclusion, well-being and environmental responsibility. Alongside waste-management and recycling contributions, 11 employees of Dulsco Group participated in the event, helping champion unity, accessibility and active lifestyles while contributing to a positive and inclusive community experience.

Supporting Health Through Partnerships

Community health and charitable initiatives remained an important part of the Group's community engagement programme during 2025, supported through partnerships that promote well-being and fundraising.

At AGR Edinburgh, employees completed an 80-mile-a-day cycling challenge over five days in support of Young Lives vs Cancer. AGR's UK offices also organised a sponsored cycling event for the Children's Cancer Trust, the business's primary community fundraising initiative during the year. In addition, an AGR employee completed the Tough Mudder London challenge to raise funds for Cancer Research UK, reflecting the Group's commitment to supporting community fundraising across its international operations.

REGIONAL & GLOBAL CAUSES

Community partnerships during 2025 centred on humanitarian assistance, road safety and community well-being. Supported by employee volunteering and long-standing collaborations, the Group contributed to programmes benefiting communities across the region.

Ramadan Aman Campaign

Dulsco Group continued its partnership with the Ramadan Aman Campaign, organised by Al Ihsan Charity Association, marking the ninth consecutive year of support since 2017. During 2025, 55 employee volunteers participated in packing and distributing light Iftar meals to motorists across Dubai, Abu Dhabi and Sharjah before Maghrib. The campaign aims to improve road safety during Ramadan by helping drivers break their fast before continuing their journeys, reducing the need to rush home at sunset.

The initiative reflects Dulsco Group's commitment to supporting community well-being while encouraging employees to contribute through meaningful volunteering opportunities.

Antum Jannatuna ('You Are Our Paradise')

As part of its 90th anniversary celebrations, Dulsco Group supported the Antum Jannatuna initiative organised by the Sharjah Social Services Department in partnership with the Majra National CSR Fund. In September 2025, the Group donated 90 gift bags to elderly members of the community, symbolising its 90 years of service, while 28 employee volunteers participated in the initiative.

The initiative recognised and celebrated senior members of the community while promoting inclusion, dignity and social connection through employee volunteering and community partnership.

PRIVACY & DATA SECURITY

Protecting information and maintaining secure digital operations remained a key focus during 2025. Improvements to Microsoft 365 administration, identity and access management, external user access and data governance strengthened the management of information across the Group. A business-led data strategy was developed during the year, supported by the Data Champions programme and the Data for Everyone learning initiative to improve data literacy and promote consistent data management.

Core platforms, including Oracle Fusion for Human Resources and Finance and SharePoint hosted on Microsoft Azure, continued to operate on cloud-based infrastructure aligned with the requirements of the General Data Protection Regulation (GDPR) and the UAE Federal Personal Data Protection Law. Cybersecurity controls, including two-factor authentication (2FA), anti-phishing measures, spam filtering and firewalls, remained in place throughout the year, while infrastructure monitoring and asset management and patch management software were introduced to strengthen technology operations. Phishing simulation exercises and cybersecurity awareness training programmes were conducted during the year. An external audit is planned for 2026, and a new IT Asset Management Policy developed during 2025 will come into effect at the beginning of 2026.

Candidate Data Confidentiality

Protecting candidate and employee information remained a priority as recruitment, onboarding and workforce processes became increasingly digital.

During 2025, Bullhorn Applicant Tracking System (ATS) was rolled out for Parisima to support candidate management, alongside continued improvements to people systems and access controls.

Candidate information for Parisima and AGR is managed through Bullhorn, while employee information is maintained through Oracle Fusion or JD Edwards, depending on the business entity. Email and collaboration services continue to operate on the Microsoft platform, with data residency maintained in the UAE where applicable.

Systems and Governance

During 2025, the Information Technology function was renamed Technology and Innovation, reflecting its expanded role across business architecture, enterprise applications, data and analytics, IT operations, user experience and process improvement.

Five priorities guided the function during the year: stabilising Oracle Fusion, including the completion of legacy system decommissioning; expanding data and AI capabilities; realigning technology priorities around data, AI, applications and user experience; adopting a two-speed operating model that combined stable ERP and infrastructure operations with agile delivery of digital applications and AI use cases; and integrating Business Excellence into the Technology and Innovation function to strengthen product, process and design capabilities.

Oracle Fusion remained the Group's core platform for ERP, Human Resources and Finance. Supporting business applications, including Human Resources Information System (HRIS), the Applicant Tracking System, telematics and business intelligence tools, were integrated through Oracle Integration Cloud, MuleSoft and Boomi to support secure data exchange and governance. The Technology and Innovation function operates across enterprise applications, business architecture, data and analytics, and technical services.

DIGITAL AND TECHNOLOGICAL ADVANCEMENTS

Technology and Innovation continued to support business transformation during 2025 through improvements to enterprise applications, digital services and business processes. Priority initiatives included Oracle Fusion stabilisation, migration of the first tranche of Dulsco People employees to Oracle Payroll, workforce scheduling enhancements and planning for e-invoicing requirements.

Several digital solutions were introduced or advanced during the year, including the rollout of Bullhorn Applicant Tracking System (ATS) for Parisima, the launch of the Parisima Career Portal, and the development of the Digital Visa Management System, Accommodation Management System, and Genesys Call Centre platform, which is scheduled to go live in the first quarter of 2026.

Artificial intelligence continued to be applied across business operations through the introduction of an AI-based FAQ capability, deployment of Perplexity AI tools, continued use of Microsoft Copilot and delivery of an internally developed AI application.

