

Regenerative livelihoods
for an inspired future.

Sustainability Strategy 2030





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01. Introduction



01. Introduction

Strategy Statement

Hassan Allam Holding has developed a Sustainability Strategy for the years 2022 - 2030 based on four pillars (Steering the Future, Rewiring the Economy, Empowering Humanity and Preserving our Planet) applying to the holding company and all business lines.

Hassan Allam Holding is the holding company for one of the largest business groups in Egypt and the MENA region, with over 85 years in engineering, construction, investment & development, led by over 40,000 talented people.

*“This strategy provides a clear vision to steer our development, an umbrella framework to **connect our manifold activities and impacts, and ambitious strategic goals** to ensure that our path aligns with what matters to the world.”*

The group offers robust, fully integrated engineering and turnkey solutions with a focus on large-scale engineering and construction projects, building materials, electrical and mechanical turn-key solutions and utility investment and development, covering diverse projects: water and wastewater treatment plants and transmission lines, infrastructure, commercial & mixed-use developments, power, petrochemical and oil & gas across the MENA region.

The group success is built on strong corporate governance, a lineup of high profile clients, and unparalleled commitment to quality, performance and compliance.

From developing sustainable urban infrastructure and expanding access to essential social services to mega projects extending the production of solar, wind and green hydrogen, we continuously explore the best possible ways to bring about much-needed change.

“The strategy has been developed with a strong conviction that collaboration is an essential force behind any significant change. It focuses on expanding partnerships with international financial institutions and industry leaders, enhancing our ESG performance and providing space for all stakeholders to engage with sustainability in unique, innovative and creative ways. Together, we can make the dream of a sustainable, livable, thriving future a reality.”

02. Our Sustainability Journey

02. Our Sustainability Journey

We have built a company that ensures exceptional legal and regulatory compliance, integrated risk management and adherence to some of the most demanding quality standards, continuously raising the bar for performance and achievement.

We have also built a reputation as a trusted and devoted partner, a successful and innovative business, and a leading player within our markets and industries. Having participated in some of the largest sustainable projects in the region, we are currently leading further disruptive developments in water treatment, solar, wind energy, land reclamation and green hydrogen.

*“For many decades Hassan Allam Holdings has been utilizing the most effective ways to improve our **governance, operations, supply chain, products and services.**”*

With the introduction of this strategy, we hope to bring our impact to a new level. Our people will benefit from expanded training on ESG topics, a leading Environmental and Social Management System, and new future-proof skills that help facilitate sustainability transitions. We will continue challenging our suppliers with demanding and coherent ESG criteria, and our clients will attain extended access to cutting-edge sustainability expertise and solutions. We will keep supporting local communities and further enhance mechanisms to identify and address their needs. Finally, our investments, services and products will benefit all our stakeholders through

scaling our positive impact and ensuring their exceptional sustainability characteristics and performance.

This strategy is a continuation and integration of an 80-year-long journey that has shaped the holding and defined the unique trajectory each of our companies takes. Based on a new holistic framework, this strategy makes a sustainable mindset and ESG alignment an integral part of every decision and activity, allowing us to live up to our promise. Today, we set a new level of ambition for making our business a powerful force for good, and a true leader of a liveable and inspired future. We will be honoured to build it together with everyone who shares our path.

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03. Chief Executive Officers Message

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“Our journey has led to projects of increasing complexity, combining technology, innovation and impact. We have learned to look ahead of the market demand and create solutions that set new standards of quality, performance, innovation and reliability”

Since its foundation almost 90 years ago, Hassan Allam Holding has been at the forefront of every milestone in Egypt’s remarkable growth, taking on challenges with passion and perseverance.

Every generation of our leaders has contributed to the group growth and diversification. The unique chance and responsibility of the present generation is to leverage what has been achieved to navigate the growing intricacy of the world and redirect society towards a sustainable trajectory. This shall be possible by making every part of our business about the positive impact that creates real and long-term sustainable value.

