



FY 2025

AJi Group Environmental, Social and Governance (ESG) Report





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SECTION 1

EXECUTIVE VIEW

ABOUT THIS REPORT

This Environmental, Social and Governance (ESG) Report has been prepared by AJi (referred to throughout this report as “the organization”, “the company”, or “we”) in accordance with the GRI Sustainability Reporting Standards. AJi operates across the Middle East, North Africa and Central Asia (MENA), with its primary activities in the Kingdom of Saudi Arabia (KSA), the United Arab Emirates (UAE), and the Hashemite Kingdom of Jordan. (GRI 2-1, GRI 2-2)

These countries represent the company’s principal operational footprint. Accordingly, the disclosures and performance information presented in this report relate exclusively to AJi’s operations in KSA, UAE and Jordan, excluding joint ventures, subsidiaries and activities outside these geographies. (GRI 2-1, GRI 2-2)

The reporting period covers 1 January to 31 December 2025 and is aligned with AJi’s financial reporting cycle. This report is published annually. No restatements of

previously reported information were required. (GRI 2-3, GRI 2-4)

This report is intended for employees, clients, partners, suppliers, investors and other stakeholders seeking a transparent overview of AJi’s environmental, social and governance performance.

At the time of publication, the report had not been externally assured. AJi recognises the value of independent assurance and may consider external verification in future reporting cycles. (GRI 2-5)

The report was reviewed and approved by the Chief Executive Officer, the Sustainability Executive Director, the Head of Organization Development & Planning and the Operating Board following a two-stage review process covering accuracy, completeness, consistency and presentation. (GRI 2-14)

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MESSAGE FROM THE CEO

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I am pleased to present AJi's 2025 Environmental, Social and Governance Report, reflecting another important step in our sustainability journey.

Advancing Climate Action and Sustainable Solutions

In 2025, AJi strengthened its focus on climate action and environmental performance. Our total Group greenhouse gas emissions decreased by 13.5% compared with 2024, demonstrating meaningful progress while our operations continued to grow.

Building on this progress, we continue to strengthen our climate performance, establishing a structured pathway for emissions reduction, management of climate-related risks and opportunities, resilience and adaptation across both our operations and professional services.

Empowering Our People and Communities

Our people remain at the heart of AJi's success. During 2025, we continued to invest in an inclusive, engaging and

development-oriented workplace while strengthening our contribution to the communities and economies in which we operate. Through our engineering and consultancy work, we continue to support projects that contribute to more sustainable, resilient and inclusive cities and infrastructure.

Building Stronger Governance for the Future

We continued to strengthen the governance foundations supporting our ESG ambitions, further integrating sustainability considerations into business planning, risk management and strategic decision-making. This approach supports responsible growth while strengthening AJi's resilience and our ability to create lasting value for our clients and stakeholders.

I extend my sincere gratitude to our employees, clients, partners and stakeholders for their continued contribution to our journey. **Together, we are engineering a more sustainable and resilient future.**



HAMZEH AWWAD

CHIEF EXECUTIVE OFFICER

MESSAGE FROM THE SUSTAINABILITY DIRECTOR

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As we present AJi's 2025 ESG Report, our focus is evolving from measuring sustainability performance toward translating our commitments into structured action. During 2025, we strengthened our emissions inventory and environmental management approach, while Scope 1 and Scope 2 emissions remained below the 2022 baseline for the fourth consecutive year.

AJi continues to strengthen its climate performance by further developing and enhancing its GHG inventories and improving the quality and completeness of its emissions data. Building on this work, we are developing a structured roadmap for emissions reduction and implementing actions to support the achievement of the reduction targets we have set for ourselves, while progressively strengthening our approach to climate-

related risks and opportunities, resilience and adaptation.

This reflects our approach to sustainability as a dynamic management process supported by clear objectives, measurable indicators and actionable initiatives.

Beyond managing our own footprint, we will continue using our engineering and consultancy expertise to contribute to more resilient, resource-efficient and sustainable projects and communities.

Together, we are turning sustainability commitments into measurable action and engineering a more sustainable future. (GRI 2-22)



MOHAMMED ALSHAFIE
SUSTAINABILITY DIRECTOR



MESSAGE FROM THE HEAD OF ORGANIZATION DEVELOPMENT & PLANNING

“

“Aji views sustainability as an ongoing journey of operational enhancement, workforce empowerment, and long-term value generation. Moving ahead, we remain dedicated to weaving responsible principles into our core culture and strategic decisions, fortifying our resilience while delivering positive impacts for our communities and the natural environment.”



RANA ALI

HEAD OF ORGANIZATION DEVELOPMENT & PLANNING

2025 SUMMARY AND HIGHLIGHTS



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649.15

tCO₂e (44.5%)

SCOPE 1 & 2 EMISSIONS

0.53 TCO₂E

per employee (Scope 1 & 2)

1.19 tCO₂e

per employee (Including Scope 3)

GHG INTENSITY

810.45

tCO₂e (55.5%)

SCOPE 3 EMISSIONS

2,418.95

GJ

TOTAL ENERGY CONSUMPTION

16.1%

Below 2022 Baseline

ELECTRICITY INTENSITY

1,228

employees

HEADCOUNT

1,459.60

tCO₂e

TOTAL GHG EMISSIONS

1.97 GJ

PER EMPLOYEE

ENERGY INTENSITY

17.3%

reduction compared with 2022

SCOPE 1 & 2 EMISSIONS TREND

19%

FEMALE WORKFORCE

81%

MALE WORKFORCE



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SECTION 2

ABOUT Aji

ABOUT AJi

A Culture Built on Purpose

At AJi, our culture is defined by purpose, driven by collaboration, and strengthened by diversity. We cultivate an inclusive environment where different perspectives are valued, innovation is encouraged, and talent is empowered to grow and excel. By bringing together multidisciplinary expertise across geographies and sectors, we foster a culture of continuous learning, shared accountability, and creative problem-solving.

People are at the heart of everything we do. Every idea we generate, every partnership we build, and every solution we deliver is guided by a commitment to improving lives and creating lasting value. This people-centered approach enables us to design solutions that are not only technically excellent and commercially viable, but also meaningful, sustainable, and responsive to the evolving needs of the communities we serve.

Driven by National Visions, Designed for Global Impact

AJi's growth and impact are closely aligned with the transformative national agendas shaping the future of the region. Guided by the Kingdom of Saudi Arabia's Vision 2030, the UAE Vision 2031, and Jordan Vision 2025, we partner with governments, developers, and communities to deliver projects that advance sustainable development, economic diversification, and social prosperity.

These national visions provide more than strategic direction—they inspire our commitment to designing resilient infrastructure, future-ready cities, and inclusive environments that create long-term value. By combining local insight with international expertise, AJi delivers innovative, sustainable solutions that support national priorities while contributing to global ambitions for resilient, low-carbon, and people-centered development.

Strategic Statement

At AJi, we operate at the intersection of deep local expertise and global best practices, creating solutions that drive sustainable progress and improve quality of life. Guided by a people-centred approach, we design and deliver projects that strengthen communities, foster resilience, and generate long-term value.

Our strategy is founded on three interconnected pillars: social progress, technological innovation, and sustainability. By embedding these principles into every decision, partnership, and project, we help shape resilient cities, empower communities, and contribute to a more sustainable and prosperous future.

Shaping the Cities of Tomorrow

Cities are more than skylines and infrastructure. They are the heartbeat of communities, the foundation of economic prosperity, and the legacy we leave for future generations. At AJi, we are committed to shaping urban environments that inspire people, strengthen communities, and enable sustainable growth.

For over six decades, AJi has been redefining the built environment across the Middle East, North Africa, and Central Asia (MENA). By combining visionary design with engineering excellence, we transform ambitious ideas into resilient, future-ready destinations. From iconic buildings and integrated infrastructure to master-planned communities, every project is designed to enhance quality of life, foster economic opportunity, and create lasting value for society (GRI 2-6).

Founded in 1962 and reimagined through a bold new brand identity in 2023, AJi has grown into one of the region's leading multidisciplinary architecture, engineering, design, and infrastructure consultancies. With a strong presence across Saudi Arabia, the United Arab Emirates, and Jordan, our diverse teams bring together world-class expertise, innovation, and local insight to address the evolving challenges of urbanization.

Guided by a commitment to excellence, sustainability, and human-centered design, we deliver solutions that balance environmental stewardship, technological innovation, and social impact. Every project reflects our belief that exceptional engineering goes beyond constructing places—it creates opportunities, empowers communities, and shapes cities where people and businesses can thrive for generations to come (GRI 2-6).

Our Values



INNOVATION
Harness creativity, multidisciplinary expertise, and emerging technologies to deliver innovative, future-ready solutions.



INTEGRITY
Human centered progressive, we believe in reservation and promotion of human integrity and the enhancement of quality of life.



INTEGRATION
Fostering relationships and global partnerships empowers us to deliver perfectly orchestrated solutions.



INCLUSIVITY
Creating ecosystems of equal opportunity for all members of our communities to progress, and thrive.

Our Identity

Community Focus

Driven by a deep commitment to people and place, Aji delivers forward-thinking solutions that enhance quality of life and create lasting social value. From hospitals and schools to critical utilities and transformative urban masterplans, every project is designed to build resilient, inclusive, and thriving communities.

Deep Local Roots and Shared Value

With over six decades of experience across the MENA region, Aji combines deep local insight with global expertise to deliver solutions that are culturally responsive, context-driven, and built on enduring partnerships and shared values.

Nurturing Innovation

Aji fosters a culture of innovation by embracing multidisciplinary collaboration, digital technologies, and adaptive thinking to develop intelligent, future-ready solutions that address complex challenges.

Curation of Partnerships

Aji cultivates strategic partnerships that combine world-class engineering and architectural expertise with deep regional insight, delivering tailored, integrated solutions that address the unique needs of diverse sectors and stages of development.

Business Activities (GRI 2-6)

Business Area	Principal Services
Urban Environments	Architecture, urban planning, structural, mechanical and electrical engineering, construction supervision, sustainable building design, Building Information Modelling (BIM), specifications, and Bills of Quantities (BOQ).
Wellness and Healthcare	Healthcare planning, architectural and engineering design, medical planning, ICT planning, interior design, medical equipment planning, and Building Information Modelling (BIM).
Utilities and Environment	Water and wastewater systems, storm water drainage, dams and reservoirs, pumping systems, hydraulic engineering, treated effluent reuse, MEICA, and Building Information Modelling (BIM).
Eco-Futurism	Environmental management, renewable energy, climate resilience, Environmental and Social Impact Assessments (ESIA), sustainable development, health and safety (H&S), resettlement planning, waste management, and Building Information Modelling (BIM).
Mobility and Transportation	Transport planning, roads, highways, bridges, tunnels, electrical infrastructure, and Building Information Modelling (BIM).
Advisory and Solutions	Project and construction management, Project Management Office (PMO) services, strategic advisory, institutional capacity building, public sector reform, and social development.



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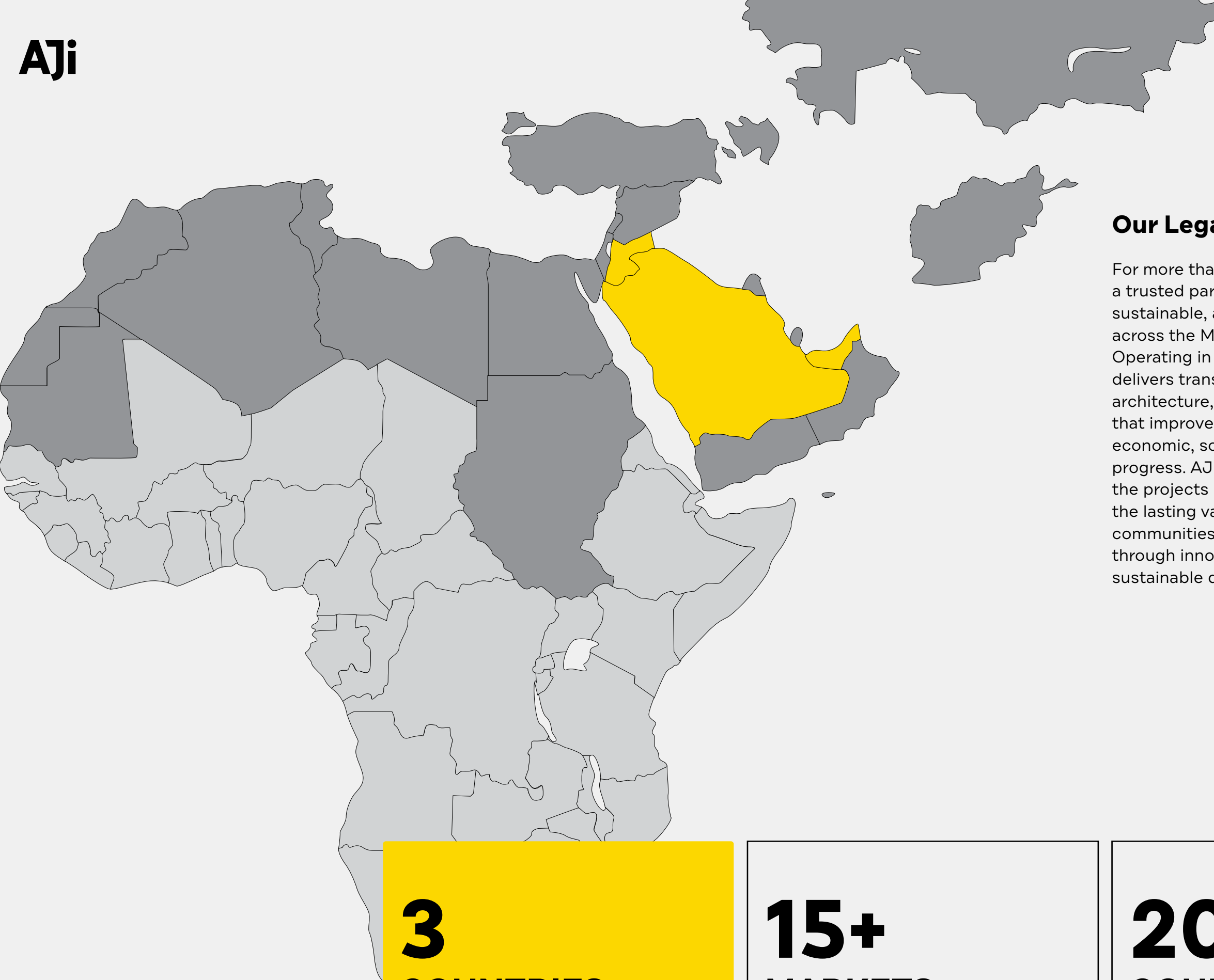
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Our Legacy (GRI 2-6)

For more than 60 years, AJi has been a trusted partner in shaping resilient, sustainable, and future-ready communities across the Middle East and beyond. Operating in over 20 countries, the firm delivers transformative engineering, architecture, and consultancy solutions that improve quality of life while driving economic, social, and environmental progress. AJi’s legacy extends beyond the projects it delivers—it is defined by the lasting value it creates for clients, communities, and future generations through innovation, collaboration, and sustainable development. (GRI 2-6)

3
COUNTRIES

MAIN DESIGN CENTERS

15+
MARKETS

WE ARE CURRENTLY EXPLORING

20+
COUNTRIES

CONTAINING OUR PROJECTS

SELECTED HIGHLIGHTS OF AJI'S IMPACT TO DATE



600,000+ m²

of advanced pharmaceutical plants



16,000+

hospital beds designed across major healthcare facilities



2,000,000+ m²

of educational infrastructure, supporting access to learning and research



3,000,000+ m²

of commercial developments, including office parks, malls, and retail hubs



6,000+

hotel keys delivered



1,000,000+ m²

of industrial plant infrastructure



3,000,000+ m²

of residential development, shaping inclusive and modern communities



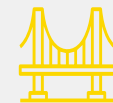
200,000 m²

of mission-critical buildings for national security and essential services



100+

projects in renewable energy and waste management



100,000 m²

of bridges and connective infrastructure



10,000 km

of roads, highways, and transit corridors



50,000,000+

people served with water and waste facilities



How We Are Structured

AJi consists of a portfolio of legally distinct but operationally integrated entities that serve different markets and specialties across the MENA region. We operate as a unified, multidisciplinary group committed to delivering high-impact engineering and design solutions, guided by a shared commitment to quality, innovation, and regional excellence. Our collective efforts focus on achieving essential business outcomes for clients while accelerating project delivery through advanced technologies and an expert-led approach (GRI 2-1, GRI 2-2, GRI 2-6). The following entities are included within the scope of this ESG Report, consistent with the AJi's consolidated financial reporting:

Certifications & Standards

Our operations are backed by international certifications that reflect our dedication to quality, safety, and environmental performance:

- ISO 9001 – Quality Management
- ISO 14001 – Environmental Management
- ISO 45001 – Occupational Health & Safety
- LEED Gold and Silver – Sustainable Building

These certifications support our mission to deliver responsible, high-impact outcomes across every project.

More Than A Business, A Commitment

AJi is not just building cities, we're shaping futures. Every decision we make, every design we propose, and every project we deliver is rooted in a deeper responsibility: to improve lives, protect the environment, and contribute to a more sustainable world.



Company Legal Names

Legal Name	Legal Form	Countries of Operation
Arabtech Jardaneh & Partners Engineering Consultancy LLC	Limited Liability Company	KSA
Arabtech Jardaneh International Abu Dhabi	Branch of a Foreign Company	
AJi ENGINEERING CONSULTANCY LLC	Limited Liability Company	
HDP OVERSEAS ENGINEERING CONSULTANCY - LLC - SPC	Limited Liability Company	UAE
HDP OVERSEAS ENGINEERING CONSULTANCY LLC	Limited Liability Company	
AJi Corporate Services LLC	Limited Liability Company	
Arabtech Jardaneh Water and Environment LLC	Limited Liability Company	
Arabtech Jardaneh Built Environment LLC	Limited Liability Company	
Arabtech Jardaneh International LLC	Limited Liability Company	Jordan
Raseel for Projects Management and Integrated Support LLC	Limited Liability Company	
Limana for integrated Engineering Solutions LLC	Limited Liability Company	



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Events and awards

Great Place to Work® (2025)

In 2025, AJi Group celebrated another significant milestone as its offices were once again recognized with **Great Place to Work®** certification, reinforcing the organization's commitment to fostering an exceptional employee experience.

Our Jordan offices proudly earned the certification for the **second consecutive year**, reflecting consistently high levels of employee trust, engagement, and workplace satisfaction. Across the Group, our UAE offices achieved an outstanding **94% employee satisfaction rate**, while our Jordan offices recorded an impressive **90% employee satisfaction rate**, placing AJi among a select group of organizations in the country to receive this recognition.

This achievement reflects the collective efforts of our people and the culture that unites our teams across the region—one founded on innovation, integration, integrity, and inclusivity. It demonstrates AJi's ongoing commitment to creating a workplace where employees feel valued, empowered, and inspired to achieve excellence.

Engineering News-Record (ENR) Rankings (August 2025)

In 2025, AJi Group further strengthened its position as a leading international engineering and consultancy firm, earning distinguished recognition in the



Engineering News-Record (ENR) Top 225 International Design Firms rankings.

AJi advanced to 86th globally, climbing 21 positions from the previous year—an achievement that reflects the firm's sustained growth, expanding international footprint, and commitment to technical excellence. The Group also secured outstanding rankings across several specialist sectors, including 9th globally in Mixed Use, 11th in Education, 13th in Wastewater Treatment, 20th in Healthcare, 24th in Sewer & Solid Waste, and 44th in General Building.