Business process improvement remained an important focus, with process mapping and redesign supporting finance and operational workflows, including accounts payable and receivable processes, customer deposit adjustments and work permit renewals under the Business Planning and Consolidation (BPC) transformation programme. Process and business analysis also supported Workforce Management System, Human Capital Management (HCM) and payroll stabilisation initiatives.

IT SERVICE MANAGEMENT

Technology services supported business operations through improvements to service delivery and cross-functional project support. An enhanced Service Desk platform was introduced to manage technology service requests, while the Technology and Innovation function continued to support Human Resources, Finance, Legal and Operations through project delivery, business analysis, process improvement and implementation of enterprise applications.

GOVERNANCE

05

Accountability Framework

Ethical Business Conduct

Statutory Compliance & ESG Alignment

Sustainable Supply Chain

Strategic Risk Management

Sustainable Finance

Governance was strengthened during 2025 through the establishment of a new ESG Unit, the appointment of a new CFO, and continued progress on the Governance Charter, alongside the introduction of a Group Internal Audit & Risk Director role. Statutory compliance was strengthened with Dulsco Group's first UAE Corporate Tax filings, while risk management centred on the completion and testing of a Business Continuity Plan aligned with ISO 22301:2019.

GOVERNANCE

Governance at Dulsco Group provides the framework for responsible decision-making, effective oversight, and accountability across the organisation. During 2025, Dulsco Group continued to maintain its governance framework across six focus areas: Accountability Framework, Ethical Business Conduct, Statutory Compliance & ESG Alignment, Sustainable Supply Chain, Strategic Risk Management, and Sustainable Finance. The year also saw changes within the senior leadership team, while governance processes and oversight arrangements continued to support effective organisational management.

ACCOUNTABILITY FRAMEWORK

Dulsco Group's governance structure establishes clear roles, responsibilities and reporting lines across the organisation, supporting effective oversight and accountability at each level. The governance structure remained unchanged during 2025, providing continuity in decision-making and oversight while supporting the effective management of Dulsco Group's operations.

ZERO

Reported breaches of Code of Conduct

Governance-related grievances

BOARD AND LEADERSHIP STRUCTURE

GENERAL ASSEMBLY

The General Assembly is the highest decision-making body of Dulsco Group, with responsibility for providing strategic direction and exercising overall oversight of the organisation.

BOARD OF DIRECTORS

The Board is responsible for overseeing corporate strategy, approving key policies and monitoring Dulsco Group's overall performance. The composition of the Board remained unchanged during 2025.

2 TOTAL MEMBERS

100% NON-EXECUTIVE MEMBERS

BOARD AUDIT & RISK COMMITTEE

The Board Audit & Risk Committee oversees financial reporting, audit activities and internal control processes to support the accuracy and reliability of financial reporting.

LEADERSHIP TEAM

An eight-member Leadership Team is responsible for implementing strategy and overseeing day-to-day operations across the organisation. A new Chief Financial Officer joined the team in August 2025, strengthening financial leadership.

SENIOR MANAGEMENT TEAM

A 24-member Senior Management Team is responsible for the day-to-day management of Dulsco Group's operations, supporting the implementation of corporate policies, operational objectives and governance requirements across the organisation.

A DEDICATED ESG UNIT

Established during 2025 to coordinate Dulsco Group's sustainability programmes, ESG reporting and related initiatives. Bringing these activities together within a single function provides clearer oversight, improves coordination across the organisation and supports a more consistent approach to ESG management and reporting.

ETHICAL BUSINESS CONDUCT

Conducting business responsibly is an important part of how Dulsco Group operates. Through its global governance framework, policies and management systems, Dulsco Group seeks to promote ethical business practices, comply with applicable laws and regulations, and maintain high standards of integrity and accountability across its operations.

These practices are aligned with internationally recognised standards and frameworks that support ethical, sustainable and responsible business conduct across the organisation, and provide benchmarks for excellence and support our continued improvement in sustainability, service delivery, and workplace well-being. Beyond these standards, our governance and ethical conduct are further guided by global frameworks.

Global Frameworks

- The UN Global Compact's Ten Principles, encompassing human rights, labour, environment, and anti-corruption.
- The OECD (Organization 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.

POLICIES AND PROCEDURES

Dulsco Group maintains a comprehensive suite of governance policies that guide ethical conduct, operational accountability and regulatory compliance across the organisation. During 2025, the HR Policy Manual was updated, continuing to consolidate policies covering ethical labour and human rights, anti-bribery, anti-corruption, fraud, anti-money laundering, grievance management, and health, safety and well-being.

Key Policies

- CODE OF ETHICS AND BUSINESS CONDUCT
- ETHICAL RECRUITMENT POLICY
- ANTI-BRIBERY POLICY
- WHISTLEBLOWING POLICY
- ETHICAL LABOUR AND HUMAN RIGHTS PROTECTION POLICY
- SUSTAINABLE PROCUREMENT POLICY
- SUPPLIER CODE OF CONDUCT
- FRAUD POLICY
- LEGAL POLICY
- DIVERSITY AND INCLUSION POLICY

GOVERNANCE TRAINING & LEADERSHIP DEVELOPMENT

Governance capability continued to be developed during 2025 through targeted leadership development and professional training. The focus during the year was on strengthening governance knowledge at the leadership level while maintaining governance and compliance awareness for employees joining the organisation.

During the reporting period, three members of Dulsco Group's leadership completed governance-focused training through the Institute of Directors (IoD). Participants successfully completed the core modules of the internationally recognised Certificate in Company Direction (CertIoD) pathway, covering the Role of the Director and the Board, Strategy for Directors, Finance for Non-Finance Directors, and Leadership for Directors. The programme supports the development of governance, board effectiveness, strategic oversight, risk management, financial stewardship, and ethical leadership capabilities.