The industries we operate across face an urgent necessity and resemble incredible potential to rethink their

impact. As governments, businesses, and civil society unite forces for a liveable future, every organization must find the best ways to contribute. We embrace the responsibility for making it happen and our people are uniquely equipped to manage this change.

In this strategy we have set three types of targets. The first one focuses on creation of relevant corporate structures and set up such as ESG Committee, Environmental and Social Management System, advanced sustainability standards and revamped management of risks and opportunities. The target is to help ensure achieving our long-term performance standards and success.



The second one captures our ambition for continuous excellence when it comes to our people, including zero cases of corruption and human rights violations, effective resolution of grievances, prevention of injuries and employee satisfaction. Those targets ensure effective and responsible operations, help build trustful relationships and allow to remain true to our ESG targets.

The final one sets objective targets for our long-term aspiration of a net positive impact trajectory for our group, such as climate and biodiversity positive development, wastewater zero, ESG-

aligned products and services, impact investing, gender equality and creation of circular bioeconomy.

Taken together, those targets will help us to responsibly lead our sustainability transition and continuously explore new avenues for action, co-creating a regenerative and inspired future together with all our stakeholders.

**Hassan Allam and Amr Allam,
Chief Executive Officers**

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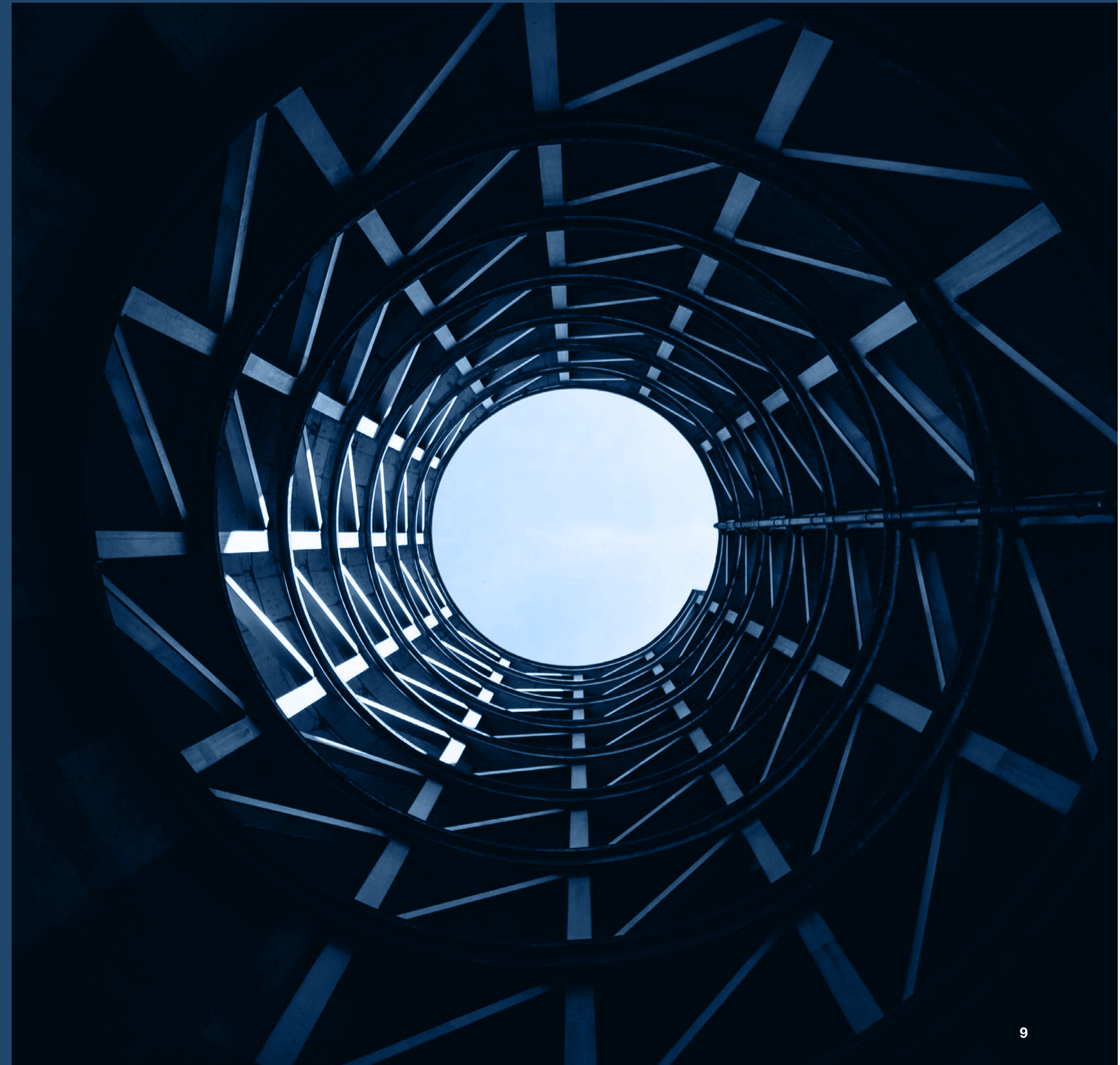
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04. Our Vision