These achievements demonstrate AJi's multidisciplinary expertise, innovative approach, and ability to deliver complex, high-impact projects across diverse markets. They also reinforce the trust placed in AJi by clients and partners worldwide and reflect the firm's continued commitment to delivering sustainable, resilient, and future-focused solutions that create lasting value for communities and the built environment.

#86 The Top 225 International Design Firms

#9 in Mixed Use

#13 in Wastewater Treatment

#20 in Healthcare

#24 in Sewer & Solid Waste

#44 in General Building

Project Management Company of the Year (April 2025)

AJi was honored with the Project Management Company of the Year award at the Construction Innovation Awards KSA, held at the VOCO Hotel in Riyadh. The award recognizes AJi's excellence in delivering innovative, high-quality project management and PMO consultancy services across the Kingdom of Saudi Arabia.

This achievement reflects AJi's expanding leadership in project management, underpinned by its role as a trusted PMO consultant for major public and private sector clients, including Riyadh Municipality, University of Tabuk, Eastern Province Municipality, and other strategic organizations.



Project Management Company of the Year (April 2025)



Through an integrated approach, that spans strategic planning, governance, programme management, and project execution, AJi continues to deliver complex PMO assignments that enhance organizational performance, strengthen governance frameworks, and support the successful delivery of nationally significant projects. This recognition reinforces AJi's commitment to excellence, innovation, and creating long-term value for clients and communities across the region.

Gold Award for Sustainable Community/City and Green Buildings (October 2025)

AJi's leadership in sustainability and responsible development was recognized at the Global ESG Awards, where the firm received the Gold Award for Sustainable Community/City and Green Buildings for the Numu Project / The Business Hub in Riyadh.

The event also recognised individual leadership in sustainability, with Rana Ziad M. Ali receiving the Platinum Award for Sustainability/CSR Professional of the Year, reflecting AJi's commitment to cultivating expertise and leadership in environmental, social, and governance (ESG) practices.

AJi was represented at the awards ceremony by Dr. Shafie, Eng. Khalid, Eng. Haytham Abualsamen, and Eng. Ban Haddadin, whose participation underscored the firm's ongoing commitment to

advancing sustainable design, responsible business practices, and the delivery of high-impact projects that create lasting environmental and social value.

These achievements reinforce AJi's position as a regional leader in sustainable engineering and consultancy, demonstrating its ability to integrate innovation, ESG principles, and technical excellence to deliver resilient, future-ready developments that contribute to more sustainable communities.

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MoU & Cooperations Agreements

AJi signs an MoU with Tamayouz Award (January)

AJi proudly signs an MoU with Tamayouz Award to support young architects by sponsoring prizes for the 4th and 5th winners of the Tamayouz International Graduation Projects Award.

This initiative honors the legacy of our founder, the late Arch. Talaat Kawalit, and celebrates innovation and creativity in architecture. Together, we're shaping the future of our cities.



Tamayouz Award Sponsorship

AJi Signs Strategic Design Consultancy Agreement At Arab Health (February)

During the Arab Health event, AJi Signed Strategic Design Consultancy Agreement with Advanced Horizons Contracting Company, a subsidiary of Fakeeh Care Group. This collaboration marks a significant step in advancing healthcare infrastructure in the region, specifically for the DSFMC Al Zahraa project in Jeddah, KSA.



DSFMC Al Zahraa Agreement



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AJi Signs an MOU with KSA Ministry of Health (November)

AJi Group renewed its long-standing partnership with the Ministry of Health in Saudi Arabia through the signing of a Memorandum of Understanding (MoU) during the Global Health Exhibition.

The agreement was signed by Khalid Al-Malki, Deputy Minister Assistant for Projects and Engineering Affairs, and Sultan Alhendi, General Manager of Engineering Services, representing the Ministry of Health, alongside Yazan Shahwan, Business Development Director, and Sabine Al Hamadneh, Business Development Manager, representing AJi Group.

The MoU reflects a shared commitment to advancing healthcare infrastructure and supporting the delivery of sustainable, patient-centered solutions that contribute to improving healthcare services across the Kingdom.



MoU with Ministry of Health



MoU with Numu Real Estate

AJi and Numu Real State (November)

AJi is pleased to announce the signing of an agreement with Numu Company to collaborate on the Masar Numu Branded Residences.

This exclusive luxury development is a key component of the Masar Makkah Master Plan, further reinforcing AJi's commitment to delivering transformative, high-quality urban projects across Saudi Arabia.

Through this partnership, the firm continues to support the Kingdom's vision for sophisticated and sustainable residential infrastructure.



AJi Signs an Agreement with Al Jeraisy Real Estate Development Co. (November)

AJi officially signed an agreement with Al Jeraisy Real Estate Development Co. to provide architectural and engineering solutions for the upcoming Al Jeraisy Tower in Riyadh.

This partnership marks a significant milestone in AJi's commitment to delivering innovative, sustainable, and functional landmarks that contribute to the region's urban evolution.



MoU with Al Jeraisy



MoU with Parachute 16

AJi and Parachute 16 (December)

AJi signed a strategic Memorandum of Understanding (MoU) with Parachute16 to launch a pioneering PropTech accelerator aimed at driving innovation across Saudi Arabia's built environment.

By merging AJi's regional leadership in sustainable development with Parachute16's global expertise, the program will empower startups through real-world pilot opportunities, technical mentorship, and access to international markets and investors.

This partnership underscores a shared commitment to building the smart, resilient, and technology-driven cities central to the Kingdom's future vision.



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Project Inaugurations

King Hussein Business Park (KHBP) (March)

AJi Begins Supervision of Infrastructure Construction at King Hussein Business Park After Finalizing Design.

AJi is proud to continue its partnership with King Hussein Business Park (KHBP) as we take on the supervision of infrastructure construction for Phases 2 & 3. This follows the successful completion of the design phase, further reinforcing our commitment to delivering high-quality infrastructure solutions that support KHBP's expansion.

As the design consultant, AJi previously designed road networks, wastewater systems, water distribution, storm water drainage, electrical networks, and telecommunications—laying a strong foundation for the business park's continued growth. Now, with construction underway, our expert engineering team is dedicated to ensuring seamless execution, adherence to best practices, and the highest standards of quality.



King Hussein Business Park (KHBP)



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Inauguration of the Aqaba National Vocational Training Hub (June)

AJi is proud to share the successful delivery of the Aqaba National Vocational Training Complex, launched under the patronage of HRH Crown Prince Al Hussein bin Abdullah II.

Strategically located within the Aqaba International Industrial Estate, the complex is operated by the National Employment and Training Company (NET) and commissioned by GIZ as part of a national initiative to promote employment and training opportunities across the Kingdom. AJi proudly served as the design and construction supervision consultant for this impactful initiative.

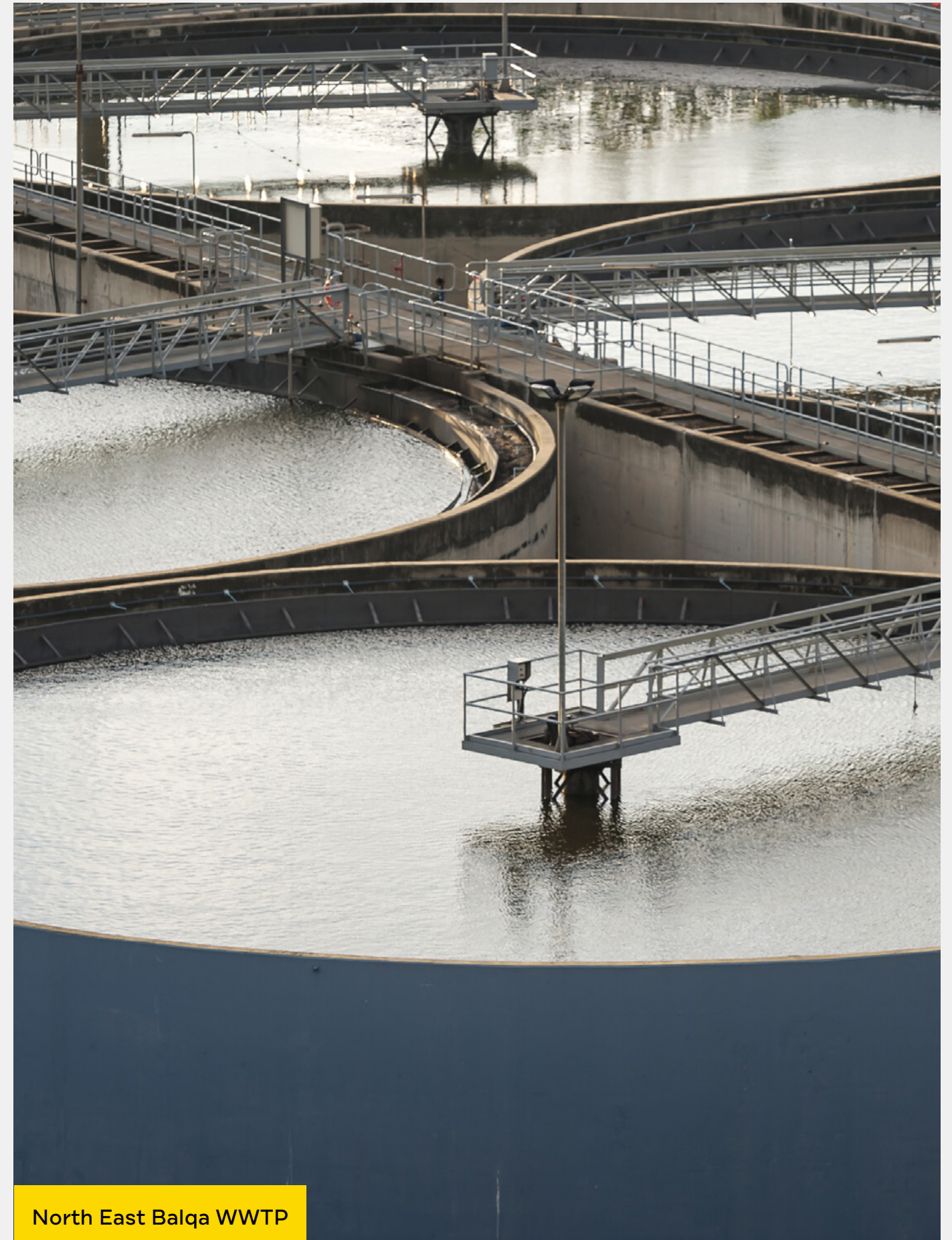
AJi Awarded Key Water Infrastructure Project - North East Balqa WWTP (July)

AJi, in joint venture with Egis Group, has been awarded the contract to deliver design review services and construction supervision for the North-east Balqa Wastewater Treatment Plant. This nationally strategic project supports Jordan's long-term water security and environmental resilience.

AJi is proud to serve as the Lead Consultant on this transformative assignment, which is being implemented in collaboration with the Ministry of Water and Irrigation and funded by the Agence Française de Développement (AFD) and the European Union.



Aqaba National Vocational Training Complex



North East Balqa WWTP



New Sadr City Breaks Ground - A Milestone in Baghdad's Urban Transformation

New Sadr City is a transformative urban development project spanning 10 km², developed to address Iraq's growing urban needs through the creation of a fully integrated and self-sustained city designed to accommodate more than 400,000 residents.

The joint venture between Aji and A M Tech is responsible for delivering the project's complete master planning and detailed design, comprehensive infrastructure and road design, and the full architectural and engineering design across the development.

The project supports the Mayoralty of Baghdad's vision for sustainable urban growth by establishing a modern, well-connected city with integrated infrastructure and essential services.



New Sadr City Inauguration



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Ekaider

AJi, in joint venture with Liban Consult (LC), is serving as the lead partner for the supervision of the Design and Construction Works for the Upgrading of Al Ekaider Waste Disposal Site in Jordan. The project is commissioned by the Ministry of Local Administration (MoLA) and funded by the European Union (EU) through the Agence Française de Développement (AFD).

Established in 1981 and currently the second-largest landfill in Jordan after Ghabawi, the Al Ekaider site is being upgraded into a fully compliant sanitary landfill. The scope includes the rehabilitation of the Zibar ponds, construction of three lined sanitary cells, reshaping and capping of the existing and old landfill areas, and development of a dedicated leachate treatment plant.

Under the assignment, the AJi LC Joint Venture provides supervision of the design and construction activities carried out by the contractor joint venture of Mesogeos and Masar United.

As a project of national significance aligned with the objectives of Jordan's Economic Modernization Vision, the project supports the advancement of sustainable solid waste management and improved environmental practices across the Kingdom.

A groundbreaking ceremony was held at the Ekaider site on 16 November 2025, marking the commencement of the project and bringing together representatives from the Ministry of Local Administration, the European Union, the French Embassy, AJi, Liban Consult, Mesogeos, and Masar United.



Abu Ghraib Wastewater Project Signing



Ekaider

Abu Ghraib Wastewater Project Signing

AJi is supporting the Strategic Abu Ghraib Wastewater Project as the Supervision Consultant, contributing to the development of critical water and wastewater infrastructure in Abu Ghraib District, Iraq.

Commissioned by the Baghdad Governorate, the project encompasses wastewater and stormwater networks, lift and pump stations, and a central wastewater treatment facility.

Through engineering consultancy and construction supervision, AJi is contributing to improved sanitation, public health, and long-term environmental resilience, supporting the sustainable development of Baghdad's growing urban communities.

The project reflects AJi's continued commitment to delivering sustainable water infrastructure and contributing to improved quality of life across the region.



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SECTION 3

OUR APPROACH TO MATERIALITY



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Focusing on what matters most is the foundation of meaningful sustainability reporting.

In 2025, AJi advanced its ESG journey by completing its second materiality assessment in accordance with the GRI Standards. This latest assessment introduced an enhanced methodology by actively involving one of our most vital stakeholder groups: our employees. By gathering direct insights from a diverse selection of team members, we successfully identified the core ESG topics that directly shape our strategy, operations, and stakeholder expectations

Process To Determine Material Topics

The materiality assessment followed a structured five step methodology (GRI 3-1):

1. Topic Identification

AJi began with a reference list based on the 2024 ESG Report and an actualized 2025 peer benchmarking analysis within the architecture and engineering consultancy sector in the MENA region.

This included insights from international organizations such as the IEA, UN, and World Bank. As per the IFRS methodology, an initial long list of 22 topics was initially determined. The list of topics was reviewed by AJi's management and a "short list" of 20 topics was retained.

2. Internal Stakeholder Engagement

To capture internal priorities, AJi engaged employees directly in the 2025 materiality assessment through a structured ESG questionnaire.

Employees were invited to assess each identified ESG topic by assigning a score from 1 to 5 across the relevant impact assessment criteria, including **scale**, **scope**, **irremediable character**, and **likelihood**. These scores reflected employees' individual perceptions of the severity, reach, potential for remediation, and likelihood of occurrence of impacts associated with each topic. The direct engagement of employees across the organization provided a quantitative representation of internal stakeholder perspectives and informed the prioritization of ESG topics considered most relevant to AJi and its stakeholders (GRI 2-29).

3. Impact Assessment

Each of the topics included in the 2025 ESG Report was assessed for its potential impact in accordance with GRI Standards methodology. The assessment considered the **scale**, **scope**, and **irremediable character** of potential impacts, as well as their **likelihood of occurrence**.

- **Scale** refers to the severity or magnitude of the impact.
- **Scope** refers to the extent or reach of the impact, including the number of people, locations, or areas potentially affected.
- **Irremediable character** refers to the extent to which the impact can be remediated or the affected people, environment, or other stakeholders restored to their prior or equivalent condition.
- **Likelihood** refers to the probability that a potential impact may occur.

The scale, scope, and irremediable character were considered together to determine the **severity of an impact**, with greater severity resulting where an impact is more significant, more widespread, and/or more difficult to remedy. For **potential impacts**, the severity assessment was considered together with the likelihood of occurrence to determine the overall significance of the impact.

Each criterion was scored on a 1-to-5 scale, where 1 represents a low level of perceived impact and 5 represents a high level of perceived impact. The resulting assessment was used to support the identification and prioritisation of the ESG topics considered most significant for the Company and its stakeholders.

Calculation of Likelihood and Impact Scores

For each topic, a **likelihood score** and an **impact score** were derived from the survey responses. The likelihood score was calculated as the **equally weighted average of the perceived likelihood scores assigned by all respondents**.

The impact score was first calculated **at the respondent level** as the product of three criteria: **scope**, **scale**, and **irremediability**.

The final impact score for each topic was then calculated as the **equally weighted average of the individual impact scores across all respondents**. This approach preserves the relationship between the three impact dimensions within each individual assessment before aggregating the results.

For visualization purposes, and to ensure comparability with the 1-5 likelihood scale, the resulting impact scores were **cube-root transformed**, thereby rescaling the impact measure to a range of 1-5.



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4. Matrix Construction

A two-dimensional materiality matrix was developed to visualize the prioritization of ESG topics. The horizontal axis represents the Likelihood, while the vertical axis represents the perceived impact of a certain material topic.

To support the interpretation and prioritization of the materiality assessment results, AJi divided the materiality matrix into three colour-coded relevance **ranges** (Yellow, Grey, And Light Grey) based on the combination of stakeholders' perceived likelihood and impact scores. This approach allows topics to be distinguished according to their relative significance rather than relying on ranking alone.

5. Materiality Threshold

In order to focus on managing the different material topics, the need to put a threshold is important. A classification thresholds were applied as follows:

Most Relevant (Yellow Range): Topics falling in the Yellow range in the materiality matrix represent the issues requiring the highest level of strategic attention. Examples include Sustainable Design, Business Ethics & Leadership, Information Security, Customer Privacy, Occupational Health & Safety, Human Capital Development, and Training & Education.

Relevant (Grey Range): Topics falling in the grey range are topics that remain important to AJi and its stakeholders and are considered within ESG management and decision-making, although their assessed likelihood and/or impact is comparatively lower. This category includes topics such as Compliance with Laws and Regulations, Anti-corruption, Diversity and Equal Opportunity, Employment, Innovation, Internal Controls, Sustainability Leadership, Labor/Management Relations, Climate change, and Local Communities.

Non-Material (Light Grey): Topics falling in this color range were not prioritized as material for this reporting cycle, they remain part of AJi's broader ESG considerations and may be reassessed as stakeholder expectations, business activities, or operating conditions evolve.

The resulting heat map therefore provides a visual representation of the prioritization process.

This classification provides AJi with a consistent basis for connecting stakeholder input with ESG priorities, reporting focus, and future sustainability actions.



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2025 material topics

Based on the 2025 materiality assessment, Aji identified a refined set of material topics that reflect the organization's most significant ESG impacts and stakeholder priorities. These topics are the result of a structured, evidence-based evaluation that considered both potential business impact and internal stakeholder perception, as visualized in the newly developed materiality matrix (GRI 3-1).

Materiality Matrix

The **materiality matrix Graph** visualizes what truly matters to Aji and its stakeholders. It brings into focus the ESG topics that are most impactful to the business and most important to our internal leadership. The 2025 list of material topics reflects yet another incremental improvement to the assessment methodology by introducing a quantitative aspect to assessment and by involving a larger number of stakeholders, thus reflecting even more accurately the general perception of relative importance of each material topic.