Governance and compliance also continued to form part of the employee induction programme, ensuring that new employees receive an introduction to Dulsco Group's governance framework, policies and compliance requirements from the outset.

Looking Ahead

During 2026, Dulsco Group plans to develop organisation-wide training on governance, ethics, and anti-corruption, to strengthen employee awareness and support consistent ethical business practices across the organisation.

STATUTORY COMPLIANCE AND ESG ALIGNMENT

Operating across multiple sectors and jurisdictions requires a structured approach to regulatory compliance and responsible business conduct. Dulsco Group manages these requirements through established governance processes, supported by policies, internal controls, and regular reviews of applicable legal and regulatory obligations.

During 2025, environmental, social, and governance (ESG) considerations continued to be incorporated into governance processes alongside statutory compliance requirements. Together, these processes provide a consistent framework for managing regulatory obligations, monitoring compliance, and overseeing material sustainability matters across the organisation.

LEGAL GOVERNANCE

Legal governance is managed through a centralised Legal function that provides advice on legal, contractual and regulatory matters across Dulsco Group. The function also supports corporate governance activities and works with business units to promote compliance with applicable legal requirements.

The Legal Policy, introduced in February 2024, remained in effect throughout 2025, with no revisions made during the reporting period.

ESG ALIGNMENT

Environmental, social, and governance (ESG) activities continued to progress during 2025 through improvements in external assessments, sustainability reporting, and climate-related disclosures.

Key developments during the year

- Majra Impact Seal (Gold) added to Dulsco Group's portfolio of external recognitions.
- Dubai Chamber ESG Label renewed.
- Silver Medal in EcoVadis Sustainability Assessment.
- Gulf Sustainability Awards – Gold for Environmental Sustainability (organisation with more than 5,000 employees).
- MEWAR Awards – Silver, Waste Management Company of the Year.
- Publication of Dulsco Group's GRI-aligned 2024 Sustainability Report.
- Continued implementation of ISO 14001 (Environmental Management) and ISO 45001 (Occupational Health and Safety Management) and ISO 9001 (Quality Management) systems.
- Continued implementation of the Environmental Sustainability Policy and recognition through the Carbon Savings Certificate awarded by Neutral Fuels.

Together, these initiatives reflect our continued efforts to strengthen ESG performance and support the UAE Net Zero 2050 Strategic Initiative.

SUSTAINABLE SUPPLY CHAIN

Sustainable procurement remained an important element of Dulsco Group's governance framework during 2025. The Procurement function continued to integrate sustainability considerations into sourcing and supplier management activities while reviewing existing practices to support the organisation's evolving business requirements. During the year, priorities for 2026 were identified to further strengthen the sustainable procurement programme.

Digitisation & Systems

The procurement systems introduced in previous years continued to support sourcing and supplier management activities during 2025. During the year, Dulsco Group engaged Simfoni Analytics to strengthen procurement analytics and supplier performance monitoring. The platform will support the phased digital onboarding of key suppliers from 2026, providing a more structured approach to supplier engagement and ESG data management.

SUPPLIER CODE OF CONDUCT & ESG ONBOARDING

The Supplier Code of Conduct, introduced last year, continued to form part of Dulsco Group's supplier onboarding process during 2025. The Code sets out the organisation's expectations for ethical business conduct, labour practices, health and safety, environmental management and regulatory compliance.

At the end of 2025, more than 105 suppliers were recorded as having signed the Supplier Code of Conduct.

During 2026, the supplier onboarding process will be extended to existing suppliers through a phased programme managed within Oracle Fusion. The rollout will incorporate sustainability-related supplier requirements and will be prioritised based on supplier risk, spend and the nature of goods and services provided.

TAX AND FINANCIAL COMPLIANCE

During 2025, Dulsco Group filed its first UAE Corporate Tax returns in accordance with the requirements of the Federal Tax Authority, meeting all applicable statutory deadlines.

SUPPLIER TRAINING AND CAPACITY BUILDING

In the second half of 2025, Dulsco Group delivered a dedicated Sustainable Procurement supplier training programme to strengthen supplier understanding of sustainable procurement, the UAE's In-Country Value (ICV) Programme and Environmental, Social and Governance (ESG) principles. The programme provided guidance on improving ICV performance, integrating ESG considerations into procurement practices, and understanding recognised sustainability assessment frameworks such as EcoVadis.

The programme also outlined the Group's expectations for supplier governance and sustainability performance. Suppliers were encouraged to disclose sustainability initiatives and GHG emissions data, maintain robust supplier prequalification and audit processes, adopt a Supplier Code of Conduct, and establish appropriate sourcing governance. Tier 1 suppliers were further encouraged to incorporate ESG considerations into their own supplier assessments, helping to extend responsible procurement practices across the supply chain. The programme complemented the continued professional development of the procurement function, with members of the procurement team maintaining Chartered Institute of Procurement and Supply (CIPS) membership to support the application of recognised procurement standards and practices.

AUDITS & COMPLIANCE

During 2025, 11 supplier audits were conducted to assess environmental, social and governance (ESG) performance across Dulsco Group's supply chain. The audits reviewed suppliers' practices in areas including environmental management, labour practices and ethical business conduct, providing greater visibility of ESG performance across the supplier base.