04. Our Vision



The society of tomorrow shall fundamentally differ from the world we know and every business is responsible for implementing solutions that help people and nature thrive together. Climate-resilient natural solutions and green infrastructure have become indispensable to urban planning and project development, while companies will re-focus on real human needs. We embrace the challenge of creating a just and equal society while helping humanity align with the planetary boundaries.

The future will require innovative institutions, ingenious thinking and immense effort. At Hassan Allam Holding (HAH), we embrace this decade’s challenge and opportunity. We are ready to do what it takes to create an inspired, enabling and thriving future. With this strategy, we are entering a new era of impact and are ready to make the shared vision of our company and stakeholders a reality.

*“The strategy **adheres to our values of quality, integrity, reliability and innovation.** It has been aligned with the Egypt Vision 2030, UN Sustainable Development Goals, Egypt’s National Climate Change Strategy 2050, United Nations Global Compact, Task Force on Climate-Related Financial Disclosures and Principles for Responsible Investment, as well as facilitates implementation of Good International Practices (GIP) across all priority areas.”*

05. Materiality & Global Goals

05. Materiality & Global Goals

Based on our first group-wide materiality assessment, we have identified core material topics that are fundamental to the existence and success of every company within the holding, as well as our impact on achieving the UN Sustainable Development Goals (SDGs).

From an initial broad list of material topics, we have selected 16 topics based on significance of impacts. Our business has been identified to be linked to all SDGs, with strongest direct links to SDGs 6, 7, 8, 9, 11 and strongest indirect links to 12, 13, 16, 17, and observable links to all other SDGs.

Material Topics / UN SDGs



Material Topic	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	
Corporate Governance					•												•	
Business Ethics & Integrity																	•	•
Risk Management													•	•	•		•	
Quality & Compliance								•	•		•						•	•
Value Creation Model						•	•	•	•	•	•	•						
Investing Strategy						•	•	•	•	•	•		•	•				
Business Development									•									•
Procurement & Supply Chain								•			•	•						•
Human Wellbeing			•															
Diversity & Inclusion	•				•					•								
Talent Management				•				•		•								
Community Impact	•	•	•	•		•	•	•	•	•	•	•						•
Environmental Impact														•	•			
Built Environment			•			•	•			•								
Climate Change						•	•						•					
Material Flows								•	•			•	•					•



06. Making a Difference

06. Making a Difference

Our direct and indirect interactions with the following SDGs are at the core of our impact on the global, regional and local sustainability transitions while reflecting the dependencies of our companies on the successful progress towards sustainability.

Hassan Allam Holding's contribution to each of the SDGs is rooted in the ongoing development of our portfolio with a focus on ensuring our business development aligns with what is good for society at large.

Through the gained capacities and expertise, as well as the strong network of partners, we have been able to participate in some of the most exciting milestones of regional sustainability transitions shaping the sustainable infrastructure of tomorrow.