The changes from the 2024 report are primarily due to (GRI 3-2):

- The incorporation of new materiality topics following an updated peer-benchmarking exercise.
- The addition of internal stakeholder analysis, using quantitative input from senior governance leaders and a selection of employees

List of Material topics	ESG dimension	Stakeholder perceived likelihood	Stakeholder perceived Impact	Relevance level
Sustainable design	Envrionmenal	4.00	4.08	Most relevant
Training and education	Social	4.10	3.91	Most relevant
Customer privacy	Social	3.75	4.12	Most relevant
Information security	Social	3.65	4.12	Most relevant
Business Ethics & Leadership	Governance	3.55	4.15	Most relevant
Occupational health and safety	Social	3.60	4.08	Most relevant
Human capital development	Social	3.65	4.01	Most relevant
Labor/Management Relations	Social	3.45	3.92	Relevant
Compliance with laws and regulations	Social	3.25	4.16	Relevant
Local communities	Social	3.55	3.77	Relevant
Innovation	Social	3.40	3.93	Relevant
Anti-corruption	Governance	3.20	4.14	Relevant
Freedom of Association and Collective Bargaining	Social	3.20	4.09	Relevant
Climate change	Envrionmenal	3.50	3.71	Relevant
Internal Controls	Governance	3.25	3.99	Relevant
Sustainability leadership	Governance	3.30	3.89	Relevant
Employment	Social	3.20	4.00	Relevant
Diversity and Equal Opportunity	Social	3.10	4.02	Relevant

Non Material topics	ESG dimension	Stakeholder perceived likelihood	Stakeholder perceived Impact	Relevance level
Environmental management systems	Envrionmenal	3.35	3.68	Non-material
Water and effluents	Envrionmenal	3.30	3.64	Non-material
Supplier Social Assessment	Governance	3.15	3.78	Non-material
Energy	Envrionmenal	3.40	3.41	Non-material
Waste	Envrionmenal	3.40	3.41	Non-material
Child labor	Social	2.65	3.83	Non-material



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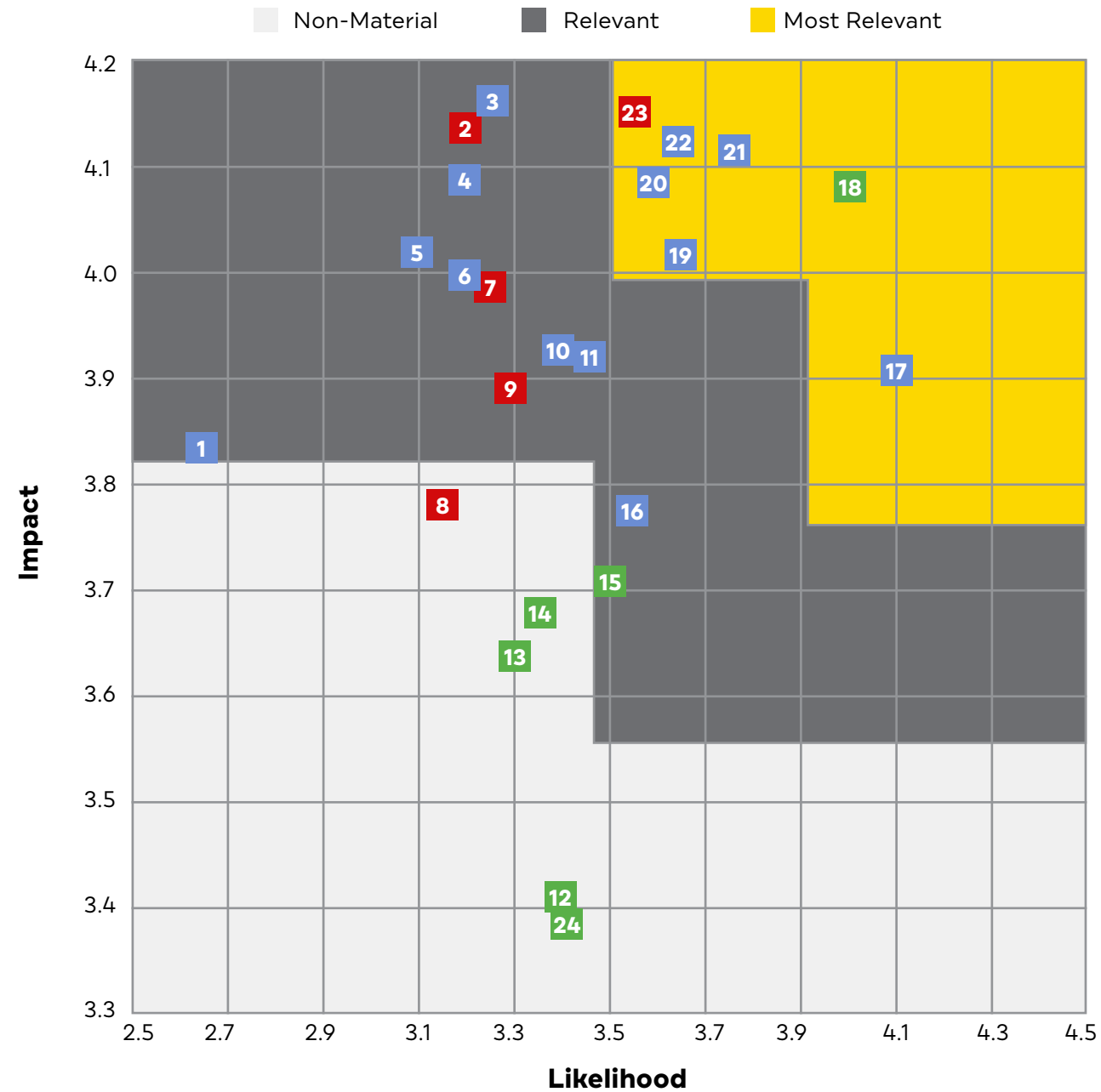
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Topics in the yellow color range are the most relevant for Aji and have been fully integrated into our ESG strategy in addition to climate change which Aji considers an emerging topic that will quickly evolve into high priority material topic in the short to medium term.

Our top-priority sustainability areas actively drive our actions and are tracked through regular performance reviews. These core topics directly guide our company policies, shape our performance metrics, and inform executive decision-making. Medium-priority topics (the grey zone) are fully integrated into our standard operations and performance planning, allowing us to pivot as conditions change. Finally, non material topic are kept on our radar to monitor local impacts and prepare for future stakeholder expectations, completely aligned with the (GRI 3-1).

2025 Impact Materiality Matrix



Legend

1. Child Labor
2. Anti-corruption
3. Compliance with laws and regulations
4. Freedom of Association and Collective Bargaining
5. Diversity and Equal Opportunity
6. Employment
7. Internal Controls
8. Supplier Social Assessment
9. Sustainability leadership
10. Innovation
11. Labor/ Management Relations
12. Energy
13. Water and effuents
14. Environmental management systems
15. Climate change
16. Local communities
17. Training and education
18. Sustainable design
19. Human capital development
20. Occupational health and safety
21. Customer privacy
22. Information Security
23. Business Ethics and Leadership
24. Waste

- Sustainability Related Topics
- Social Related Topics
- Governance Related Topics



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2025 Material Topics by ESG Pillar and Relevance Level

	Environmental	Social	Governance
Most Relevant	■ Sustainable Design	■ Training and education ■ Customer privacy ■ Occupational health and safety ■ Human capital development	■ Business Ethics & Leadership
Relevant	■ Climate Change	■ Labor/ Management Relations ■ Compliance with laws and regulations ■ Local communities ■ Anti-corruption ■ Freedom of Association and Collective Bargaining ■ Employment ■ Diversity and Equal Opportunity	■ Internal Controls ■ Sustainability leadership
Non-Material	■ Water and effluents ■ Energy ■ Waste	■ Child Labor	■ Supplier Social Assessment



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Aji ESG STRATEGY

ESG Strategy: From Commitment to Integrated Performance

During 2025, Aji further strengthened the integration of environmental, social and governance considerations into its corporate direction, operations, workforce practices and project delivery. The Group's ESG Strategy provides the operational framework for translating sustainability commitments into defined objectives, and measurable targets. Rather than treating ESG as a stand-alone reporting exercise, Aji is progressively embedding sustainability considerations into business decisions, management oversight and the engineering, design, advisory and PMO services it provides to clients.

The Strategy is informed by Aji's updated materiality assessment, management priorities and stakeholder engagement. It is structured around three interconnected strategic pillars that collectively address Aji's own operational impacts and the wider influence it can create through its people, supply chain and projects.

Aji's Sustainability Strategic Pillars and Objectives

Environmental Stewardship focuses on reducing operational emissions and strengthening climate management, improving energy and resource efficiency, and increasing the positive sustainability influence of Aji's engineering and PMO services. This includes managing the Group's own environmental footprint while progressively incorporating sustainability, resource efficiency and climate resilience

into relevant project delivery.

Social Commitment focuses on strengthening workforce wellbeing, occupational health and safety, inclusion and human capital, while improving the timely monitoring of social performance and extending responsible social practices to suppliers and project partners.

Transparent and Accountable Governance provides the foundation for effective ESG implementation through stronger sustainability leadership, ethical conduct, internal controls, data-driven decision-making and responsible procurement.

Integrating ESG into Aji's Corporate Strategy

Aji's approach is designed to move ESG from predominantly annual reporting toward continuous performance management. Strategic objectives establish the direction of travel, targets define expected performance and timeframes, KPIs measure progress, and implementation initiatives convert these commitments into action.

This approach also strengthens the connection between sustainability and Aji's core business. As an engineering, design, advisory and PMO consultancy, Aji recognizes that its sustainability influence extends beyond the footprint of its offices. Engineering specifications, technical recommendations and project-management decisions can influence the energy and water efficiency, material use, embodied carbon, resilience and long-term environmental performance of client assets.



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SECTION 4

ENVIRONMENTAL PERFORMANCE



ENVIRONMENTAL PERFORMANCE

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Across markets where water and energy resources are constrained and climate expectations continue to rise, Aji's environmental strategy reaches beyond regulatory compliance toward a structured reduction of its operational footprint. Its expansion across Saudi Arabia, United Arab Emirates and Jordan is matched by a growing commitment to tracking, understanding, and managing the environmental consequences of its activities.

In 2025, Aji continued to expand the rigor of its emissions inventory, now in its second year of Scope 3 reporting across six categories, with waste generated in operations added in this reporting year. Improvements in data collection methodology and source-level verification enabled a more accurate characterization of the organization's carbon profile. Aji's overarching goal remains consistent: to reduce emissions year over year while maintaining close control over energy consumption, even as operations grow.

Environmental Management Systems

Aji continued to advance its Environmental Management System (EMS) in 2025, strengthening its internal capacity for environmental monitoring and data governance. Aji has further refined its methodologies for tracking GHG emissions across all three scopes, electricity consumption, and operational waste. These systems are increasingly integrated into our decision-making processes, with environmental performance indicators reviewed on a regular basis by regional leadership.

Aji does not carry out construction activities. As a professional services firm operating across architecture, engineering, and infrastructure design, its direct environmental footprint is concentrated in office energy use, vehicle fleets, and business travel. Nevertheless, our design choices carry significant indirect environmental weight, shaping the long-term energy performance of hospitals, public buildings, and large-

scale infrastructure projects across the GCC and wider MENA region. Design teams are encouraged to incorporate energy-conscious strategies, from passive design and material optimization to advanced energy modelling and many projects target MOSTADAM, LEED Silver or Gold certification.

Energy Consumption (GRI 302)

In 2025, Aji's operational sites consumed 2,418.95 gigajoules (GJ) of purchased electricity. These sites include a six-floor headquarters in Jordan, nine offices in Saudi Arabia, two in the UAE, and a new studio office added in Jordan during the year. Total electricity consumption rose 11% over 2024 and 13.5% above the 2022 baseline (GRI 302-1), reflecting higher activity across all three markets as project portfolios expanded and offices saw greater use. Energy intensity reached 1.97 GJ per employee, up from 1.76 GJ in 2024, as consumption grew faster than the workforce (GRI 302-3). Even with that rise, intensity stayed 16.1% below the 2022 baseline of 2.35 GJ per employee, so the longer-term trend continued to improve (GRI 302-4).

The increase in consumed electricity was not spread evenly. Jordan drove most of it, adding 33,044 kWh (44% of the total growth), followed by Saudi Arabia at 19,502 kWh (25%) and the United Arab Emirates at 13,854 kWh (18%). In Jordan, the rise was activity-driven, tied to a higher volume of active projects, overtime, a new cafeteria, and the renovation of the fourth floor. Saudi Arabia saw its increase concentrate in April, during a period of electrical maintenance and supply interruptions at the office. The United Arab Emirates rose steadily across the second half of the year, as new staff joined and office equipment and servers were upgraded. Part of Jordan's share also came from the new studio office, which added 7,967 kWh in December alone. As this site will operate fulltime for a full year in 2026, its consumption is expected to rise and account for a larger share in future cycles.



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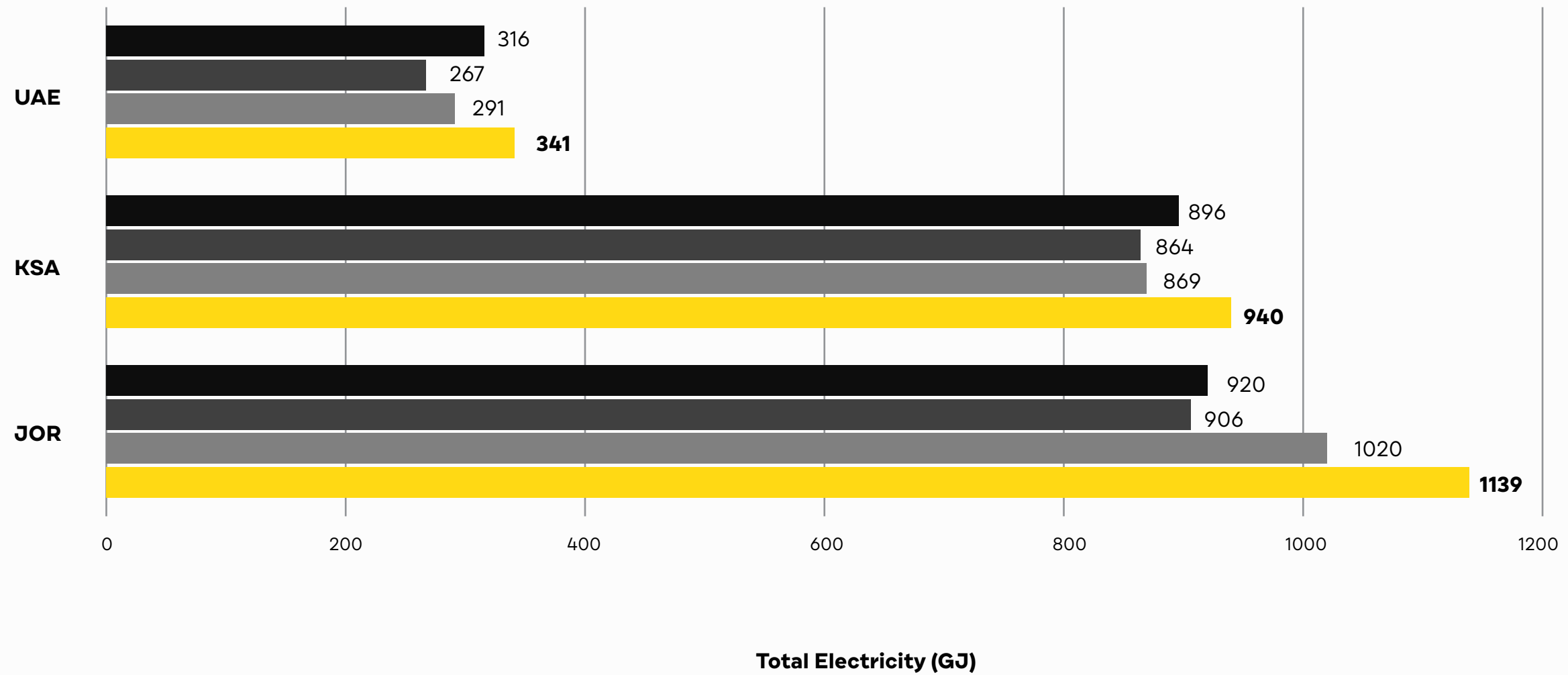
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Total Operational Electricity Consumption

2022 2023 2024 2025





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1.15
GJ/ EMPLOYEE

KSA

2.30
GJ/ EMPLOYEE

UAE

4.35
GJ/ EMPLOYEE

JOR

939.70
TOTAL GJ

KSA

340.74
TOTAL GJ

UAE

1138.51
TOTAL GJ

JOR



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Greenhouse Gas Emissions (GRI 102)

The engineering and design sectors are indirect contributors to global GHG emissions through the energy use and material choices embedded in the infrastructure they shape. In the GCC region, where per capita emissions remain among the highest in the world and national net-zero commitments are accelerating, Aji's role as a design firm places climate responsibility at the core of its sustainability approach, both through its own operational footprint and through the solutions it delivers to clients.

Aji systematically tracks its GHG emissions in accordance with the GHG Protocol Corporate Standard, applying the operational control approach and both, location-based, and market-based methods for Scope 2 electricity. The environmental management system is an ongoing work, with internal policies and procedures being developed continuously to improve how emissions are accounted for and to prepare future reduction actions. In this reporting year, vehicle activity was standardized to distance-based units, waste generated in operations was added as a new category, and AC inventory units was completed for tighter control of refrigerant data. Aji's goal for the coming years is to keep refining the inventory so that it opens clear opportunities for reduction, measured against baselines set at each scope's first reporting year, 2022 for Scope 1 and Scope 2, and 2024 for Scope 3

Aji's total footprint for 2025 was 1,459.60 tCO₂e, with Scope 3 accounting for 56%, Scope 1 for 23%, and Scope 2 for 22%. Saudi Arabia led the emissions at 42.8% of the total, followed by Jordan at 29.2% and the United Arab Emirates at 28%. Across all three countries, close to two thirds of Aji's emissions came from moving people and vehicles, whether through the company fleet, business travel, or the daily commute, with purchased electricity as the next largest source. Together, mobility and energy use shaped 86.8% of the footprint, which is where Aji's analysis and reduction opportunities will be concentrated.

Scope 1 and Scope 2 total emissions amounted to 649.15 tCO₂e in 2025. While 2025 shows a profile similar to the previous year, with a slight decrease of 1.5%, it became the fourth consecutive year these emissions stayed below the 2022 baseline (down 17.3%). Within Scope 1, mobile emissions rose 12.6% on a higher fleet activity, mostly in Saudi Arabia and to a lesser extent in the United Arab Emirates (318,848 kilometres combined), while refrigerant emissions fell 53.6% following an improvement in the AC data collection. The combination of both sources produced a net Scope 1 decrease of 8.4% against 2024 and 29.2% against the 2022 baseline. Scope 2 emissions rose 7% over 2024 on higher electricity use across the operating offices, though they remained close to the baseline at 0.5% above 2022 (GRI 102-5, GRI 102-6, and GRI 102-7). While intensity between 2024 and 2025 stayed essentially flat, since emissions and workforce held a similar ratio, Aji's 2025 emissions intensity remained 38.8% below the 2022 baseline (GRI 102-8).

Scope 3 emissions totalled 810.45 tCO₂e in 2025, 21.2% lower than its 2024 base year of 1,028.44 tCO₂e. Business travel and employee commuting, together close to 83% of Scope 3 total emissions, fell 31.6% and 28.7% against 2024 through a combination of factors, including the change in air travel emission factors and activity, shorter reported distances across all three countries, and a more detailed method that now differentiates transport mode by employee. As a consequence, Scope 3 intensity fell 20.6% tCO₂e per employee in 2025 (GRI 102-7, and GRI 102-8).

Emission factors were drawn from the UK DESNZ 2025 edition for activity-based calculations (vehicles, refrigerants, travel, commuting, freight, and waste), the U.S. EPA NAICS-based EEIO factors v1.3 for spend-based Scope 3 categories 1 and 2, and the Carbon Disclosure Initiative for country-level electricity. Global warming potentials follow IPCC AR6, covering CO₂, CH₄, N₂O, and the HFC refrigerants R-410A and R-32.