11 SUPPLIER AUDITS CONDUCTED IN 2025

SUPPLIER QUALITY AWARDS

In 2025, Dulsco Group held its inaugural Supplier Quality Awards to recognise suppliers that demonstrated excellence in quality, supply chain performance, responsible sourcing, health and safety, continuous improvement and ESG performance. The event also provided an opportunity to strengthen engagement with suppliers through an ESG presentation outlining expectations under the Supplier Code of Conduct and Sustainable Procurement Policy. Awards were presented to TotalEnergies Marketing Middle East, Neutral Fuels, Emirates Industries, Jaspa General Trading, Hi-Plast Plastic Factory and Al Zaabi Group in recognition of their contributions to Dulsco Group's responsible and sustainable supply chain.

ETHICAL RECRUITMENT

Ethical recruitment remained a priority during 2025. Six recruitment partners signed the Ethical Recruitment Contract during the year, while engagement with the remaining partners continued. Recruitment partner selection also focused on organisations that meet the company's ethical recruitment requirements, supporting the consistent application of responsible recruitment practices across the supply chain.

To strengthen governance across the recruitment process, penalty clauses in recruitment partner contracts were extended from six months to one year, reducing liability exposure. A Request for Proposal (RFP) was also initiated to onboard additional recruitment partners with ethical recruitment capabilities across target countries.

FLEET AND LOW-EMISSION PROCUREMENT

During 2025, two electric buses were added to the fleet, aligned with sustainable procurement objectives. The procurement function also continued to evaluate electric and hybrid Refuse Collection Vehicles (RCVs) and Compactor Collection Vehicles (CCVs) as part of future fleet replacement and investment planning.

COST DISCIPLINE AND LOCAL SOURCING

Procurement activities during 2025 focused on delivering cost efficiencies across sourcing activities. The procurement strategy also placed greater emphasis on engaging suppliers with higher In-Country Value (ICV) ratings, supporting local sourcing while maintaining cost competitiveness.

NATIONAL IN-COUNTRY VALUE PROGRAM (ICV)

The National In-Country Value (ICV) Program continued to guide procurement, workforce development and investment decisions during 2025. Activities focused on increasing local procurement, supporting Emiratisation, investing in energy-efficient assets and maintaining responsible employment practices in line with the programme's objectives.

Key areas of focus:

Local Procurement

Personal protective equipment (PPE), staff uniforms and fleet-related purchases continued to be sourced through UAE-based suppliers, with preference given to suppliers participating in the ICV Programme.

Emiratisation

Emiratisation levels met the mandatory requirements, reflecting the organisation's continued investment in developing Emirati talent.

Capital Investment

Investment continued in energy-efficient equipment and low-emission vehicles, including the purchase of two electric vehicles and the evaluation of electric and hybrid collection vehicles.

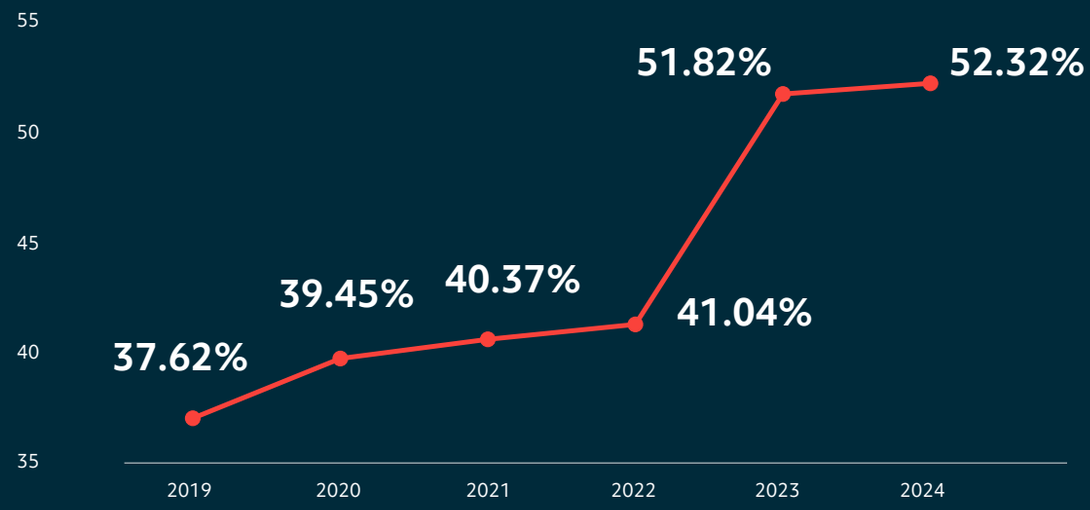
Responsible Employment

Fair wages and working conditions for the international workforce continued to be monitored through independent assessments.

ICV Score

For 2024, our Abu Dhabi entity, 'Dulsco Solutions' recorded an ICV score of 52.32% under ICV Programme Version 3.0, compared with 51.82% in the previous assessment. The increase reflects continued emphasis on local procurement, Emiratisation and investment in support of the UAE's In-Country Value Programme.

The score is an important indicator of our contribution to local economic development and helps inform procurement and investment decisions.



Fiscal Year	ICV Score (%)
2019	**37.62%**
2020	**39.45%**
2021	**40.37%**
2022	**41.04%**
2023	**51.82%**
2024	**52.32%**

LOOKING AHEAD: 2026 PROCUREMENT PRIORITIES

Building on progress made in 2025, the Procurement function has identified the following priorities for 2026:

- Complete the rollout of Simfoni Analytics to strengthen procurement reporting and decision-making, alongside enhanced contract and project pipeline management.
- Expand supplier self-service through Oracle Fusion, enabling key suppliers to maintain their profiles and submit In-Country Value (ICV) information.
- Continue the supplier audit programme and strengthen supplier governance through standardised contracts, extended penalty clauses and broader implementation of the Supplier Code of Conduct across existing suppliers.
- Complete the Ethical Recruitment Request for Proposal (RFP) to onboard additional recruitment partners with demonstrated ethical recruitment capabilities.
- Support suppliers in preparing for the UAE's 2027 e-invoicing requirements.
- Explore opportunities to leverage artificial intelligence and automation to improve procurement efficiency and identify new value creation opportunities.