We develop desalination, transmission, purification, wastewater treatment and closed community water management solutions enhancing access to clean water and sanitation while combating water scarcity.



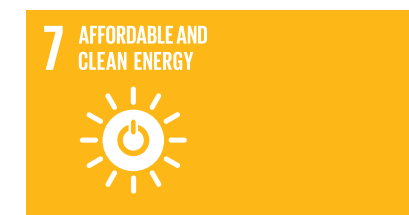
New Mansoura Desalination Plant



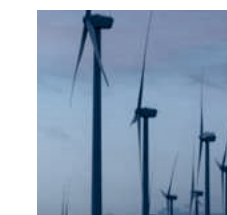
Mahsama Water Treatment Plant



Gabal Al Asfar Wastewater Treatment Plant



The group accelerates sustainable energy transition through mega projects in wind, solar and hydrogen energy generation while investing across the energy value chain, from power distribution to utility management.



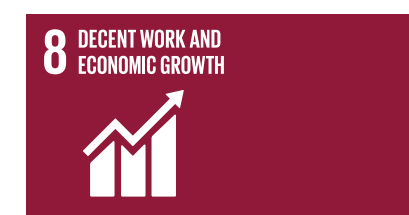
1.1 GW Wind Project



Sharm El-Sheikh Solar Power Plant



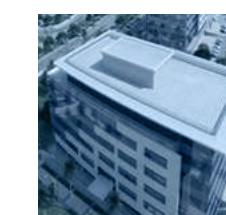
Benban 50MW PV IPP



We provide decent and fair working conditions to our 40,000+ employees while our projects support the development of local economies and contribute to creating new green jobs.



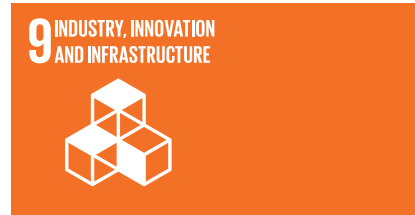
Support the Construction and Utilities Sectors



Cairo Festival City Office Park C



Gulsan Egypt Nonwoven Industries Plant



From bridges and roads to ports and airports, our holding companies are shaping the infrastructure of tomorrow, bringing together industry partners to develop truly innovative sustainable solutions that expand the idea of what is possible.



Mariottia Bridge



IIC Integrated Rolling Mill & Melt Shop



Military Airport III



We support climate action through low-carbon and climate-resilient construction, engineering solutions and infrastructure while decarbonizing and climate-proofing our operations.



4GW Green Hydrogen Plants



L'Oreal Egypt Health Care Products Plant



City Center Almaza - LEED GOLD Certification



Buy developing quality infrastructure such as hospitals, museums and galleries we enable more inclusive, healthier and happier livelihoods where people can get access to all the modern services and enjoy life at its fullest.



Administrative Capital Hospital



National Museum of Egyptian Civilization



Egyptian Medical Center - Gambia



The holding continuously enhances its corporate governance, applies the principles of accountability, responsibility, and transparency, combats corruption and stands the guard of human rights.



Nuweiba Hospital



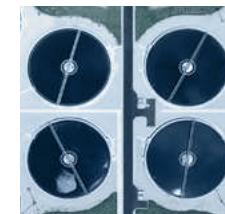
Zewail City Main University Building



Egypt Hydrocarbon Corporation



We systematically support responsible consumption and production patterns by managing our supply chain, exploring ways to use resources more efficiently and facilitating the adoption of sustainability standards.



New Capital Wastewater Treatment Plant



Svenett Solar B.V.



National Theatre



We have developed strong and trustful relationships with our stakeholders, including national and local authorities, financial institutions, clients, employees, suppliers and communities, encouraging shared efforts for positive impact.



6th of October Water Transmission Line



Ismailia Bridge



Abou Qoueiqal Water Treatment Plant

07. Transforming our Impact

07. Transforming our Impact

Our material topics were conceptualised and reframed in a strategic and future-oriented way to reflect our vision, stakeholder expectations, regulatory developments and market trends.