Local currencies (JOD, SAR, AED) were converted to USD at 2025 average rates. Intensity ratios were calculated based on Aji's 2025 workforce, by headcount. The effect of year-on-year changes in emission factors was assessed against the 2024 total and remained below the 5% threshold; therefore no recalculation was required. Data was collected with Aji's regional offices from utility bills, financial records, staff mobility surveys, travel logs, and procurement reports (GRI 302-3, GRI102-5, GRI102-6, GRI102-7, and GRI102-8).

Hazardous Materials and Waste (GRI 306-1)

The construction and infrastructure sectors in the MENA region face growing scrutiny over the handling and disposal of hazardous materials in a regulatory environment that is still maturing. Aji influences material choices through its design and planning decisions, and its design teams are beginning to weigh the environmental and health implications of the materials they specify. This reporting year, Aji took a first concrete step by including waste generated in operations in its GHG inventory, and intends to build on this by strengthening the channels and criteria for waste data collection, so that future inventories capture waste more completely across project sites.

Water Usage and Stress (GRI 303-1, GRI 303-5)

Water scarcity is a critical issue across the MENA region, and Jordan ranks among the most water-stressed countries in the world. As a design firm operating in this context, Aji carries a responsibility to support efficient water use, both in its own operations and in the solutions it delivers to clients. Aji is integrating water efficiency into its design approach, and its teams are encouraged to incorporate water-saving technologies into project scopes. While water consumption has not yet been quantified, its tracking methodology across offices and project phases is in development, with total organizational water consumption as the first KPI to be reported in future cycles.



OPERATIONAL INTENSITY AND EMISSIONS

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0.26
tCO₂e/ employee

SCOPE 2 INTENSITY

0.27
tCO₂e/ employee

SCOPE 1 INTENSITY

1.19
tCO₂e/ employee

TOTAL INTENSITY

0.66
tCO₂e/ employee

SCOPE 3 INTENSITY

332.94
tCO₂e

SCOPE 1 EMISSIONS

810.45
tCO₂e

SCOPE 3 EMISSIONS

1,459.6
tCO₂e

TOTAL EMISSIONS

0.53
tCO₂e/ employee

TOTAL OPERATIONAL INTENSITY

316.21
tCO₂e

SCOPE 2 EMISSIONS

649.15
tCO₂e

TOTAL OPERATIONAL EMISSIONS



Progress Against Environmental Commitments

Aji's environmental commitments through 2025 and 2027 remain active, and the 2025 results show progress against most of them, alongside one target where operational growth changed the picture.

- Scope 1 and Scope 2 emissions stayed below the 2022 baseline of 784.59 tCO₂e for the fourth consecutive year, reaching 649.15 tCO₂e. Although the pace slowed to a 1.5% year-on-year decline in 2025, short of the 8% originally set, the emission trend against the baseline holds close to the 8% mark (6.46%) as Aji's operations grew. Absolute emissions may climb further in 2026 once the fleet and new facilities run for a full year, which makes the reduction opportunities essential to keep emissions below the baseline.
- Electricity intensity rose this year rather than fell, as infrastructure expansion and higher office activity pushed consumption up across all three markets. However, while the 5% annual reduction was not achieved, the intensity trend against the baseline holds above that 5% mark (6.45%). To hold that trend against continued growth, Aji is turning toward concrete demand-side measures, including equipment and lighting efficiency and closer monitoring of electricity consumption.
- Scope 1 and Scope 2 carbon neutrality by 2027 are to be reviewed to give the chance for organic reduction first and then decide on the most appropriate approach to be developed regarding neutrality and how to achieve.
- Scope 3 data coverage advanced over the year, with methodologies refined across the reported categories and waste generated in operations added as a new one. The focus remains on the two largest sources, employee commuting and business travel, where closing the coverage gaps, most acute in commuting, is the main task toward accurate reporting by 2027.
- Water and waste tracking took its first concrete step with waste added to the inventory this cycle, while water measurement is still to begin, with its monitoring protocols and first reporting targeted for the coming cycles.

Emissions Intensity	Units	FY2022 Baseline	FY2023	FY2024	FY2025
GHG intensity (Scope 1 and 2)	tCO ₂ e / employee	0.864	0.662	0.532	0.529
GHG intensity (Scope 3)	tCO ₂ e / employee	-	-	0.83	0.66
Total GHG intensity (Scopes 1, 2, and 3)	tCO ₂ e / employee	0.864	0.662	1.36	1.19

GHG Emissions	Units	FY2022	FY2023	FY2024	FY2025
Scope 1 emissions	metric tonnes CO ₂ e	469.93	401.75	363.45	332.94
Scope 2 emissions (Location-Based)	metric tonnes CO ₂ e	314.66	302.39	292.62	316.21
Scope 2 emissions (Market-Based)	metric tonnes CO ₂ e	-	-	298.55	316.21
Total Scope 1 and 2 emissions	metric tonnes CO ₂ e	784.59	704.14	659.04	649.15
Scope 3 emissions	metric tonnes CO ₂ e	-	-	1,028.44	810.45
Total emissions (Scopes 1, 2, and 3)	metric tonnes CO ₂ e	784.59	704.14	1,687.48	1459.60



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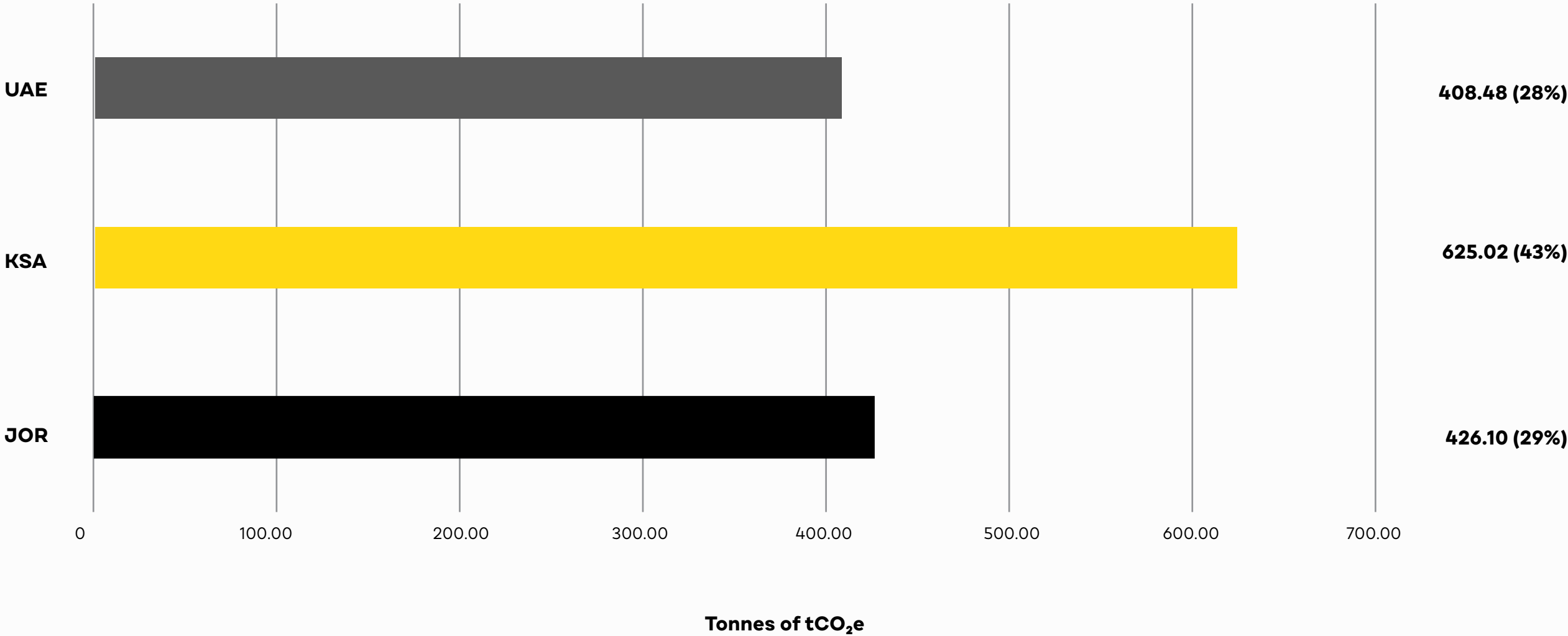
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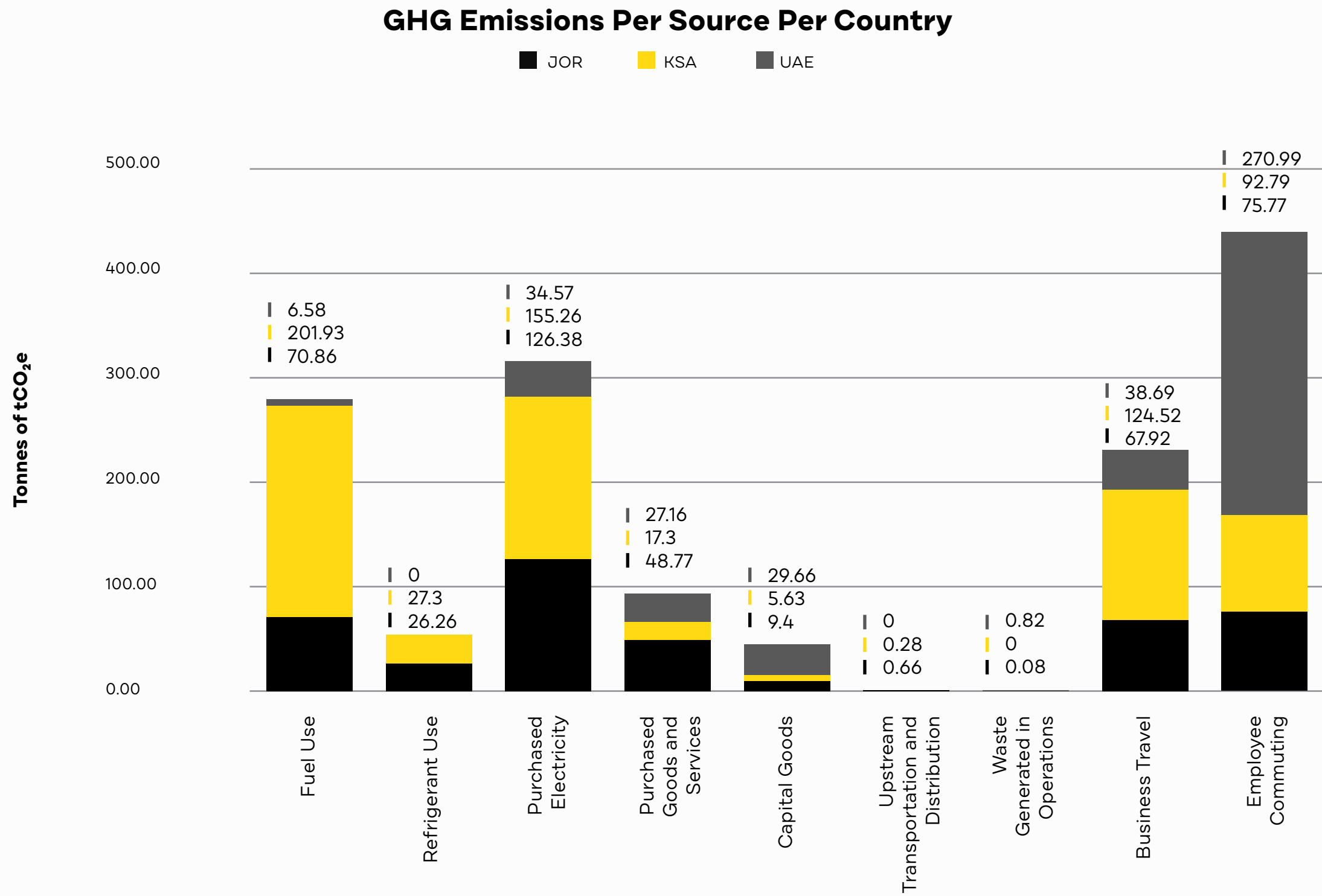
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Total GHG Emissions By Country





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Detailed GHG Emissions	Units	FY2022	FY2023	FY2024	FY2025
S1 - Fuel Use	metric tonnes CO ₂ e	344.65	292.88	248.01	279.38
S1 - Fugitive Emissions from Refrigerant Use	metric tonnes CO ₂ e	125.28	108.87	115.44	53.56
S2 - Purchased Electricity	metric tonnes CO ₂ e	314.66	302.39	295.59	316.21
S3 - Purchased Goods and Services	metric tonnes CO ₂ e	-	-	41.02	93.23
S3 - Capital Goods	metric tonnes CO ₂ e	-	-	21.85	44.69
S3 - Upstream Transportation and Distribution	metric tonnes CO ₂ e	-	-	3.22	0.94
S3 - Waste Generated in Operations	metric tonnes CO ₂ e	-	-	-	0.90
S3 - Business Travel	metric tonnes CO ₂ e	-	-	340.84	231.13
S3 - Employee Commuting	metric tonnes CO ₂ e	-	-	621.51	439.55
Total emissions (Scopes 1, 2, and 3)	metric tonnes CO ₂ e	784.59	704.14	1,687.48	1459.60

Environmental Management and Sustainable Design

AJi’s environmental management practices are supported by its ISO 14001 certification and its experience in sustainable engineering and design. The Group incorporates green-building and resource-efficiency considerations into selected projects, including the application of LEED and other relevant sustainability standards.

For an engineering, advisory, and PMO business, AJi’s most significant environmental influence extends beyond its offices. Its design specifications, technical recommendations, project-management decisions, and advisory services can affect energy consumption, water efficiency, material use, embodied carbon, climate resilience, and the long-term environmental performance of client assets. The next stage of AJi’s environmental strategy should therefore address both its **operational footprint** and its wider **project-level sustainability influence**.

ENVIRONMENTAL COMMITMENTS

Reduce Operational GHG Emissions

AJi is committed to progressively reducing emissions from its own operations and maintaining a clear and measurable emissions-reduction pathway.

Targets

- Maintain combined Scope 1 and Scope 2 emissions below the 2022 baseline of 784.59 tCO₂e.
- Target an average annual reduction of at least 5% in combined Scope 1 and Scope 2 emissions, with performance assessed annually while considering business growth, changes in operational boundaries and improvements in data quality.

Improve Energy Efficiency

AJi will continue improving the efficiency of electricity consumption across its offices while accounting for changes in workforce, office space and operational requirements.

Targets

- Achieve an average annual reduction of 5% in electricity-consumption intensity per employee, using the 2022 baseline of 2.35 GJ per employee.
- Monitor both absolute electricity consumption and intensity indicators to distinguish efficiency improvements from changes resulting from business growth or infrastructure expansion.

Strengthen Scope 3 Measurement and Management

AJi will progressively improve the completeness, accuracy and consistency of its Scope 3 GHG inventory, providing a stronger basis for understanding and managing emissions across its wider value chain.

Targets

- Continue strengthening data collection and calculation methodologies across the identified Scope 3 categories, including Purchased Goods and Services, Capital Goods, Upstream Transportation and Distribution, Employee Commuting, and Business Travel.
- Prioritize improved measurement of business travel and employee commuting, given their significance within AJi's current Scope 3 profile.
- Progressively replace estimates and proxies with higher-quality activity data where reliable information becomes available.

Strengthen Water Consumption and Waste Management

AJi will improve the measurement and management of water consumption and waste generation across its operations, creating a more complete picture of its environmental footprint beyond GHG emissions.

Targets

- Expand consistent water and waste monitoring across AJi offices.
- Improve the completeness and reliability of data on annual water withdrawal and waste generation.

AJi's environmental commitments focus on reducing the Group's operational environmental footprint while progressively strengthening the positive environmental contribution of its engineering, design, advisory and project management services.

Our priorities include GHG emissions reduction, energy and resource efficiency, improved environmental data and measurement.

Building on the progress achieved to date, AJi will continue strengthening its environmental management and performance through the following commitments and targets:



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SECTION 5

SOCIAL IMPACT

SOCIAL IMPACT

We believe At Aji that social sustainability begins with people and expands through every layer of our work. From how we support our teams internally to how we engage with clients, communities, and suppliers, we are committed to fostering inclusive, equitable, and empowering environments. Guided by our values, we uphold human rights, fair labor practices, gender equity, and capacity building as fundamental drivers of innovation, organizational resilience, and long-term value creation. This commitment is reflected in our strong employment standards, investment in occupational health and safety, continuous learning and professional development, and initiatives that enhance livelihoods both within and beyond the workplace.

Employee Rights Guarantees and Working Conditions

Protecting employee rights is a cornerstone of Aji's organizational culture. We believe that a fair, respectful, and inclusive workplace is fundamental to employee wellbeing, engagement, and long-term organizational success. While fully complying with applicable labour laws and regulations, Aji is committed to fostering a workplace built on integrity, accountability, and mutual respect.

Aji recognizes that safeguarding employee rights—including ethical treatment, equal opportunity, fair employment practices, and access to effective grievance mechanisms—is essential to attracting, retaining, and developing talent. Our policies and management practices are designed to uphold these principles throughout the employee lifecycle, ensuring that every individual is treated with dignity and respect.

All employees are engaged under full-time, permanent employment contracts and receive equitable access to benefits, including health insurance, parental leave, and social security, in accordance with applicable regulations. We promote equal opportunity in recruitment, career development, performance management, and promotion, while maintaining a zero-tolerance approach to discrimination, harassment, and retaliation.

These commitments are supported by robust governance frameworks, regular policy reviews, salary benchmarking, internal audits, and structured employee feedback mechanisms. Together, these measures help ensure that fairness, inclusion, transparency, and employee wellbeing remain embedded across our operations and continue to shape a positive and supportive working environment.

Our Workforce and Equal Opportunity

As of the end of the reporting year, Aji employed **1,228 people** across its operations in the Kingdom of Saudi Arabia (KSA), the United Arab Emirates (UAE), and Jordan (JOR), representing a **35.2% increase** in workforce size compared with the 2022 baseline of 908 employees (GRI 2-7).

Aji's workforce comprises employees engaged under full-time, permanent employment contracts, whether for fixed-term or unlimited-duration employment. The organization does not rely on temporary, part-time, non-guaranteed, or other non-employee workers whose activities are directly controlled by Aji (GRI 2-8).

As of the reporting year, **66.6%** of employees were based in **KSA**, **12.1%** in the **UAE**, and **21.3%** in **Jordan**. The workforce comprised **994 male employees (80.9%)** and **234 female employees (19.1%)**.

By country, the workforce in **KSA** consisted of **725 male employees (88.6%)** and **93 female employees (11.4%)**; the **UAE** employed **105 male employees (70.9%)** and **43 female employees (29.1%)**; and **Jordan** employed **164 male employees (62.6%)** and **98 female employees (37.4%)**.