STRATEGIC RISK MANAGEMENT

Risk management remained a key component of Dulsco Group's governance framework during 2025. The existing framework continued to support the identification, assessment, and monitoring of business risks across the organisation.

Risk Management Framework

The risk management framework remained in place during 2025, providing a structured process for identifying, assessing and managing risks across the organisation. Routine risk assessments and mitigation measures continued to support the management of operational risks.

Looking ahead, priorities for 2026 include reevaluation of the Group-wide risk management framework.

Sector Specific Risk Mitigation

Risk assessments are carried out across People Solutions, Environmental Solutions, Talent Solutions and Energy Recruitment Solutions, reflecting the activities undertaken and client requirements. This approach enables each business to identify its principal operational risks and implement controls appropriate to its activities while maintaining a consistent governance framework across the organisation. Environmental and social impacts, together with health and safety considerations, are incorporated into risk assessments for client sites where services are delivered.

BUSINESS CONTINUITY PLAN

During 2025, Dulsco Group completed the development and testing of its Business Continuity Plan (BCP), aligned with the requirements of ISO 22301:2019. The programme, led by the QHSE team, progressed from an initial gap assessment in February 2025 to a documented and tested Business Continuity Management System (BCMS) by the end of the reporting period, providing a structured framework to strengthen organisational resilience and preparedness.

Implementation of the BCMS followed a phased approach throughout the year

GAP ANALYSIS

An assessment was undertaken to evaluate existing practices against the requirements of ISO 22301:2019 and identify areas requiring further development.

AWARENESS AND TRAINING

Training sessions were delivered to employees, senior management and executive leadership to build awareness of business continuity principles and organisational responsibilities.

APPOINTMENT OF BCMS CHAMPIONS

Business Unit Heads nominated dedicated BCMS Champions to support implementation within their respective functions. The nominated Champions received role-specific training to support the rollout of the management system.

RISK AND OPPORTUNITY ASSESSMENT

Assessments were carried out to identify risks, opportunities and resilience priorities across the Group's operations.

BUSINESS IMPACT ANALYSIS (BIA)

Critical business activities, operational dependencies and recovery priorities were identified to inform continuity planning.

BCP DEVELOPMENT

Business Continuity Plans were prepared based on the findings of the Business Impact Analysis and the operational requirements of individual business units.

TABLE-TOP EXERCISE

A simulation exercise was conducted to validate the effectiveness of the plans and identify opportunities for further refinement.

The programme establishes a structured approach to managing business disruption and supports the continuity of critical operations, while helping protect employees, customers, and other stakeholders during disruptive events.

Compliance and Monitoring

Compliance and risk management activities continued throughout 2025 to monitor changes in regulatory requirements and business risks. Regular reviews supported the timely identification of emerging issues, enabling appropriate actions to be taken where required.

SUSTAINABLE FINANCE

Sustainable finance forms part of Dulsco Group's approach to funding, reflecting the integration of sustainability considerations into financial decision-making. By linking financing terms to sustainability outcomes, the Group seeks to reinforce accountability for continuous improvement, support responsible growth, and create lasting value for stakeholders.

As expectations around sustainable investment continue to evolve, ESG considerations increasingly feature in the Group's engagement with its relationship banks. Financing structures that connect access to capital with recognised ESG performance provide a mechanism for aligning funding arrangements with the Group's wider sustainability commitments and broader business objectives.

During 2025, Dulsco Group secured sustainability-linked financing from its relationship banks, with financing terms linked to the Group's EcoVadis ESG performance. This structure incentivises continued progress on sustainability metrics and reinforces the organisation's commitment to responsible growth, while supporting its long-term investment priorities and financing strategy.

Continued eligibility for such arrangements depends on the Group's ESG performance remaining subject to independent assessment, reinforcing the link between sustainability outcomes and the terms on which funding is available. Financing decisions are considered alongside the Group's sustainability objectives as part of wider treasury and capital planning.

LOOKING AHEAD

As the Group progresses its capital investment plans, it will continue to engage its banking partners on financing structures that align with its sustainability objectives, including both sustainability-linked and use-of-proceeds (green) options, alongside conventional financing.

APPENDIX

06

Restatement of Information

Data Performance Tables

GRI Content Index with ESRS References

RESTATEMENT OF INFORMATION

Previous-year Regulatory Training data has been restated to reflect a revised classification of training activities and provide greater transparency in reporting. Training activities previously reported collectively under Regulatory Training are now presented separately as Driver Training, Job-Specific Training and Safety Training. Regulatory Training Assessments, which were previously included in the Regulatory Training figures, have been excluded from the training data. Accordingly, the relevant previous-year figures have been revised to align with the current reporting approach.