We wanted to step beyond what is expected and what is required, to create a framework for ambitious and inspiring action.

We also aimed our vision to be realistic and significant to the real world. This resulted in core pillars and actions to guide our group's sustainability journey.

The pillars are chosen to be the foundation of our Sustainability Action Framework, to shape our action and transform our impact by 2030.

Material Topics



08. Sustainability Action Framework

08. Sustainability Action Framework

The four pillars emphasize essential aspects of the future we believe in, bringing together the ongoing developments and exciting possibilities we envision. Our pillars are interrelated and interdependent, yet each of them is also uniquely relevant and impactful in its way. The action framework has been designed for use within the holding, yet it also relates to all our stakeholders in many ways. It is designed across three levels of impact – internal operations, our value chain, and the broader impacts beyond our direct engagements, such as the lifestyle patterns and choices we promote.



Steering the Future.

—
Long-term Mindset

—
Responsible Conduct

—
Organisational Resilience

—
Living our Promise



Rewiring the Economy.

—
Reimagining Value

—
Investing for Impact

—
Innovation for Good

—
Reliable Supply Chains



Empowering Humanity.

—
Universal Wellbeing

—
Shared World

—
Meaningful Jobs

—
Thriving Communities



Preserving our Planet.

—
Thinking with Nature

—
Building for Life

—
Climate Transition

—
Circular Bioeconomy

Steering the Future.

Anthropocene, a new era driven by human impact, marks a decisive point in global history, making purpose, long-term mindset and resilience central to our success.

To effectively navigate the new reality of accelerated and unpredictable social and environmental change, we need new types of thinking, interacting and living. Our governance should evolve to reflect the intricate interdependencies without which no business or institution could exist.

We aim to create a responsive, diverse organisation ready to embrace the complexity of the present world while standing on firm principles and values by living our promise and ensuring responsible conduct at every level of the company.



- Long-term Mindset
- Responsible Conduct
- Organisational Resilience
- Living our Promise

Steering the Future.



Long-term Mindset

Focus Area	Target	Year
ESG governance	<ul style="list-style-type: none"> • Create a dedicated ESG committee • Implement ISO 26000 (Social Responsibility) and ISO 37000:2021 (Governance of organizations) group-wide 	2023 2024
Materiality assessment	<ul style="list-style-type: none"> • Conduct streamlined double materiality assessment 	Annual
ESG alignment	<ul style="list-style-type: none"> • Conduct ESG status and gap analysis and adopt corrective measures 	2023
ESG data management and disclosure	<ul style="list-style-type: none"> • ESG data management system • Conduct disclosure with recognised frameworks such as GRI, UNGC, TCFD and SASB. 	2023 Annual from 2023
ESG ratings	<ul style="list-style-type: none"> • Join international sustainability rating systems (such as S&P CSA, CDP) 	Annual from 2023

Responsible Conduct

Focus Area	Target	Year
Stakeholder engagement	<ul style="list-style-type: none"> • Develop and Implement Corporate Stakeholder Engagement Plan 	2024
Training	<ul style="list-style-type: none"> • All employees covered by core policies and procedures training 	Annual
Anti-corruption	<ul style="list-style-type: none"> • Maintain zero cases of corruption 	Annual
Human rights	<ul style="list-style-type: none"> • Maintain zero human rights violations 	Annual
Grievances	<ul style="list-style-type: none"> • 100% resolution of grievances within system close time 	Annual

Organisational Resilience

Focus Area	Target	Year
Business continuity management	<ul style="list-style-type: none"> • Develop a corporate wide BCM and Operational Resilience Plan (e.g.ISO 22301) 	2024
Risk and opportunities management	<ul style="list-style-type: none"> • Revise Risk Management Procedures to incorporate all ESG risks and opportunities 	2024
Decision-making	<ul style="list-style-type: none"> • Training for senior management on MORDM and Dynamic Adaptive Policy Pathways (DAPP) guidelines and methodologies 	2024
Data Privacy and Cybersecurity	<ul style="list-style-type: none"> • Enhance the suite of policies and procedures for cybersecurity risks • Enhance data privacy and responsible technology practices, attain COBIT and ISO 27001:2013 (Information Security Management) 	2025 2025