Human Capital and Diversity (GRI 405-1)	Units	FY2022 Baseline	FY2023	FY2024	FY2025
Aji's global workforce	Employee	908	1063	1,238	1,228
Male workforce	%	87	84	83	81
Female workforce	%	13	16	17	19
Junior positions	Employee	252	239	367	136
Intermediate positions	Employee	358	384	539	276
Senior positions / Middle management	Employee	281	428	223	706
Managers / Directors	Employee	17	12	109	110



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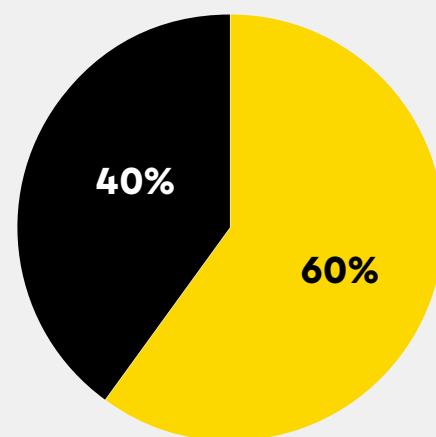
Employee data is reported on a headcount basis as of the last day of the reporting period using AJi's Human Resources Management System (HRMS). Freelancers engaged under contractual arrangements in Jordan are monitored separately and are excluded from reported employee headcount figures (GRI 2-7, GRI 2-8).

Gender diversity at AJi has shown a gradual increase over the reporting period, with women representing 13% of the Group's workforce in 2022, 16% in 2023, 17% in 2024, and 19% in 2025. The 2025 figure represents AJi's total workforce across both offices and project sites. This context is important given AJi's engineering and project-based operating model, where approximately 65% of employees are site-based.

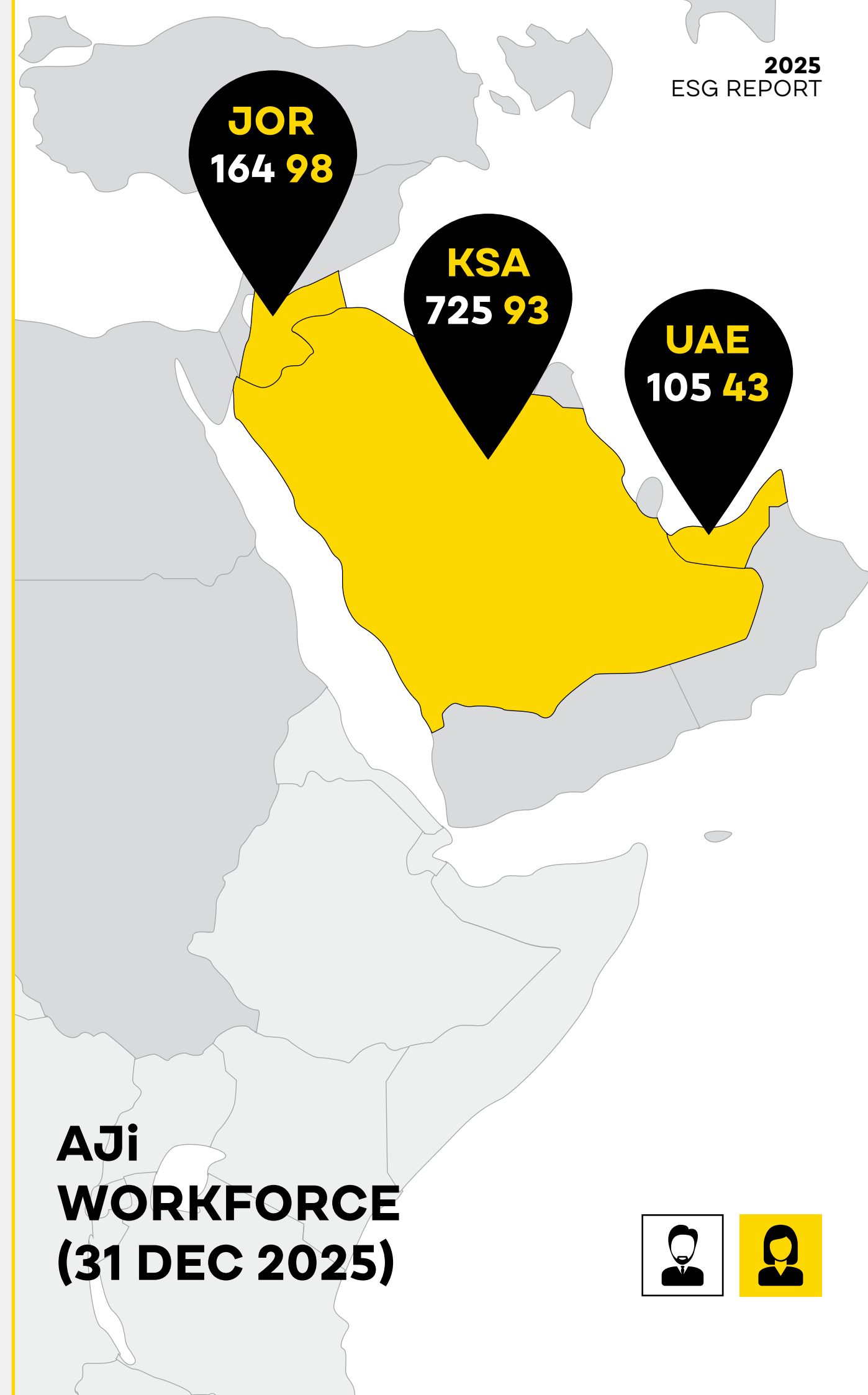
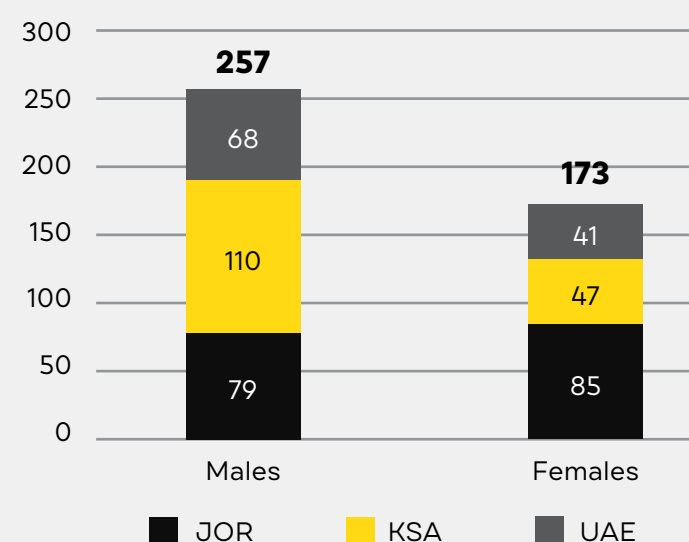
Looking specifically at office-based employees, women represented approximately 40% of AJi's office workforce across the Group in 2025. Female representation among office employees was 30% in KSA, 38% in the UAE, and 52% in Jordan. This distinction between the overall workforce and office-based workforce provides additional context for understanding AJi's gender distribution across its different working environments.

Equal opportunity remains a fundamental principle of AJi's employment practices. Recruitment, promotion, performance evaluation, learning and development, and career progression are based solely on merit, qualifications, competencies, and the requirements of each role, without discrimination based on gender, nationality, age, religion, or background. As AJi continues to grow across KSA, the UAE, and Jordan, the organization remains committed to fostering a diverse, inclusive, and equitable workplace where every employee is treated with respect and provided with equal opportunities to develop and succeed.

Gender Distribution - Office



■ Males ■ Females





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Respect, Inclusion, and Non-Discrimination

AJi is committed to fostering a workplace founded on respect, inclusion, and equal opportunity. Our zero-tolerance approach to discrimination is embedded across all employment practices, ensuring that every employee is treated with fairness, dignity, and respect, regardless of gender, nationality, age, religion, or background.

We promote an inclusive culture through policies, awareness initiatives, and fair employment practices that support diversity and equal opportunity throughout the employee lifecycle. Employees have access to established grievance mechanisms to report concerns confidentially and without fear of retaliation.

During the reporting year, **no incidents of discrimination were reported** across any of AJi's operations, reflecting the effectiveness of our policies and our continued commitment to maintaining a respectful, inclusive, and equitable workplace (GRI 406-1).

Employee Benefits and Social Protection (GRI 401-2)

AJi is committed to supporting the health, wellbeing, and financial security of its employees by providing a comprehensive package of benefits to all full-time employees across its operations. Our employee benefits are designed to promote wellbeing, enhance work-life balance, and support long-term career development, while meeting or exceeding applicable legal requirements in each country of operation.

All eligible full-time employees receive equitable access to a range of benefits, including:

- Comprehensive healthcare insurance
- Life insurance coverage
- Parental leave in accordance with company policies and local legislation
- Social security contributions in line with applicable national regulations
- Annual travel tickets for eligible non-national employees in the Kingdom of Saudi Arabia and the United Arab Emirates
- Disability and invalidity coverage through statutory social security systems or private insurance schemes, as applicable

By providing consistent and competitive employee benefits, AJi seeks to foster a supportive and inclusive workplace that promotes employee wellbeing, strengthens workforce engagement, and contributes to attracting and retaining talented professionals across the region. (GRI 401-2)



Work-Life Balance and Parental Support (GRI 401-3)

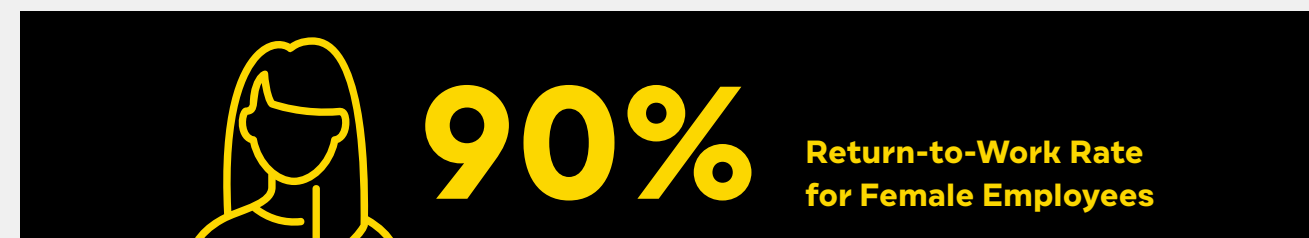
Supporting work-life balance remains a key component of Aji's commitment to employee wellbeing. In accordance with company policies and applicable local legislation, eligible employees are provided with parental leave to support them during important family life events.

During the reporting year, **38 employees** across Aji's operations in the Kingdom of Saudi Arabia (KSA), the United Arab Emirates (UAE), and Jordan (JOR) were entitled to parental leave, comprising **28 male employees** and **10 female employees**.

Key parental leave indicators for the reporting year include:

- **All 38 eligible employees** utilized their parental leave entitlement, including **28 male employees** and **10 female employees**.
- **100% of male employees** and **90% of female employees** returned to work following the completion of their parental leave.

These results demonstrate Aji's continued commitment to supporting employees through significant life events while fostering employee wellbeing, engagement, and workforce retention (GRI 401-3).



Parental Leave Data 2025

Employees who were entitled to Parental Leave

Gender	KSA	UAE	JOR	TOTAL
Male	11	8	9	28
Female	4	2	4	10

Employees who took Parental Leave by Gender

Male	11	8	9	28
Female	4	2	4	10

Employees who returned to work after the parental leave

Male	11	8	9	28
Female	4	2	3	9

Employees who returned to work after the parental leave and were employed 12 months

Male	9	8	9	26
Female	4	2	3	9

Return to work Rates by Gender %

Male	100%	100%	100%	100%
Female	100%	100%	75%	90%



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Social Impact

People are the foundation of AJi's long-term success. The Company recognizes that protecting labor rights, promoting fair employment practices, and fostering an inclusive workplace are essential to creating sustainable value for employees, clients, and the communities in which it operates.

Across the MENA region, labor standards remain a key sustainability consideration, particularly within the engineering and infrastructure sectors, where workforces often comprise a diverse mix of local and expatriate employees. While significant regulatory reforms have strengthened labor protections across the Kingdom of Saudi Arabia (KSA), the United Arab Emirates

(UAE), and Jordan (JOR), organizations continue to play a critical role in ensuring consistent implementation of fair labor practices, equitable treatment, and safe working conditions.

AJi is committed to maintaining the highest standards of labor governance across all its operations. The Company complies with all applicable employment legislation and labor regulations in every country where it operates while aligning its people practices with internationally recognized principles of responsible business conduct. This commitment extends beyond regulatory compliance to fostering a workplace culture built on fairness, integrity, respect,

and equal opportunity.

The Company's employment practices are governed by comprehensive internal policies covering recruitment, employment conditions, equal opportunity, non-discrimination, compensation and benefits, employee wellbeing, and professional development. Recruitment, promotion, remuneration, learning and development, and career progression are based exclusively on merit, qualifications, competencies, performance, and business needs, ensuring that every employee has equal access to opportunities regardless of gender, nationality, age, religion, or other personal characteristics.

To reinforce compliance and continuously improve its labor practices, AJi regularly reviews its employment policies and conducts internal compliance assessments. Human Resources and Compliance teams work closely with legal advisors across KSA, the UAE, and Jordan to monitor regulatory developments, strengthen governance processes, and ensure continued alignment with evolving labor legislation. These measures help safeguard employee rights, mitigate compliance risks, and maintain a workplace founded on trust, accountability, and ethical conduct. (GRI 202-1, GRI 202-2)





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Fair Compensation and Local Employment (GRI 202-1, GRI 202-2, GRI 405-2)

AJi is committed to providing fair, competitive, and equitable remuneration that reflects employees' responsibilities, qualifications, experience, performance, and market conditions. The Company's compensation framework is designed to attract, retain, and motivate talented professionals while ensuring compliance with applicable labor legislation and minimum wage requirements across all operating countries.

In 2024, entry-level salaries across all significant operating locations exceeded the respective national minimum wage requirements, demonstrating AJi's commitment to providing compensation above statutory thresholds. Entry-level remuneration was equivalent to 1.9 times the national minimum wage in Jordan, 1.6 times in the United Arab Emirates, and 1.25 times in the Kingdom of Saudi Arabia. As minimum wage legislation applies equally to all employees regardless of gender, AJi's remuneration practices support the principle of equal pay for equal work and reinforce the Company's commitment to pay equity (GRI 405-2).

Beyond fair compensation, AJi is committed to strengthening local employment and developing national talent across its operations. In 2024, 100% of senior management positions at significant operating locations were held by individuals

from the local community, reflecting the Company's commitment to empowering local leadership and supporting national workforce development objectives. For the purposes of this disclosure, senior management includes C-suite executives and directors responsible for defining strategic direction, leading business operations, and overseeing organizational performance in their respective countries (GRI 202-2).

Through its employment, compensation, and leadership practices, AJi continues to foster an inclusive, high-performing workplace that values diversity, promotes equal opportunity, and contributes to the long-term social and economic development of the communities in which it operates.



1.9x
the minimum wage in
Jordan



1.25x
in Saudi Arabia



1.6x
in United Arab Emirates

Compliance with Labor Standards

Labor/Management Relations (GRI 402-1)

AJi recognizes that transparent and timely communication is fundamental to maintaining employee trust, fostering engagement, and ensuring organizational resilience during periods of operational change. The Company is committed to managing organizational transitions responsibly by engaging employees openly and providing sufficient time to understand and prepare for any changes that may affect their employment or working conditions.

As a standard practice, AJi provides employees and, where applicable, their representatives with a minimum of four weeks' notice prior to implementing significant operational changes that are expected to have a material impact on employment. Where local legislation prescribes longer notification periods or additional consultation requirements, the Company fully complies with applicable legal and regulatory obligations across the Kingdom of Saudi Arabia (KSA), the United Arab Emirates (UAE), and Jordan (JOR).

By embedding transparency, early communication, and constructive dialogue into its change management processes, AJi seeks to minimize disruption, safeguard employee wellbeing, and ensure organizational changes are implemented in a fair, respectful, and legally compliant manner.



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Prevention of Forced Labor, Child Labor and Modern Slavery (GRI 408-1, GRI 409-1)

AJi maintains a strict zero-tolerance approach toward all forms of child labor, forced labor, human trafficking, and modern slavery throughout its operations and business relationships. Respect for internationally recognized human rights and fundamental labor principles is embedded within the Company's governance framework and forms an integral part of its commitment to responsible business conduct.

During the reporting year, no incidents of child labor, forced labor, or modern slavery were identified or reported within AJi's operations or among its direct suppliers (GRI 408-1, GRI 409-1).

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To proactively manage these risks, AJi integrates human rights and labor considerations into its recruitment, procurement, and supplier management processes. Preventive measures include verification of employees' legal working age, supplier due diligence during onboarding, contractual requirements mandating compliance with applicable labor legislation, and adherence to AJi's ethical standards. The Company also evaluates engagements involving subcontractors and third-party service providers to identify and mitigate potential labor-related risks.

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AJi continuously reviews its internal policies and due diligence procedures to reflect evolving legal requirements, international best practices, and stakeholder expectations. Through these measures, the Company strengthens its oversight of labor standards, protects the rights and dignity of workers, and promotes responsible employment practices throughout its value chain.

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Human Capital Development And Training (GRI 401-2)

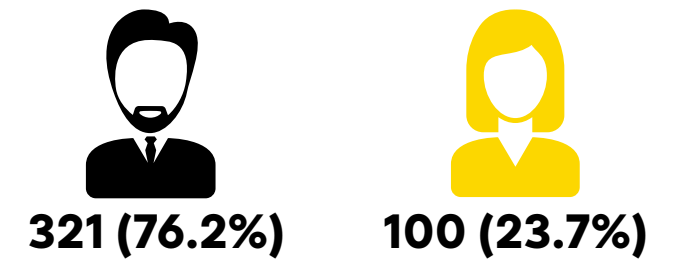
As the engineering and design sector continues to evolve in response to rapid digital transformation, sustainability priorities, and increasingly complex project requirements, organizations must continuously invest in developing technical capabilities and future-ready leadership. Across the MENA region, growing demand for expertise in digital engineering, sustainable design, project management, and interdisciplinary collaboration has widened the gap between academic preparation and industry expectations. Recognizing that people are the foundation of long-term success, AJi continues to invest in learning, career development, and talent acquisition to strengthen organizational capability while supporting employees at every stage of their professional journey.

Talent Acquisition And Workforce Dynamics (GRI 401-1)

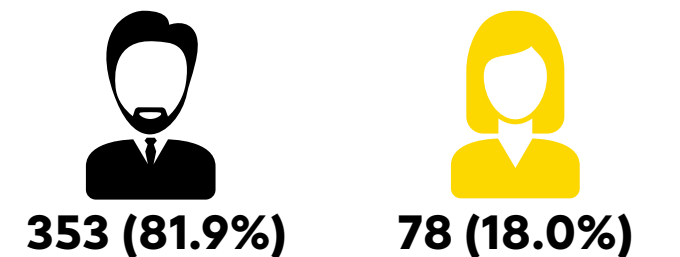
During 2025, AJi continued to expand its workforce, welcoming **421 new employees across its operations, including 321 male and 100 female employees**, reflecting the organization's continued growth and its commitment to attracting diverse talent to support expanding regional operations (GRI 401-1).

New hires were spread across all age groups, **with nearly 30% of new employees under the age of 30**, underscoring AJi's continued efforts to attract early-career talent alongside experienced professionals

BY GENDER



NEW HIRES



EXITS

Employee turnover followed a similar regional pattern, with a total of **431 separations** reported in 2025, including **353 male and 78 female employees**, reflecting a normal cycle of workforce movement in a dynamic and project-driven industry.

AJi upholds a strict non-discrimination policy across all its operations and employment practices. This outcome, once confirmed, will continue to reflect the organization's ongoing efforts to cultivate a respectful, inclusive, and equitable workplace **(GRI 406-1)**.