DATA PERFORMANCE TABLES

DULSCO GROUP

GHG Emissions Data

Description	Unit	2023	2024	2025
Scope 1	tCO_2e	27,262.84	27,236.18	40,499.65
Scope 2	tCO_2e	7,968.95	8,081.57	7,963.96
Scope 3	tCO_2e	-	1,182.90	1,379.04

Electricity Data

Description	Unit	2023	2024	2025
Total electricity consumption	kWh	19,391,955.13	19,385,287.03	19,879,901.33
Total Renewable electricity consumption	kWh	175,888.00	274,072.00	221,296.00
Total non-renewable electricity consumption	kWh	19,216,067.13	19,111,215.03	19,658,605.33

Fuel Consumption Data

Description	Unit	2023	2024	2025
Total petrol consumption	Litres	1,966,569.22	2,000,483.87	2,065,784.03
Total diesel consumption	Litres	7,094,033.17	5,954,583.37	10,497,409.68
Total biodiesel consumption	Litres	319,491.79	1,847,013.06	1,774,385.75
Total compressed natural gas consumption	Cubic Metre	52,942.66	4,030.49	181.38

Waste Management Data

Disposal Route	Quantity (Tonnes)
Landfill	1,369.08
Waste-to-Energy	1,898.51
Recycling and Recovery	267.37
Incineration	1.39

Water and Effluents

Dulsco Group	Unit	2023	2024	2025
Total water consumption	Litres	381,242,381	349,054,132	350,912,749
Total water reclaimed	Litres	24,338,000	30,614,000	25,856,000

Estimated Emissions Avoided (tCO_2e)

Business Operation	2025
Material Recovery Facility	31,519.03
Liquid Treatment Facility	72.49
Construction and Demolition Waste Treatment Facility	7,833.69
Refuse Derived Fuel Facility	2,471.27
Dulsco Environment Business Operations	172,136.99

GHG EMISSIONS BY BUSINESS ENTITY

Dulsco People	Unit	2023	2024	2025
Scope 1	tCO_2e	9,491.46	11,218.17	10,898.64
Scope 2	tCO_2e	5,228.09	5,381.46	4.05
Scope 3	tCO_2e	-	323.43	292.09

Dulsco Environment	Unit	2023	2024	2025
Scope 1	tCO_2e	17,686.02	15,929.52	27,527.72
Scope 2	tCO_2e	2,121.45	2,065.43	1,034.34
Scope 3	tCO_2e	-	277.06	433.43

Dulsco Group Support Services	Unit	2023	2024	2025
Scope 1	tCO_2e	83.26	86.55	2,073.29
Scope 2	tCO_2e	581.24	601.81	6,906.39
Scope 3	tCO_2e	-	418.65	555.14

Parisima	Unit	2023	2024	2025
Scope 1	tCO_2e	2.11	1.94	-
Scope 2	tCO_2e	29.36	24.64	11.82
Scope 3	tCO_2e	-	80.07	44.08

AGR	Unit	2023	2024	2025
Scope 1	tCO_2e	-	-	-
Scope 2	tCO_2e	8.82	8.24	7.37
Scope 3	tCO_2e	-	83.68	54.31

FUEL CONSUMPTION BY BUSINESS ENTITY

Dulsco People	Unit	2023	2024	2025
Petrol	Litres	1,639,816.73	1,646,266.79	1,697,400.41
Diesel	Litres	1,261,647.26	595,119.51	915,596.54
Biodiesel	Litres	318,492.11	1,847,013.06	1,774,385.75
CNG	Cubic Metre	52,942.66	4,030.49	105.38
LPG	Litres	418,129.78	420,958.88	-

Dulsco Environment	Unit	2023	2024	2025
Petrol	Litres	309,498.01	331,070.45	336,733.00
Diesel	Litres	5,825,616.11	5,353,600.77	9,574,384.45
CNG	Cubic Metre	-	-	76.00
Biodiesel	Litres	999.68	-	-
LPG	Litres	94,016.63	98,054.18	-
Light-end Fuel	Litres	34,246.00	26,402.00	15,349.00

Dulsco Group Support Services	Unit	2023	2024	2025
Petrol	Litres	17,254.48	23,146.63	31,650.62
Diesel	Litres	6,769.80	5,863.09	7,428.69
LPG	Litres	4,541.83	5,240.20	601,835.81

Parisima	Unit	2023	2024	2025
LPG	Litres	644.41	722.48	-

DULSCO GROUP HSE RELATED DATA

Man-Hours Worked

Description	Unit	2023	2024	2025
Total Man-hours	Number	44,479,457	44,613,037	57,575,576

Recordable Injuries

Description	Unit	2023	2024	2025
Number of recordable injuries	Number	737	448	328

Health and Safety Training

Description	2023		2024		2025	
	No. of Sessions	No. of Participants	No. of Sessions	No. of Participants	No. of Sessions	No. of Participants
HSE training	1,046	30,241	1,127	30,991	1,384	32,738

Toolbox Talks

Description	2023		2024		2025	
	No. of Sessions	No. of Participants	No. of Sessions	No. of Participants	No. of Sessions	No. of Participants
Toolbox talks	22,257	262,398	22,099	351,956	23,276	479,975

Consultation and Participation

Description	Unit	2023	2024	2025
Number of employees covered by OHS system	Number	100%	100%	100%
Number of employees participating in health and safety committees	Number	92	114	209

AFR (Accident Frequency Rate)

Description	Unit	2023	2024	2025
Accident Frequency Rate	Number	1.88	1	0.57

ASR (Accident Severity Rate)

Description	Unit	2023	2024	2025
Accident Severity Rate	Number	0.10	0.08	0.04

HSE RELATED DATA BY BUSINESS ENTITY

Man-Hours Worked

Description	Unit	2023	2024	2025
Dulsco People	Number	37,999,187	39,901,827	52,950,019
Dulsco Environment	Number	4,356,227	4,617,183	4,210,405
AGR	Number	80,808	94,027	96,156

Number of Recordable Injuries

Description	Unit	2023	2024	2025
Dulsco People	Number	633	399	282
Dulsco Environment	Number	102	48	45
Dulsco Group Support Services	Number	0	0	1
Parisima	Number	0	0	0
AGR	Number	2	1	0