Living Our Promise

Focus Area	Target	Year
Environmental and Social Management	<ul style="list-style-type: none"> • Develop and Adopt a Corporate Environmental and Social Management System (C-ESMS) based on existing HSE policies and procedures. • Align with IFC Performance Standards, EBRD Performance Requirements, World Bank ES Framework and Equator Principles. 	2024 2024
Anticipatory compliance	<ul style="list-style-type: none"> • Assess compliance to legal and regulatory ESG requirements, including future developments • Integrate ESG criteria into internal audit system 	Annual 2023
Quality management	<ul style="list-style-type: none"> • Integrate ESG criteria and sustainability targets into the current QMS (Quality Management System) across all functional areas as part of the C-ESMS. 	2023

Rewiring the Economy.

Economic systems of the past have often relied on doing business at the expense of both people and nature. We can no longer afford this path.

We urgently need frameworks, business models and tools that reconnect the economy to people’s needs and nature’s boundaries. We need an economy that works for everyone, and we need everyone to make this economy work.

The future economic systems shall be enabled by new, expanded notions of value, large-scale projects revamped by impact investors, innovations that generate real social and environmental benefits, and partnerships that create a shared understanding of business rooted in sustainability.



Reimagining Value

Investing for Impact

Innovation for Good

Reliable Supply Chains

Rewiring the Economy.



Reimagining Value

Focus Area	Target	Year
Business metrics	• Adopt sustainable value metric (shared value creation, direct and indirect economic value created and distributed, impact frameworks)	2024
Tailored services	• Implement tailored services for clients to meet their sustainability aspirations and certifications (e.g. LEED, ISO 24510-Activities relating to drinking water and wastewater services)	2024
Revenue streams	• Diversify revenue to come from responsible products and services contributing to SDGs	2025

Investing for Impact

Focus Area	Target	Year
Framework	• Launch Green Financing Framework	2024
ESG and Impact Portfolio	• All investments screened based on minimum ESG criteria • New investments provide a measurable contribution to SDGs	2023 2025
Training	• Sustainable investment and finance training program across relevant subsidiaries, management levels and teams	2023

Innovation for Good

Focus Area	Target	Year
Sustainability Innovation Teams	• Develop and train dedicated research and development teams within each subsidiary to develop solutions addressing sustainability challenges	2024
Sustainability Innovation Launchpad	• Develop a proprietary program to facilitate the next generation of sustainable solutions by supporting innovative start-ups and ideas such as Khazna and BioWorks (a HAH subsidiary)	2025
Future Livelihoods Workshops	• Establish annual workshops to gather bright minds and exchange ideas of the future of sustainable infrastructure in the region	2025

Reliable Supply Chains

Focus Area	Target	Year
Supplier responsibility and security	• Supplier Code of Conduct and ESG Due Diligence • Supply Chain Transparency • Adopt PAS 7000 (Supply Chain Risk Management – Supplier prequalification) and ISO 28000 (Security Management System for the Supply Chain)	2024 2025 2026
Procurement	• Adopt Green Procurement System according to ISO 20400 (Sustainable Procurement) • Launch Green Vendor database • Localized Supply Chain	2025 2026 2030

Empowering Humanity.

Human ingenuity and devotion have always been at the heart of our business and they continue to be a defining factor of our business success, excellence and competitive edge.

We find it essential to help our employees tread future-fit careers while doing their best and living happy and fulfilling lives. In the same manner, with care and diligence, we approach local communities wherever we come, respecting local traditions, indigenous people and cultural heritage.

Whenever possible, we try to make an impact that helps people and communities thrive. Rather than achieving quick wins, we focus on building relationships, exploring human potential and participating in a shared learning journey about what matters and makes sense.



Universal Wellbeing

Shared World

Meaningful Jobs

Thriving Communities

Empowering Humanity.