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AJi IN

Gender	KSA	UAE	JOR	TOTAL
Male	158	20	143	321
Female	28	13	59	100
(Total)	186	33	202	421
Age Group				
Under 30 years old	45	10	68	123
30-50 years old	122	18	101	241
Over 50 years old	19	5	33	57
(Total)	186	33	202	421
Gender and Age				
Male under 30	30	2	35	67
Male 30-50	109	13	79	201
Male over 50	19	5	29	53
Female under 30	15	8	33	56
Female 30-50	13	5	22	40
Female over 50	0	0	4	4
(Total)	186	33	202	421

AJi OUT

Gender	KSA	UAE	JOR	TOTAL
Male	229	24	100	353
Female	24	10	44	78
(Total)	253	34	144	431
Age Group				
Under 30 years old	39	5	45	89
30-50 years old	172	21	90	283
Over 50 years old	42	8	9	59
(Total)	253	34	144	431
Gender and Age				
Male under 30	32	2	20	54
Male 30-50	155	13	71	239
Male over 50	42	8	9	59
Female under 30	7	3	25	35
Female 30-50	17	8	19	44
Female over 50	0	0	0	0
(Total)	253	34	144	431

Training And Development (GRI 401-2)

Learning and professional development remain central to AJi's people strategy.

Employees participate in a wide range of structured learning opportunities designed to strengthen technical expertise, leadership capabilities, innovation, and cross-functional collaboration (GRI 404-2). Throughout the year, development opportunities included:

- Technical training delivered through both classroom-based and virtual learning.
- Leadership development initiatives for managers and emerging leaders.
- Job rotations and cross-functional assignments that broaden technical and operational experience.
- Self-paced digital learning platforms supporting continuous professional development.
- Supplier-led technical workshops introducing new technologies, materials, and industry innovations.

For employees transitioning due to retirement or organizational changes, AJi provides:

- Access to certifications in high-demand areas to strengthen employability.
- Opportunities for networking with industry professionals via seminars and events.
- Support through recruitment partnerships that assist displaced workers in finding new career opportunities.



TRAINING HOURS 2025

Gender	KSA	UAE	JOR	TOTAL
Male	1,360	275	1,782	3,417
Female	600	80	1,888	2,568
Employee Category				
Directors	4	0	27	31
Heads	289	34	153	476
Senior Positions	626	143	885.5	1,654.5
Intermediate Positions	201	88	2,384.5	2,673.5
Junior Positions	840	90	219	1,149
(Total)	1,960	355	3,669	5,984

2,568
training hours

FOR FEMALE EMPLOYEES

234
FEMALES

NUMBER OF FEMALE EMPLOYEES

Training Highlights – 2025

- **AJi delivered more than 5,980 training hours across its operations in 2025**, reaffirming its commitment to continuous learning and professional development.
- **Jordan accounted for the largest share of training**, with approximately **3,670 training hours**, representing over **60% of the Group’s total training hours**. This reflects AJi’s continued investment in developing its largest employee base.
- **Saudi Arabia recorded nearly 2,000 training hours**, demonstrating a strong focus on enhancing employee competencies across technical, managerial, and support functions, while the **UAE delivered over 350 training hours** through targeted learning initiatives.
- **Intermediate positions received the highest proportion of training**, with **2,338.5 hours in Jordan, 626 hours in Saudi Arabia**, and **143 hours in the UAE**, highlighting AJi’s strategic emphasis on maintaining technical excellence and strengthening project delivery capabilities.
- **AJi remained committed to providing equitable access to learning and development opportunities**. Female employees received **more than 2,560 training hours** across the Group, including **1,888 hours in Jordan**, where female participation in training exceeded that of male employees. This demonstrates AJi’s continued investment in developing talent and supporting the professional growth of its diverse workforce.

Performance and Annual career reviews

AJi maintains a structured annual performance management process built around the **SMART framework** (Specific, Measurable, Achievable, Relevant, and Time-bound).

The review process includes annual goal setting, periodic progress discussions, and year-end evaluations that align individual performance with organizational objectives while identifying development opportunities. During 2025, structured performance reviews were completed for **85% of eligible employees in KSA, 88% in the UAE, and 80% in Jordan**, reinforcing AJi’s commitment to continuous learning, career progression, and employee engagement **(GRI 404-3)**.



Occupational Health & Safety (OHS)

Protecting the health, safety, and wellbeing of employees remains fundamental to AJi’s operational excellence. Although the organization is primarily engaged in engineering consultancy and design services rather than construction activities, employees regularly undertake site visits, inspections, technical supervision, and field assessments where health and safety risks require careful management. AJi therefore maintains an integrated approach that promotes prevention, preparedness, and continuous improvement across all workplaces.

Health and safety activities are implemented through AJi’s integrated Quality, Health, Safety and Environment (QHSE) Management System, which aligns with national regulatory requirements and internationally recognized practices, including **ISO 45001**. The system establishes consistent procedures for identifying hazards, assessing risks, investigating incidents, and strengthening workplace safety performance across all offices and project locations **(GRI 403)**.

Every new employee receives mandatory occupational health and safety training within **three days of joining** the organization. Refresher training is conducted annually and covers essential topics including:

- Incident prevention and reporting procedure
- Fire prevention and protection
- HSE audit and inspection
- First aid
- Emergency response and evacuation
- Hazard identification and risk assessment
- Fall protection
- Hazardous waste management
- Electrical safety
- Hygienic control
- Chemical hazards management
- Working at height (for staff at construction sites)
- Hand tools and power tools
- Personnel protective equipment (PPE)

This commitment translated into strong training coverage across the organization during 2025. Average occupational health and safety training hours by gender and employee category were as follows **(GRI 403-5)**:

Average OHS training hours by gender and employee category, 2025

Gender	KSA	UAE	JOR	TOTAL
Male	100	38	144	282
Female	38	14	86	138
Employee Category				
Directors	4	0	2	6
Heads	8	10	10	28
Senior Positions	33	18	56	107
Intermediate Positions	28	21	148	197
Junior Positions	65	3	14	82
(Total)	138	52	230	420





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To proactively manage workplace risks, AJi conducts routine risk assessments across offices and project sites using structured Hazard Identification and Risk Assessment (HIRA) methodologies. Dedicated QHSE professionals evaluate potential hazards, implement preventive measures, and continuously monitor workplace conditions to reduce operational risks before incidents occur.

When workplace incidents or hazardous situations arise, AJi follows a structured incident management process that prioritizes employee safety. Activities are immediately suspended where necessary, affected areas are secured, appropriate emergency support is provided, and comprehensive investigations are conducted to identify root causes. Lessons learned are incorporated into corrective and preventive actions to strengthen organizational learning and reduce future risks.

In 2025, AJi recorded the following health and safety incidents across its operations **(GRI 403-9, GRI 403-10)**:

Incidents	Total
Recorded incidents (total)	3
Motor vehicle accidents	2
Accidents involving public	0
Fatalities	0

All incidents recorded in 2025 were motor vehicle-related and occurred in Jordan; no fatalities or incidents involving members of the public were recorded in any country of operation. Every incident, regardless



of severity, is reported, investigated, and closed out within a defined communication window that reflects its urgency:

Incident Type	Reporting Timeline
Fatalities	Immediately
Injuries	Immediately
Motor vehicle and property damage	Immediately
Lost Time Accidents (LTA)	24 hours
Near misses	24 hours
Accidents involving the public	24 hours
All others	48 hours

Employee participation remains a key component of AJi's safety culture. Health and Safety Committees facilitate regular consultation with employees, encourage

reporting of hazards and near misses, and promote open communication on workplace safety matters. During 2025, AJi further strengthened employee wellbeing through health awareness initiatives, including seminars promoting healthy nutrition, active lifestyles, and overall wellbeing, reinforcing the organization's holistic approach to occupational health.

Looking ahead, AJi remains committed to continuously strengthening its occupational health and safety performance, with the following targets guiding this effort:

- **100% coverage:** ensure that all employees working under AJi's operational control are covered by an internally audited or externally certified Occupational Health and Safety Management System by 2027.

- **Zero fatalities:** maintain zero work-related fatalities across all offices and project sites, sustaining the 2025 performance.
- **Reduced incident rate:** continue to drive down recorded incidents year-on-year, with particular focus on motor vehicle safety in Jordan following the 2025 results.
- **Full compliance with reporting timelines:** sustain 100% adherence to AJi's incident communication windows, from immediate notification of fatalities, injuries, and property damage to 24- and 48-hour reporting for lower-severity events.



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QHSE management system

Protecting the wellbeing of our people is a core value at AJi. Health and safety are viewed as shared responsibilities and fundamental to maintaining a resilient organization. Through our integrated **Quality, Health, Safety, and Environment (QHSE)** management system, implemented across all operations, we comply with national regulations while aligning with international best practices to protect employees, improve operational performance, and foster a strong culture of safety and accountability **(GRI 403-3)**.

In KSA, our QHSE system emphasizes continuous training, digital hazard management tools, and ongoing improvements driven by stakeholder feedback. In Jordan and the UAE, our Legal Requirements Procedure ensures compliance with applicable health, safety, and environmental legislation, complemented by AJi's internal standards and industry best practices **(GRI 403-1)**.

Our Occupational Health and Safety (OHS) system is built on compliance with the legal requirements of each country where we operate. The Quality Management Officer regularly reviews applicable legislation issued by relevant national authorities to ensure that AJi's procedures, training programmes, and workplace practices remain compliant **(GRI 403-4)**.

Risk identification

Routine risk assessments are conducted across offices and project sites to identify, evaluate, and classify hazards according to their severity. Assessments are carried out by QHSE teams, including Health & Safety Committee members, QHSE Managers, and Quality Officers, to support informed decision-making and proactive risk mitigation **(GRI 403-4)**.

In KSA, AJi applies a formal **Hazard Identification and Risk Assessment (HIRA)** methodology, while Jordan and the UAE follow risk assessment procedures aligned with national regulations and AJi's internal safety protocols. Contractors are actively engaged to ensure identified risks are incorporated into project safety planning **(GRI 403-2)**.

When workplace incidents occur, work is immediately suspended where necessary, the area is secured, first aid or emergency response is provided, and incidents are promptly reported and investigated. Where required, local authorities are notified, and formal investigation reports are prepared. Root causes and corrective actions are identified, documented, and monitored to support continuous improvement **(GRI 403-2, GRI 403-7)**.

All incidents, regardless of severity, are recorded and followed by corrective action plans, with reporting timelines applied according to the nature of the incident **(GRI 403-2)**.

AJi promotes active employee participation in health and safety through regular committee meetings, consultations, and feedback mechanisms that encourage employees to contribute to safety improvements and decision-making **(GRI 403-4)**.

Contractors, visitors, and service providers are also integrated into our safety framework through inductions, signage, and access to relevant health and safety procedures.

Employee wellbeing continues to be strengthened through proactive health initiatives. Building on previous awareness campaigns, AJi expanded its programmes in 2024 by encouraging participation in national health campaigns, facilitating medical examinations, and delivering awareness sessions on healthy eating and lifestyle. These initiatives support employee wellbeing, encourage healthy behaviours, and contribute to a safe, healthy, and resilient workforce **(GRI 403-6)**.



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Customer Privacy And Data Security

As engineering and infrastructure firms across the MENA region increasingly rely on digital technologies and data-driven processes, protecting sensitive information has become a critical business priority. While countries such as Saudi Arabia and the UAE have introduced comprehensive data protection legislation, including the Personal Data Protection Law (PDPL), Jordan's regulatory framework continues to evolve with varying compliance requirements across sectors.

Recognizing the growing importance of cybersecurity and data governance, AJi has undertaken a comprehensive review and update of its information security framework across its operations in Jordan, Saudi Arabia, and the UAE. During the reporting period, the Company strengthened its governance by updating a suite of cybersecurity and data management policies, including:

- The Cyber Security Policy,
- Cybersecurity Risk Management Policy,
- Communications Security Policy,
- Systems Security Policy,
- Cybersecurity Incident Handling Policy,
- Cybersecurity in Project Management Policy,
- Cybersecurity Event Monitoring Policy,
- Mobile Device Cybersecurity Policy,
- AJi Voice & Data Communication Policy,
- Data Classification Policy.

These policies establish a structured framework for protecting information assets, managing cyber risks, securing communication systems, classifying data, controlling access to sensitive information, and responding effectively to cybersecurity incidents.

These policies are supported by internal procedures, access controls, and employee confidentiality obligations to safeguard client, employee, and company information throughout its lifecycle. During the reporting period, AJi recorded no substantiated complaints concerning breaches of customer privacy or losses of customer data, demonstrating the effectiveness of its information security controls and governance framework (GRI 418-1).

AJi remains committed to continuously strengthening its cybersecurity, information governance, and data protection practices to support regulatory compliance, protect stakeholder information, and maintain the trust of clients and business partners (GRI 418-1).



Promoting Our Internal Culture And Community Engagement

Building an Inclusive Workplace Culture and Community Engagement

Across KSA, UAE, and Jordan, meaningful engagement with employees and local communities remains central to Aji's identity as a responsible regional employer. Aji recognizes its direct role in contributing to social value through an inclusive workplace culture, responsible local presence, and active community participation. The organization's Commitment to Social and Humanitarian Activities continues to serve as a foundational reference for these efforts, promoting inclusivity, cultural sensitivity, and positive social impact across all offices (GRI 413-1).

A Culture Driven by the Social Committee

At the center of this commitment is Aji's dedicated Social Committee, which orchestrates a diverse calendar of initiatives, from social gatherings and entertainment events to sports, environmental activities, and educational seminars, that unite employees, strengthen relationships, and reinforce Aji's values across all offices. By organizing these collective activities, Aji aims to enhance employee satisfaction, strengthen teamwork, and encourage active community involvement.

This ongoing commitment to employee experience continues to be reflected in external recognition.



better.



Cultural and Religious Celebrations

Ramadan Iftar (March)

As part of AJi Group's annual Ramadan Iftar tradition, our teams came together to celebrate the holy month across our offices in Riyadh, Jeddah, Dammam, Tabuk, Dubai, Muscat, Amman, and Aqaba.

These gatherings reflected the strong sense of unity and collaboration that connects our people across the region, providing an opportunity to strengthen relationships, celebrate our shared values, and foster the spirit of togetherness that defines AJi Group.

Throughout the rest of the year, the Social Committee marked important national and international occasions, **including Saudi National Day**, national independence celebrations, International Women's Day, Mother's Day, and Father's Day, complemented by informal moments of connection such as communal viewings and shared treats at the office. AJi employees also continue to honor local heritage by spotlighting traditional crafts, food, and customs through communal activities and games that foster camaraderie and solidarity across offices (GRI 413-1).



Ramadan Iftar (Riyadh)



Ramadan Iftar (Amman)



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Ramadan Iftar (Tabuk)

2



Ramadan Iftar (Aqaba)

3



Ramadan Iftar (Jeddah)

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Ramadan Iftar (Dubai)

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Ramadan Iftar (Dammam)

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Ramadan Iftar (Muscat)



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Ramadan CSR Event (March)

During Ramadan 2025, AJi employees partnered with **Tkiyet Um Ali** in Amman to prepare and distribute meals to families in need, reinforcing the organization's commitment to community service and social responsibility.



Ramadan CSR Activities

Environmental Stewardship and Giving Back

Environmental stewardship and community giving remained closely linked components of employee engagement in 2025. Building on established practices such as dedicated recycling bins across office locations and employee-led waste collection drives, AJi employees marked World Environment Day 2025 by planting 60 trees and plants, contributing to greener community spaces and an estimated reduction of more than 2 tonnes of carbon dioxide emissions annually.

Employees also took part in package donation drives supporting people in need, reflecting AJi's broader commitment to social responsibility beyond the workplace (GRI 403-6).

This commitment to giving back is guided by AJi's core values of transparency, employee wellbeing, and social responsibility, and is reinforced through the organization's ongoing partnerships with worker and student councils – a proactive approach to community support and inclusive dialogue that AJi continues to build on year after year (GRI 314-1).





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Closing Out the Year Together

The year concluded with annual gatherings in Riyadh and Jeddah, providing opportunities for employees to celebrate organizational achievements, recognize collective accomplishments, strengthen professional relationships, and reinforce the collaborative culture that continues to define AJi.

Saudi National Day Celebration



Giving Back To Our Community (GRI 314-1)

At AJi, we are committed to making a positive impact through meaningful community engagement. We focus on addressing the unique needs of local communities by participating in development programs, educational initiatives, and strategic collaborations. Guided by our core values, we promote transparency, employee well-being, and social responsibility. Our partnerships with worker and student councils reflect our proactive approach to community support and inclusive dialogue.

University Engagement And Talent Development

AJi continues to invest in strengthening the future engineering workforce through strategic collaboration with academic institutions. In 2025, the organization expanded its partnership with Al Hussein Technical University (HTU) through guest lectures, technical workshops, career engagement activities, and practical field exposure that help bridge the gap between academic learning and professional practice.

Summer Internship Program

- Jeddah Internships
- Jordan Internship
- Riyadh Internships

AJi Future Engineers | AJi Junior Pathway

Each year, from July to September, AJi's Summer Internship Program provides university students with a structured learning experience designed to bridge academic knowledge with professional practice. Through the **AJi Future Engineers** and **AJi Junior Pathway** programmes, students gain hands-on exposure to multidisciplinary projects while working alongside experienced professionals in a dynamic and collaborative environment.

The programme welcomes students from a diverse range of disciplines, including architecture, structural, mechanical and electrical engineering, industrial engineering, information technology, and finance. Interns contribute to live projects, participate in technical and professional development activities, and gain practical insight into industry standards, project delivery, and workplace collaboration.

By combining experiential learning with mentorship, the programme strengthens participants' technical capabilities, enhances essential professional skills, and prepares the next generation of industry professionals. Through these initiatives, AJi demonstrates its commitment to developing local talent, supporting youth employability, and investing in the future of the engineering, architecture, and consultancy sectors.





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Conferences and Events

Arab Health (January)

AJi was proud to exhibit at Arab Health 2025, one of the world's leading healthcare events, reinforcing our commitment to advancing healthcare infrastructure and delivering sustainable, human-centered solutions. This premier platform allowed us to connect with industry leaders, showcase our expertise, and explore the future of healthcare design and development.

As an ENR Top 20 Healthcare Design Firm (#16), AJi continues to drive resilient and forward-thinking healthcare environments. With six decades of experience, we remain dedicated to designing smart and building better, ensuring our projects contribute to stronger, healthier communities.

We invite you to relive the key moments from Arab Health 2025 through our event recap video, capturing the energy, connections, and insights from this incredible gathering.



Oman Water Week



Arab Health Event

Oman Water Week (April)

At Oman Water Week 2025, the AJi Oman team proudly participated in vital discussions on the future of water infrastructure in the region. The event brought together experts, policymakers, and industry leaders to address how we can design, deliver, and strengthen systems in the face of evolving climate and sustainability challenges.

From scaling smarter solutions to building resilience into every layer of infrastructure, our team engaged in forward-thinking dialogue that closely aligns with AJi's mission. These conversations aren't just theoretical—they fuel the real work we do every day across the region.



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FIDIC (September)

AJi was proud to join the global conversation at FIDIC 2025 in Cape Town, where Executive Chairman Eng. Bisher Jardaneh shared key insights during a panel discussion on smart infrastructure.

His contribution highlighted how equality, resilience, and innovation serve as the primary drivers of a sustainable future.

Through this engagement, AJi continues to champion the integration of forward-thinking solutions within the global engineering and design community.

FIDIC

AFFILIATED ASSOCIATIONS



Saudi Council Of Engineers (SCE) And Jordan Engineers Association (JEA)

We are shaping the future of engineering. At Aji, our senior leaders hold prominent positions within major organizations like the JEA and SCE. Beyond executive roles, our team members actively contribute to national committees, writing the technical codes and specifications that move our industry forward.