DULSCO GROUP

Employee Composition

Business Unit	Percentage of Total Employees	Number of Employees		
		Total	Women	Men
Dulsco People	88.37%	23,308	298	23,010
Dulsco Environment	5.68%	1,497	23	1,474
Dulsco Support Services	2.38%	629	129	500
Parisima	3.40%	898	175	723
AGR	0.17%	44	19	25
Total	100%	26,376	644	25,732

Employees by Age

Division	18 to 30 Years	31 to 50 Years	51 Years & Above	Total
Dulsco People	12,677	10,223	408	23,308
Dulsco Environment	553	896	48	1,497
Dulsco Support Services	237	371	21	629
Parisima	308	572	18	898
AGR	16	25	3	44
Total	13,791	12,087	498	26,376

Staff by Management

Management Level	Dulsco People	Dulsco Environment	Dulsco Support Services	Parisima	AGR	Total
Leadership Team	1		5	1	1	8
Senior Management	5	3	19	3	3	33
Middle Management	35	28	51	9	7	130
Non-Management	181	120	230	36	33	600

New Hires by Age

Business Unit	Total New Hire	18 to 30 Years	31 to 50 Years	51 Years & Above
Dulsco People	10,484	6,896	3,536	52
Dulsco Environment	431	218	209	4
Dulsco Support Services	207	109	97	1
Parisima	319	149	167	3
AGR	4	2	1	1

Women Representation by Management Level

Women by Management Level	Dulsco Group
Senior Management	13
Middle Management	34
Non-Management	187

Regulatory Training

Description	2023		2024		2025	
	No. of Sessions	No. of Participants	No. of Sessions	No. of Participants	No. of Sessions	No. of Participants
HSE training	109	292	83	243	141	268
Job Specific Training	691	7,042	778	9,148	556	7,143
Safety Training	314	3,163	373	4,904	352	5,119
Total	1,114	10,497	1,234	14,295	1,049	12,530

Emiratisation

Description	Unit	Women	Men	Total
Total Number of National Employees	Number	111	49	160

In-Country Value (ICV) Score for Dulsco Solutions

Fiscal Year	ICV Score (%)
2019	37.62%
2020	39.45%
2021	40.37%
2022	41.04%
2023	51.82%
2024	52.32%

GRI CONTENT INDEX WITH ESRS REFERENCES

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
GRI 2: General Disclosures 2021	2-1 Organizational details	10-11		
	2-2 Entities included in the organization's sustainability reporting	6		ESRS1 5.1; ESRS 2 BP-1
	2-3 Reporting period, frequency and contact point	6		ESRS1
	2-4 Restatements of information	116		ESRS 2 BP-2
	2-5 External assurance	Not Applicable		
	2-6 Activities, value chain and other business relationships	10-11		ESRS 2 SBM-1
	2-7 Employees	76-77		ESRS 2 SBM-1 S1
	2-8 Workers who are not employees	Not Applicable		ESRS 1
	2-9 Governance structure and composition	103		ESRS 2 GOV-1; G1
	2-10 Nomination and selection of the highest governance body	15, 103		
	2-11 Chair of the highest governance body			
	2-12 Role of the highest governance body in overseeing the management of impacts			ESRS 2 GOV-1,2; G1
	2-13 Delegation of responsibility for managing impacts			ESRS 2 GOV-1,2
	2-14 Role of the highest governance body in sustainability reporting	15		ESRS 2 IRO-1
	2-15 Conflicts of interest	103-104		
	2-16 Communication of critical concerns	103, 105		ESRS 2 GOV-2; G1
	2-17 Collective knowledge of the highest governance body	105		ESRS 2 GOV-1
	2-18 Evaluation of the performance of the highest governance body	15		
	2-19 Remuneration policies	Not Applicable	Confidential	ESRS 2 GOV-3; E1
	2-20 Process to determine remuneration			ESRS 2 GOV-3
	2-21 Annual total compensation ratio			S1
	2-22 Statement on sustainable development strategy	16,21		ESRS 2 SBM-1
	2-23 Policy commitments	78,105		GOV-2,4; S1; S2; S3; S4; G1; MDR
	2-24 Embedding policy commitments	103-107		GOV-2,4; S1; S2; S3; S4; G1; MDR
	2-25 Processes to remediate negative impacts			S1; S2; S3 ;G1
	2-26 Mechanisms for seeking advice and raising concerns			G1
	2-27 Compliance with laws and regulations			ESRS 2 SBM-3; S1; G1
	2-28 Membership associations	88		G1; MDR
	2-29 Approach to stakeholder engagement	22-23		ESRS 2 SBM-2; S1; S2; S3
	2-30 Collective bargaining agreements	Not applicable	Due to local UAE regulations	S1
GRI 3: Material Topics 2021	3-1 Process to determine material topics	21-22		ESRS 2 IRO-1
	3-2 List of material topics	23		ESRS 2 SBM-3
GRI 3: Material Topics 2021	3-3 Management of material topics	21		ESRS 2 SBM-1; SBM3; MDR; BP-2; S1; S2
Material Topics				
GRI 101: Biodiversity 2024	3-3 Management of material topics	48, 90		
	101-1 Policies to halt and reverse biodiversity loss	Not Applicable		ESRS 2 SBM-1; SBM3; MDR; BP-2; S1; S2
	101-2 Management of biodiversity impacts			
	101-3 Access and benefit-sharing			
	101-4 Identification of biodiversity impacts			
	101-5 Locations with biodiversity impacts (101-5-a; 101-5-b; 101-5-c)			
	101-6 Direct drivers of biodiversity loss (101-6-a; 101-6-b; 101-6-c; 101-6-d; 101-6-f)			E2 IRO-1;E3
	101-7 Changes to the state of biodiversity			
	101-8 Ecosystem services			S3 SBM-3