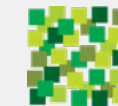
The American Chamber of Commerce in Jordan And Jordanian-European Business Association

Our senior management team utilizes their extensive international experience to actively advance local business interests. This commitment is reflected in our strategic memberships with prominent organizations like the American Chamber of Commerce in Jordan and the Jordanian-European Business Association. Through these alliances, we bring a global perspective to our work, building vital connections that help elevate local businesses onto the international stage.



Architects/Engineers Business Council (A/E Business Council)

As proud members of the A/E Business Council, we are deeply committed to advancing the architectural and engineering sectors. We actively collaborate within this vibrant community of peers and allied professionals to exchange innovative ideas and best practices. This membership ensures we have a voice in critical industry dialogues, seminars, and initiatives that directly shape future engineering and architectural standards.



Jordan Green Building Council (Jordan GBC)

As a Platinum Corporate Member, Aji Amman proudly supports the Jordan GBC in building a robust framework for green building legislation, policies, and market development. We actively participate in their community awareness and public-private dialogue initiatives to promote eco-friendly construction across Jordan. To reinforce this commitment, we continuously sponsor our team members for LEED training and certification courses, expanding local capacity for sustainable design.



International Federation Of Consulting Engineers (FIDIC)

Our membership in FIDIC reflects our unwavering commitment to international standards of professionalism and ethics in Jordan's engineering and architecture consulting field. We take pride in maintaining this global reputation across all our operations (GRI 2-28).



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Future Commitments and Social Targets

To strengthen our social performance framework, Aji is enhancing the consistency, depth, and coverage of our data collection across all global operations. The following data-driven targets underscore our commitment to fairness, inclusivity, and workforce well-being:

■ Standardize Monthly Social Performance Reporting (Target: 2026-2027)

- o Establish a structured collection, validation, and reporting system across all offices.
- o Achieve consistent tracking for at least 75% of monthly metrics. These include employee composition, turnover, and training hours.

■ Initiate Supplier Social Performance Screening (Target: 2026-2029)

Simple ESG screening process for new suppliers through a standardized onboarding form covering key areas such as occupational health and safety measures, working conditions and labor rights, environmental practices, business ethics, and regulatory compliance, helping identify potential ESG risks and support responsible supplier selection.





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SECTION 6

CORPORATE GOVERNANCE



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CORPORATE GOVERNANCE

Driving Sustainable Governance

Strong corporate governance is fundamental to Aji Group's long-term success and its commitment to sustainable development. Our governance framework promotes accountability, transparency, ethical business conduct, and effective risk management, providing the foundation for responsible decision-making and value creation across our operations.

Recognizing the increasing importance of environmental, social, and governance (ESG) matters, Aji Group continues to integrate sustainability considerations into its business planning, operational processes, and strategic decision-making. This integrated approach enables the Group to better identify risks and opportunities, strengthen organizational resilience, and deliver engineering and consulting solutions that create lasting economic, environmental, and social value.

Governance of Sustainability

Sustainability is embedded within Aji Group's governance approach through management oversight and the integration of ESG considerations into business operations. Environmental and social impacts are considered alongside commercial and operational objectives, supporting balanced decision-making and responsible project delivery.

This governance approach enables the Group to align sustainability priorities with corporate objectives while supporting continuous improvement in environmental performance, responsible resource management, occupational health and safety, and stakeholder value creation. The framework also supports the implementation of internationally recognized sustainability reporting practices, including the Global Reporting Initiative (GRI) Standards.

Risk Management and Internal Controls

Aji Group maintains a structured approach to risk management that supports sound corporate governance and operational resilience. Risk identification, assessment, and mitigation are integrated into management processes to address strategic, operational, financial, regulatory, environmental, and social risks that may affect the business.

During 2025, the Group continued to strengthen its governance and internal control framework by reinforcing compliance processes, enhancing oversight of ethical business conduct, and integrating sustainability-related considerations into enterprise risk management.

Particular attention was given to climate-related risks, environmental performance monitoring, regulatory compliance, and the implementation of sustainability objectives across the organization.

These processes contribute to the systematic monitoring of key sustainability performance indicators, including greenhouse gas emissions, energy consumption, water management, and other material ESG topics, supporting informed decision-making and continuous performance improvement.

Ethics, Integrity and Compliance

Integrity is a core value that guides Aji Group's business practices. The Group is committed to conducting its operations with honesty, fairness, and respect for applicable laws, regulations, and internationally recognized principles of responsible business conduct.

Our Code of Ethics and Conduct establishes the standards expected of all employees and management, while the Anti-Bribery and Corruption Policy reinforces our zero-tolerance approach to bribery, corruption, fraud, conflicts of interest, and unethical behaviour. Together, these policies promote a culture of accountability and responsible decision-making throughout the organization.

Compliance mechanisms, internal controls, and management oversight support the consistent implementation of these policies across all business activities.



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Governance at a Glance

AJi Group's governance framework is built on strong leadership, accountability, and transparent decision-making. Guided by a team of **11 governance members**, the framework provides strategic oversight while supporting effective management across all areas of the business.

To strengthen oversight and operational efficiency, our business activities are organized under **two governance pillars**, enabling clear responsibilities, effective coordination, and consistent decision-making across the Group (GRI 2-9)

At the structural level, AJi's governance framework is divided into two primary tiers:

- Compliance Boards, which ensure rigorous legal and ethical alignment across all regional and international jurisdictions (including KSA, UAE, JOR, and offshore entities)
- Operating Boards, which deliver strategic guidance through dedicated oversight, audit, and compensation committees (GRI 2-9).

Stakeholder Engagement

AJi Group recognizes that meaningful stakeholder engagement is essential to effective governance and sustainable business performance. We maintain ongoing dialogue with clients, employees, suppliers, partners, regulators, investors, and local communities to better understand their expectations and incorporate their perspectives into our decision-making processes.





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Operating Companies Compliance Boards

Our **Operating Companies Compliance Boards** play a critical role in promoting ethical business practices, monitoring compliance with corporate policies and regulatory requirements, and reinforcing a culture of integrity and accountability throughout all AJi Group entities.

Jordan Compliance (C-1)

This committee, consisting of two members, oversees the operations of AJi (JOR), Arabtech Jardaneh Built Environment , Arabtech Jardaneh Water and Environment, Lemana, and Raseel. They convene annually and make a review of actions taken once a year.

International Compliance (C-2)

Comprising two members, this committee oversees the operations of all AJi Branches and AJi Corporate Services LLC. Similar to the JOR Compliance committee, they convene annually to conduct a review of any actions taken throughout the year.

Saudi Compliance (C-3A And C-3B)

These committees, consisting of three members in total, are dedicated to overseeing AJi Saudi. C-3a convenes twice a year in conjunction with AJi Saudi Board Oversight Committee (BOSC-1), while C-3b meets annually to conduct a comprehensive review of actions taken throughout the year.

Jersey Compliance (C-4)

Consisting of three members, this committee is responsible for overseeing HDP operations in the UAE. They convene semi-annually in conjunction with the HDP Board Oversight Committee (BOSC-2).



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Operating Companies Board Review

Comprising nine members and structured across three Board levels and two Committee levels, our governance bodies provide strategic oversight and a comprehensive view of the Group's performance, risks, and opportunities. They are responsible for guiding key decisions, overseeing management, and ensuring effective governance of Aji Group's economic, environmental, and social impacts across all areas of operation.

Aji GROUP (OPERATING COMPANIES) Board (B-1)

Consisting of seven members, this board convenes quarterly to assess the overall performance and strategy of our operating companies.

Board Oversight Committees (Bosc-1 AND Bosc-2)

Comprising four and five members respectively, these committees, are responsible for overseeing Aji Saudi and HDP operations. They convene twice a year to ensure alignment with our governance standards.

Nominations And Compensations Committee (Bc-1)

Comprising five members, this committee convenes as needed, but not less than once a year, to address matters related to nominations and compensation.

Audit Committee (Operating Companies) (Bc-2)

Consisting of four members, this committee also meets as needed, not less than once a year, to oversee the audit process for our operating companies.



Eng. Bisher Jardaneh
Executive Chairman

Eng. Jardaneh's tenure with the company spans four decades. He served as Chairman and Executive Managing Director until September 2020, at which point he transitioned to the role of Executive Chairman. Holding degrees in Civil Engineering and Construction Management, Eng. Jardaneh maintains active memberships in multiple professional and business organizations, including the Young Presidents Organization.

Board of Directors (GRI 405-1)

Our highest governance body is directly responsible for overseeing the management of environmental, social, and economic impacts, ensuring alignment between strategic decisions and the company's sustainability commitments (GRI 2-12).



Eng. Hamzeh Awwad
Chief Executive Officer



Mohammad Jardaneh



Omar Jardaneh



Ala'a Al Kawalit



Salma Abu Ayyash



Eng. David Nickols

Board of Directors (GRI 405-1)

	JOR	KSA	UAE	TOTAL	%
Total male Directors	6	0	0	6	86%
Total female Directors	1	0	0	1	14%
Total number and percentage of Directors				7	100%
Directors under 30 years old	0	0	0	0	0%
Directors from 30 to 50 years old	3	0	0	3	43%
Directors over 50 years old	4	0	0	4	57%
Total number and percentage of Directors				7	100%



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Anti-Corruption & Bribery

As a regional player, AJi recognize the fact that in sectors where we operate, public procurement and complex multi-party partnerships present persistent corruption risks. While regulatory reforms in KSA and Jordan continue to progress, ongoing enforcement gaps require robust corporate safeguards. AJi mitigates these vulnerabilities through strict, clearly defined internal protocols regulating gifts, facilitation payments, and conflicts of interest.

This anti-bribery framework is actively managed by a dedicated compliance structure spanning operating entities in the KSA, UAE and Jordan.

The Group always affirm anti-corruption and bribery prevention as a core governance priority.

To embed ethical conduct across all operations, AJi maintains an active oversight and training program:

- Universal Training: Mandatory compliance and anti-bribery training is issued to all employees across every regional operating entity.
- Jurisdictional Monitoring: Regional compliance boards meet regularly to evaluate adherence, investigate reports, and track potential vulnerabilities.
- Zero-Incident Record: Enhanced oversight mechanisms resulted in zero identified cases of corruption or bribery during the reporting period. (GRI 205-2, GRI 205-3, GRI 2-15)

Our approach to stakeholders

Stakeholder engagement remains an integral component of AJi Group's governance framework and supports the continuous enhancement of our ESG strategy. By maintaining regular dialogue with those affected by our operations, we strengthen decision-making, improve risk management, and identify opportunities to create long-term value.

Throughout 2025, AJi Group continued to engage internal stakeholders, including

employees, technical teams, managers, and directors, through workshops, meetings, surveys, and routine consultations. These engagement activities help identify material sustainability topics, assess emerging risks and opportunities, and inform strategic and operational decision-making.

Material issues identified through stakeholder engagement are communicated through established governance and management channels, including executive meetings, management reporting processes, and other internal communication mechanisms. This structured approach enables management to review significant matters and determine appropriate actions in a timely manner, consistent with the Group's governance framework (GRI 2-16).

AJi Group maintains formal grievance and reporting mechanisms that enable employees to raise workplace concerns, seek guidance on ethical or compliance matters, and report potential breaches of company policies through designated management and Human Resources channels. These mechanisms support confidentiality, accountability, and the fair resolution of concerns in accordance with the Group's internal procedures.

During 2025, AJi Group further strengthened its stakeholder engagement efforts by conducting a series of facilitated stakeholder workshops across Saudi Arabia, the United Arab Emirates, and Jordan. More than 80 employees, representing a diverse cross-section of departments and functions, participated in these sessions to ensure broad organizational representation.



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The workshops, facilitated by an independent third party, provided participants with a structured platform to openly share their perspectives, identify opportunities for improvement, and contribute ideas to enhance workplace practices, sustainability performance, innovation, and organizational effectiveness. The insights gathered through surveys and interactive discussions have been incorporated into AJi Group's continuous improvement initiatives and will help inform future sustainability priorities, employee engagement programmes, and business practices.

Recognizing that sustainable business success depends on collaboration beyond the organization, AJi Group continues to strengthen engagement with external stakeholders, including clients, suppliers,

regulators, business partners, and local communities. Their feedback contributes to a broader understanding of stakeholder expectations and supports the continuous improvement of our governance, sustainability performance, and service delivery (GRI 2-29).

Responsible procurement remains an important outcome of this stakeholder-focused approach. Whenever practical, AJi Group gives preference to qualified local suppliers to support local economic development, strengthen regional supply chains, and reduce the environmental impacts associated with procurement activities. During 2025, the Group continued its commitment to increasing procurement from local vendors across Saudi Arabia, the United Arab Emirates, and Jordan, reinforcing its contribution

to sustainable economic growth and community development. (GRI 204-1).

Tax Strategy & Regulatory Compliance

AJi Group is committed to conducting its business responsibly, maintaining high standards of corporate governance while creating sustainable value for its shareholders and other stakeholders. As the Group continues to expand its presence across regional and international markets, effective tax governance and regulatory compliance remain fundamental to supporting sustainable growth, protecting the Group's reputation, and ensuring long-term business resilience.

Tax Strategy

AJi Group's tax strategy is founded on the principles of integrity, transparency, and full compliance with applicable tax legislation in every jurisdiction in which the Group operates (GRI 207-1). Our approach seeks to achieve an appropriate and sustainable tax position that reflects the commercial substance of our business activities while meeting all statutory obligations.

Tax matters are managed in accordance with established governance processes, with oversight from management and support from qualified external tax advisers where specialist expertise is required. This approach enables AJi Group to respond effectively to evolving tax legislation while ensuring accurate reporting, timely compliance, and informed decision-making.





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Tax Governance and Risk Management

Effective tax governance forms an integral part of AJi Group's overall risk management framework. The Group maintains internal controls and governance processes designed to identify, assess, and manage tax-related risks while supporting transparency, accountability, and regulatory compliance.

Regular monitoring of legislative developments, periodic risk assessments, and appropriate due diligence help ensure that tax risks are proactively managed and that compliance obligations continue to be met across all operating jurisdictions. These practices contribute to sound financial management and reinforce the Group's commitment to ethical and responsible business conduct (GRI 207-2).

Regulatory Compliance - Internal controls

Maintaining compliance with applicable laws and regulations is a core component of AJi Group's governance framework. The Group implements policies, procedures, and internal controls designed to promote compliance across its operations while supporting consistency, accountability, and operational excellence.

During 2025, AJi Group continued to strengthen its compliance culture through ongoing awareness initiatives, employee training, internal monitoring, and periodic compliance reviews coordinated by the Legal and Compliance function. These activities help ensure that employees understand their responsibilities, support the early identification of compliance risks, and foster a culture of continuous improvement.

By maintaining a proactive approach to regulatory compliance and regularly reviewing its governance processes, AJi Group continues to enhance organizational resilience and reinforce stakeholder confidence in the integrity of its business practices.(GRI 2-26).

AJi Internal Governance policies (GRI 2-24)

AJi Group's internal control framework provides the foundation for effective corporate governance, ethical business conduct, operational excellence, and regulatory compliance. The framework is supported by a comprehensive suite of corporate policies, standards, and procedures that establish consistent expectations for decision-making, accountability, and risk management across all areas of the business.

These policies are systematically embedded throughout the organization through structured induction programmes, periodic training, management oversight, and their integration into operational processes and management systems. Business leaders, department heads, and designated compliance representatives are responsible for promoting the consistent application of these policies and fostering a culture of integrity, accountability, and compliance across the Group.

To maintain the effectiveness of the control environment, AJi Group regularly reviews its policies, conducts compliance monitoring and due diligence activities, and assesses emerging regulatory developments and industry best practices. This proactive approach enables the Group to strengthen internal controls, respond effectively to evolving regulatory requirements, and continuously enhance its governance framework.



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Aji Group also seeks to extend its governance principles beyond its own operations by incorporating ethical, compliance, and responsible business expectations into supplier selection processes, contractual arrangements, and business relationships where appropriate. This approach promotes transparency, accountability, and responsible business conduct throughout the value chain.

Recognizing that effective governance requires continuous evolution, Aji Group periodically updates its policy framework to reflect changing business needs, regulatory expectations, and sustainability priorities. This ongoing process supports the achievement of the Group's strategic objectives while reinforcing resilience, operational integrity, and long-term value creation.

These include, but not limited to:

HR Policies

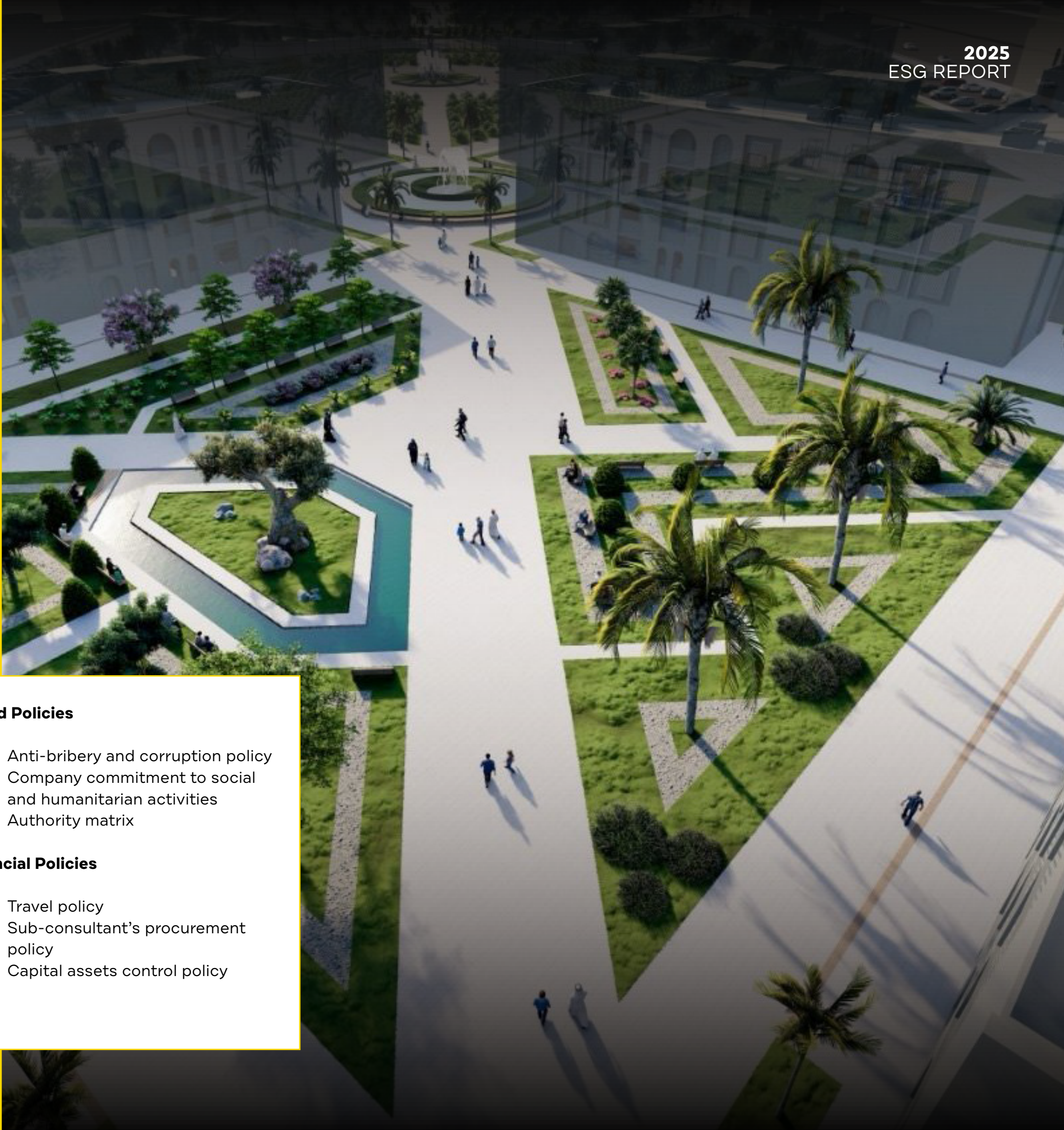
- Employee conduct and grievances
- Training, employee performance
- Training students and graduates
- Engineering technical committees
- Social committee
- Work from home
- Transfers and temporary assignments
- Health-life-cancer insurance
- Time and attendance
- Code of conduct
- Retirement of Managing Directors
- Employee benefits