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Economic performance				
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Not Applicable		ESRS 2; SBM
	201-2 Financial implications and other risks and opportunities due to climate change	49		ESRS 2 SBM-3; 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.	85, 110		
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	Not Applicable		S1
	202-2 Proportion of senior management hired from the local community	85, 110		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	94		S3
	203-2 Significant indirect economic impacts	94		S2; S3; S4
Procurement practices				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 107		G1; S3; MDR
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	109-110		
Anti-corruption				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 104-105		G1
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	104		G1
	205-2 Communication and training about anti-corruption policies and procedures	105		G1-3
	205-3 Confirmed incidents of corruption and actions taken	103		G1
Anti-competitive behavior				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		
GRI 206: Anti-competitive Behavior 2016	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices			

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
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, 29-30		E5
GRI 301: Materials 2016	301-1 Materials used by weight or volume	29-30		E5
	301-2 Recycled input materials used			E5
	301-3 Reclaimed products and their packaging materials			E5; ESRS1; MDR
Energy				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 36, 39		ESRS 1; MDR
GRI 302: Energy 2016	302-1 Energy consumption within the organization	35,39		E1
	302-2 Energy consumption outside of the organization	35-39		E1; ESRS 1; MDR
	302-3 Energy intensity	35-39		E1
	302-4 Reduction of energy consumption	39,41		E1; ESRS 1; MDR
	302-5 Reductions in energy requirements of products and services	29, 110		
Water and effluents				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 46-47		E2; E3; MDR; SBM-3; ESRS 2
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	46		E3 SBM-3 ;IRO-1
	303-2 Management of water discharge-related impacts	46-47		E2; E3; MDR; SBM-3; ESRS 2
	303-3 Water withdrawal	46-47		E2; E3; MDR; SBM-3; ESRS 2
	303-4 Water discharge	46-47		E2; E3; MDR; SBM-3; ESRS 2
	303-5 Water consumption	35,46		E3

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Emissions				
GRI 305: Emissions 2016	3-3 Management of material topics	23, 36-38		E1
	305-1 Direct (Scope 1) GHG emissions	35,37-38		E1
	305-2 Energy indirect (Scope 2) GHG emissions	35, 37-38		E1
	305-3 Other indirect (Scope 3) GHG emissions	35-37		E1
	305-4 GHG emissions intensity	37		E1
	305-5 Reduction of GHG emissions	29-30, 38, 41		E1
	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	38		E1
Waste				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 42, 44		ESRS2; E5; SBM-3
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	44		E5; SBM-3
	306-2 Management of significant waste-related impacts	42, 44-45		E5
	306-3 Waste generated	30-31, 42-43		E5
	306-4 Waste diverted from disposal	30-31, 42-44		E5
	306-5 Waste directed to disposal	42-43		E5
Supplier environmental assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 107-109		G1; ESRS2; SBM-3
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	107		G1
	308-2 Negative environmental impacts in the supply chain and actions taken	108		S2
Employment				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 74-76, 83-85		S1; S2
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	84-85		S1
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	76-78		S1; S2
	401-3 Parental leave	78		

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Labor/management relations				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 78		S1; S2
GRI 402: Labor/ Management Relations 2016	402-1 Minimum notice periods regarding operational changes	78		S1; ESRS1; MDR
Occupational health and safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 54-55		S1;S2
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	54-55, 58		S1
	403-2 Hazard identification, risk assessment, and incident investigation	55, 57, 61-62, 64-65		S1
	403-3 Occupational health services	67		S1; ESRS1; MDR
	403-4 Worker participation, consultation, and communication on occupational health and safety	57, 64		
	403-5 Worker training on occupational health and safety	56-57, 60-61, 63, 80		
	403-6 Promotion of worker health	63, 67-69		
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	64-65		S2
	403-8 Workers covered by an occupational health and safety management system	58		S1
	403-9 Work-related injuries	62		S1
Training and education				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 78-80		S1;S2
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	78-80, 105		S1
	404-2 Programs for upgrading employee skills and transition assistance programs	56, 79-80		
	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, 76-77		S1;S2
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	76-77, 85, 103		S1; G1 GOV1
	405-2 Ratio of basic salary and remuneration of women to men	78		S1

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Non-discrimination				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 78		S1; S2; S4
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	78		S1
Freedom of association and collective bargaining				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable	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	Not Applicable	Due to local UAE regulations	ESRS 1; MDR
Child Labor				
GRI 3: Material Topics 2021	3-3 Management of material topics	Not Applicable		S1; S2
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	78		S2; SBM3
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	Not Applicable		SA2S2; SBM3
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	Not Applicable		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	Not Applicable		
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	88-97		
	413-2 Operations with significant actual and potential negative impacts on local communities	Not Applicable		S3 SBM-3

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION	ESRS / CSRD
Supplier social assessment				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 107-108		G1
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	107, 109		
	414-2 Negative social impacts in the supply chain and actions taken	108		S2; 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	23, 86		S4
GRI 416: Customer Health and Safety 2016	416-1 Assessment of the health and safety impacts of product and service categories	54-65		S4; ESRS 1; MDR
	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	64		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	Not Applicable		S4; ESRS 1; MDR
	417-2 Incidents of non-compliance concerning product and service information and labeling	Not Applicable		S4
	417-3 Incidents of non-compliance concerning marketing communications	Not Applicable		
Customer privacy				
GRI 3: Material Topics 2021	3-3 Management of material topics	23, 98		S4
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	98-99		

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