Board Policies

- Anti-bribery and corruption policy
- Company commitment to social and humanitarian activities
- Authority matrix

Financial Policies

- Travel policy
- Sub-consultant's procurement policy
- Capital assets control policy





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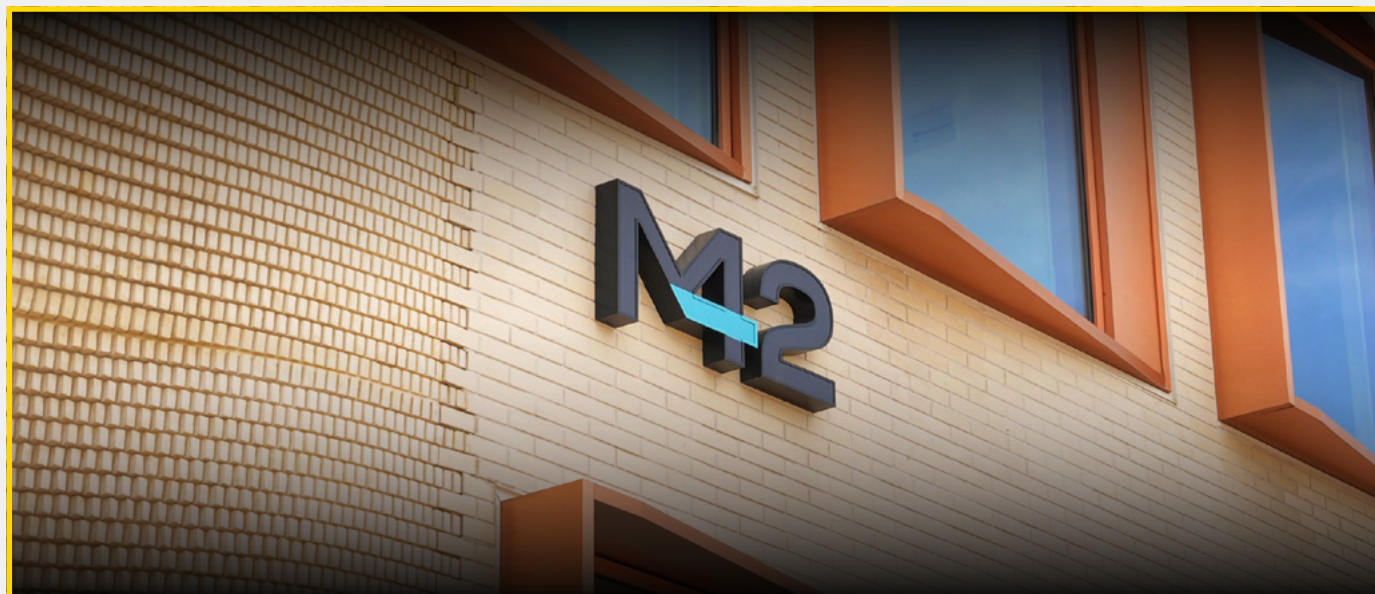
Our corporate policies underscore the importance of robust due diligence in identifying, assessing, and managing risks associated with our operations, while incorporating a precautionary approach to support informed decision-making and minimise potential adverse impacts. Effective implementation is supported through active management oversight, reinforcing accountability and ensuring that our policy commitments are consistently embedded across the organization.

Aji Group also recognizes the importance of transparent communication and ongoing engagement with employees, business partners, and other stakeholders to promote awareness, encourage responsible conduct, and strengthen confidence in our governance practices. Together, these measures reinforce our commitment to creating sustainable value while contributing positively to society and the environment.

Managing Critical Concerns

Aji Group has established governance and reporting mechanisms to ensure that significant operational, strategic, and compliance-related matters are communicated to senior management and the Board of Directors through formal reporting channels, including management meetings, executive reporting processes, and electronic communication systems, as appropriate (GRI 2-16).

During 2025, matters requiring management attention included project delivery, resource planning, operational performance, market developments, and project-related risks. These issues were reviewed through the Group's governance processes to evaluate their potential impacts, determine appropriate mitigation measures, and support timely and informed decision-making.





Policy Development
and Approval Process

AJi Group recognizes that effective governance begins with a robust policy framework that establishes clear expectations for ethical conduct, regulatory compliance, operational excellence, and responsible business practices. To ensure consistency across the organization, all corporate policies are developed, reviewed, and approved through a structured governance process that promotes accountability, cross-functional collaboration, and alignment with the Group’s strategic objectives.

The policy development process brings together subject matter experts, business leaders, and executive management to ensure that every policy reflects applicable legal and regulatory requirements, industry best practices, organizational needs, and AJi Group’s corporate values. The key stages of this governance process are illustrated below.

01

The policy initiation process begins when a related party formally requests the development or update of a policy to address specific organizational needs or changes in regulations.

02

Upon receiving the request, the related party collaborates with the Organizational Development department to identify the key stakeholders and subject matter experts who will be involved in shaping the policy.

03

The organization development engineer is responsible for drafting and reviewing policy content, ensuring it aligns with laws, regulations, industry best practices, and internal standards.

04

The policy is thoroughly reviewed and revised by the manager/director and CFO to enhance transparency, viability, financial aspects, and compliance considerations.

05

The policy is approved by the CEO after a collaborative review process, confirming alignment with the organization’s strategic goals, values, and compliance requirements.



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Governance Through Policy Oversight

The structured policy approval process ensures that all corporate policies undergo appropriate technical review, management oversight, and executive approval before implementation. This governance approach strengthens internal controls, promotes consistency in decision-making, and ensures that policies remain relevant, practical, and responsive to changing business and regulatory requirements.

Following approval, policies are communicated throughout the organization and integrated into operational practices through awareness initiatives, employee training, and management oversight. Aji Group also conducts periodic reviews to assess the continued effectiveness of its policies, enabling updates where necessary to reflect evolving legislation, emerging risks, industry developments, and sustainability priorities. Through this governance framework, Aji Group reinforces its commitment to responsible corporate governance, ethical business conduct, regulatory compliance, and long-term sustainable value creation (GRI 2-23).

Applicable Legal and Regulatory Frameworks (GRI 2-27)

Aji Group's governance framework is supported by compliance with applicable national legislation and industry-specific regulations across its operating jurisdictions. These regulatory requirements provide the foundation for our practices in labour, occupational health and safety, environmental management, and corporate governance.

- Labor Law and its Amendments No. 8; year 2010.
- Instructions regarding the initial medical test for employees working in establishments, in accordance with Article 3 of the Regulation No.42 on Preventive Medical Care and Treatment of Employees in Establishments; year 1999.
- Instructions regarding the periodical medical test for employees in establishments; year 1999.

- Instructions concerning the Protection of Employees and Establishments from Dangers in the Work Environment. Issued in accordance with the Provisions of Article 79 of the Labor Code, No. 8; year 1998.
- Resolution on the Medical Aid Tools and Equipment for the Workers in Establishments; year 1997.
- Public Health Law No. 47 on Public Health Law; year 2008
- Law No. 52 of 2006 on Protection of the Environment; year 2006.
- Environmental Monitoring and Inspection Regulation No. 65; year 2009.
- Solid Waste Management Regulation No. 27; year 2005.
- Environment Protection Regulation Against Pollution in Cases of Emergency No. 26; year 2005.
- Regulation No. 24 on The Management, Transportation and Circulation of Hazardous and Dangerous Substances; year 2005.
- Instruction on The Control and Protection Against Noise; year 2003.
- Agriculture Law No. 44; year 2002.
- Drinking Water Standards No. 286; year 2008.
- Maximum Allowable Limits of Air Pollutants Emitted from Stationary Sources No. 1189; year 2006.
- Ambient Air Quality Standards No. 1140; year 2006.



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SECTION 7 - A

SUSTAINABLE DEVELOPMENT GOALS (SDG'S)



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Engineering Sustainable Development

At AJi, sustainability is embedded within the way we plan, design, and deliver engineering solutions. As a multidisciplinary consultancy operating across the MENA region, we recognize that the built environment plays a critical role in addressing global challenges related to climate change, urbanization, resource efficiency, health, education, and inclusive economic growth. Guided by this understanding, AJi aligns its sustainability priorities with the United Nations Sustainable Development Goals (SDGs), integrating environmental, social, and governance considerations throughout its operations and project delivery.

Rather than contributing through a single sector, AJi supports sustainable development across multiple industries through engineering, architecture, infrastructure planning, environmental consultancy, project management, and advisory services. Our projects are designed not only to meet technical requirements but also to create long-term value for communities, improve resilience, promote resource efficiency, and enhance quality of life.

The following SDGs represent the areas where AJi's expertise delivers the greatest and most measurable contribution.



Good Health and Well-being

AJi contributes to healthier communities through the planning, design, and delivery of modern healthcare infrastructure across the region. Our multidisciplinary teams support hospitals, medical cities, specialized healthcare facilities, and community health projects by integrating functional planning, engineering excellence, patient-centred design, medical equipment planning, and digital healthcare solutions. By developing resilient and efficient healthcare environments, AJi helps improve access to quality healthcare services while supporting patient safety, operational efficiency, and long-term public health outcomes.



Industry, Innovation and Infrastructure

Engineering innovation lies at the core of AJi's business. Through sustainable building design, Building Information Modelling (BIM), digital engineering, environmental consultancy, renewable energy integration, and multidisciplinary infrastructure design, AJi supports the development of resilient, efficient, and future-ready infrastructure. Our technical expertise enables clients to adopt innovative engineering solutions that improve operational performance, optimize resource use, and contribute to long-term economic development.



Quality Education

Education remains a key area of AJi's social contribution. Through the design of schools, universities, research centres, and educational campuses, the company supports learning environments that are safe, accessible, flexible, and future-ready. By combining sustainable design principles with modern educational planning, AJi contributes to improving educational infrastructure and expanding opportunities for quality education throughout the region.



Sustainable Cities and Communities

Creating sustainable cities has been central to AJi's mission for more than six decades. Through integrated urban planning, transportation systems, mixed-use developments, public spaces, healthcare infrastructure, residential communities, and smart city solutions, AJi helps governments and developers create urban environments that are more resilient, inclusive, connected, and environmentally responsible. Sustainability principles are increasingly incorporated into project planning and design to improve energy performance, accessibility, mobility, climate resilience, and the overall quality of urban life.



Clean Water and Sanitation

Water security is one of the most significant sustainability challenges facing the MENA region. AJi contributes through the planning and engineering of water supply systems, wastewater treatment facilities, stormwater management, pumping stations, reservoirs, hydraulic modelling, and treated wastewater reuse systems. These projects support efficient water management, strengthen climate resilience, and promote the sustainable use of water resources while improving sanitation infrastructure and protecting environmental quality. (GRI 303-1)



Partnerships for the Goals

AJi recognizes that achieving sustainable development requires collaboration across governments, private sector organizations, development partners, academic institutions, and local communities. The company works closely with clients and stakeholders throughout the project lifecycle, combining local expertise with international best practices to deliver integrated engineering and advisory solutions. Through strategic partnerships, knowledge sharing, capacity building, and stakeholder engagement, AJi contributes to strengthening institutional capabilities and supporting sustainable development across the region.



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SECTION 07 - B

GRI CONTENT INDEX



GRI Content Index

Statement of use	AJi has reported in accordance with the GRI Standards for the period January 1 to December 31, 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standards (s)	No applicable GRI Sector Standards

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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
General Disclosures					
GRI 2: General Disclosures 2021	2-1 Organizational details	P4 , P14			
	2-2 Entities included in the organization’s sustainability reporting	P4 , P14			
	2-3 Reporting period, frequency and contact point	P4			
	2-4 Restatements of information	P4			
	2-5 External assurance	P4			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	P10 , P11 , P12 , P14			
	2-7 Employees	P42			
	2-8 Workers who are not employees	P42 , P43			
	2-9 Governance structure and composition	P69			
	2-10 Nomination and selection of the highest governance body	P69			
	2-11 Chair of the highest governance body	P72			
	2-12 Role of the highest governance body in overseeing the management of impacts	P72			
	2-13 Delegation of responsibility for managing impacts	Responsibility delegated to Sustainability Director and Head of Organization Development			
	2-14 Role of the highest governance body in sustainability reporting	P4			
	2-15 Conflicts of interest	P73			
	2-16 Communication of critical concerns	P73 , P77			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	ESG related Workshops and training sessions including top management			
	2-18 Evaluation of the performance of the highest governance body	Annual Evaluation			
	2-19 Remuneration policies	At Aji , we benchmark as per the market for the scales of salaries and Benefits. This Benchmarking is related to the different Markets we work in			
	2-20 Process to determine remuneration	Benchmarking against industry standards in each country of operation			
	2-21 Annual total compensation ratio	Not publicly disclosed	2-21	Confidentiality constraints	Due to the sensitivity of employee compensation, this information is not publicly disclosed.
	2-22 Statement on sustainable development strategy	P6			
	2-23 Policy commitments	P79			
	2-24 Embedding policy commitments	P75			
	2-25 Processes to remediate negative impacts	For each project, we have Professional indemnity, Workman Compensation,			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	P75			
	2-27 Compliance with laws and regulations	P79			
	2-28 Membership associations	P65			
	2-29 Approach to stakeholder engagement	P24 , P74			
	2-30 Collective bargaining agreements	No Employees are covered by collective bargaining agreements			
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	P25 , P27 , P28			
	3-2 List of material topics	P27 , P28 , P29			
Sustainable Design					
GRI 3: Material Topics 2021	3-3 Management of material topics	P40 , P51			
Training and education					
GRI 3: Material Topics 2021	3-3 Management of material topics	P51 , P52 , P53 , P54 , P56			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	P53			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	P52			
	404-3 Percentage of employees receiving regular performance and career development reviews	P53			
Customer Privacy					
GRI 3: Material Topics 2021	3-3 Management of material topics	P57			
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	P57			
Information Security					
GRI 3: Material Topics 2021	3-3 Management of material topics	P57			
Business Ethics & Leadership					
GRI 3: Material Topics 2021	3-3 Management of material topics	P67			
Occupational Health & Safety (OHS)					
GRI 3: Material Topics 2021	3-3 Management of material topics	P54 , P56			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	P56			
	403-2 Hazard identification, risk assessment, and incident investigation	P56			
	403-3 Occupational health services	P56			
	403-4 Worker participation, consultation, and communication on occupational health and safety	P56			
	403-5 Worker training on occupational health and safety	P55			
	403-6 Promotion of worker health	P56 , P61			
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	P56			
	403-8 Workers covered by an occupational health and safety management system	P55			
	403-9 Work-related injuries	0 in 2025, P54			
	403-10 Work-related ill health	0 in 2025, P54			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
Human Capital Development					
GRI 3: Material Topics 2021	3-3 Management of material topics	P51			
Labor/management relations					
GRI 3: Material Topics 2021	3-3 Management of material topics	P49			
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	P49			
Compliance with Laws and regulations					
GRI 3: Material Topics 2021	3-3 Management of material topics	P49,P50,P56 , P55,P57,P70			
Local communities					
GRI 3: Material Topics 2021	3-3 Management of material topics	P48,P58 , P63 , P70			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	P58 , P59			
Innovation					
GRI 3: Material Topics 2021	3-3 Management of material topics	P10 , P11 , P12 , P14 , P15 , P16 , P17			
Anti-Corruption					
GRI 3: Material Topics 2021	3-3 Management of material topics	P69 , P74			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 205: Anti-corruption 2016	205-1 Operations assessed for risks related to corruption	omitted	205-1	Confidentiality constraints	Not publicly disclosed due to competitive and strategic sensitivities
	205-2 Communication and training about anti-corruption policies and procedures	P74			
	205-3 Confirmed incidents of corruption and actions taken	P74			
Freedom of association and collective bargaining					
GRI 3: Material Topics 2021	3-3 Management of material topics	P30			
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	P67			
Climate Change					
GRI 3: Material Topics 2021	3-3 Management of material topics	P30 , P32 , P35			
GRI 102: Climate Change 2025	102-1 Transition plan for climate change mitigation	P41			
	102-2 Climate change adaptation plan	P41			
	102-4 GHG emissions reduction targets and progress	P33 , P41			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 102: Climate Change 2025	102-5 Scope 1 GHG emissions	P35 , P36 , P37 , P38			
	102-6 Scope 2 GHG emissions	P35 , P36 , P37 , P38			
	102-7 Scope 3 GHG emissions	P35 , P36 , P37 , P38			
	102-8 GHG emissions intensity	P35			
Internal Control					
GRI 3: Material Topics 2021	3-3 Management of material topics	P69			
Sustainability leadership					
GRI 3: Material Topics 2021	3-3 Management of material topics	P30			
Employment					
GRI 3: Material Topics 2021	3-3 Management of material topics	P43 , P44			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	P51			
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	P45 , P51			
	401-3 Parental leave	P45			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
Diversity, Equal Opportunity					
GRI 3: Material Topics 2021	3-3 Management of material topics	P11 , P43			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	P43 , P73			
	405-2 Ratio of basic salary and remuneration of women to men	P48			
Non - Material Topics Aji is reporting on					
Environmental Management System					
GRI 3: Material Topics 2021	3-3 Management of material topics	P32			
Water and Effluents					
GRI 3: Material Topics 2021	3-3 Management of material topics	P35			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	P35			
	303-5 Water consumption	P35			
Supplier Social assessment					
GRI 3: Material Topics 2021	3-3 Management of material topics	P67			
Energy					
GRI 3: Material Topics 2021	3-3 Management of material topics	P30			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 302: Energy 2016	302-1 Energy consumption within the organization	P32 , P33 , P34			
	302-3 Energy intensity	P32 , P35			
	302-4 Reduction of energy consumption	P32			
Waste					
GRI 3: Material Topics 2021	3-3 Management of material topics	P41			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	P35			
Child Labor					
GRI 3: Material Topics 2021	3-3 Management of material topics	P50			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	P50			
Market Presence					
GRI 3: Material Topics 2021	3-3 Management of material topics	P12			
GRI 202: Market Presence 2016	202-1 Ratios of standard entry level wage by gender compared to local minimum wage	P47 , P48			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	P47 , P48			
Procurement					
GRI 3: Material Topics 2021	3-3 Management of material topics	P50 , P74			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	P75			
Tax					
GRI 3: Material Topics 2021	3-3 Management of material topics	P75			
	207-1 Approach to tax	P75			
GRI 207: Tax 2019	207-2 Tax governance, control, and risk management	P76			
Employees rights guarantees					
GRI 3: Material Topics 2021	3-3 Management of material topics	P43			
Working conditions					
GRI 3: Material Topics 2021	3-3 Management of material topics	P43 , P67			
Non Discrimination					
GRI 3: Material Topics 2021	3-3 Management of material topics	P45			



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GRI Standard / Other Source	Disclosure Description	Disclosure Location, Reference or Data	Omission		
			Requirement(s) Omitted	Reason	Explanation
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	P45 , P51			
Forced or Compulsory Labor					
GRI 3: Material Topics 2021	3-3 Management of material topics	P50			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	P50			