Universal Wellbeing

Focus Area	Target	Year
Health and Safety	• 100% certification by ISO 45001 (Occupational Health & Safety)	2023
	• Maintain Zero Lost Time Injuries Goal	Annual
	• Enhance preventative healthcare schemes for all employees	2025
Wellbeing and benefits	• 100% employees covered by wellbeing services and benefit schemes	Annual
	• 90-95% employee satisfaction	Annual
Corporate culture and sustainability	• Introductory sustainability courses, seminars and campaigns to all employees	2023
	• Launch reward scheme for sustainable practices and sustainability innovation	2025

Shared World

Focus Area	Target	Year
Diversity, Equality and Inclusion (DE&I)	• Integrate diversity and inclusion considerations into internal audit	2024
	• Launch tailored program to support vulnerable and disadvantaged groups	2025
	• Attain EDGE (DE&I) Move and EDGE Lead Certification	2028
Anti-discrimination	• Zero cases of workplace discrimination and harassment annually	Annual
Family and parenting	• Program for equal parenting, return to work and support to single parents	2025
Remuneration	• Fair and Decent Wages Policy	2024

Meaningful Jobs

Focus Area	Target	Year
Training	• All employees covered by relevant training	Annual
	• Sustainability and future-proof skills program accessible to employees	Annual
Career development	• Working on career development plans for employees	Annual
Workers organisation	• Adopting Freedom of Association and Collective Bargaining Policy	2025

Thriving Communities

Focus Area	Target	Year
Community engagement	• Impacted communities covered by Community Engagement Plans	2024
	• Adopt Local Community Hiring Policy	2024
	• Volunteering events with local communities	Annual
	• Partnerships per community with local NGOs and CSOs, focus on SDGs	Annual
Land acquisition	• Develop and adopt Land Acquisition, Resettlement and Rehabilitation Policy and Procedures	2024

Preserving our Planet.

We need more space for nature. We need more nature in human life to enjoy it and benefit from the myriad ways to support our quality of life and well-being.

This is why we have devised to realign our relationships with the living world beyond managing environmental impacts and towards ensuring a positive contribution to nature.

Our approach to preserving the planet is based on embracing the biophysical limits to human intervention, actively preserving natural habitats, wisely and sustainably using resources, and becoming a leading contributor to global climate action and sustainable energy transitions.



Thinking with Nature

Building for Life

Climate Transition

Circular Bioeconomy

Preserving our Planet.



Thinking with Nature

Focus Area	Target	Year
Pollution Prevention	• Pollution Prevention Plans and Monitoring across all operations and projects	2025
Ecosystems and Biodiversity	• Develop a Biodiversity Policy, as well as taking into consideration land degradation and desertification	2023

Building for Life

Focus Area	Target	Year
Sustainable Buildings	• Implement internal guidelines for efficient material use, through design optimisation, building and structure maintenance and life extension • Certified green office buildings (LEED, WELL, EDGE, BREEAM)	2025 2030
Environmental Declaration of Products	• Develop procedures to prioritize products and materials based on Environmental Product Declarations	2025
Sustainable Infrastructure	• Implement requirements and supporting mechanisms for operators to promote sustainable infrastructure	2025

Climate Transition

Focus Area	Target	Year
Climate resilience	• Climate vulnerability, impacts and risk assessment based on ISO 14091 • Emergency Preparedness and Disaster Risk Reduction Plan	2024 2025
GHG Emissions	• Carbon footprint and decarbonisation pathways assessment towards net zero • Feasibility assessment for sustainable and electric fleet • Work on adopting renewable energy within operations • ISO 46001 - Water Efficiency Management System • Zero Waste Water • Energy management system (ISO 50001) • Reduction in energy consumption of buildings and facilities	Annual 2025 2030 2025 2030 2025 2030

Circular Bioeconomy

Focus Area	Target	Year
Circular operations	• Integrated Waste Management System • (Attain BS 8001 or True Zero Waste certification) • Implement a framework for industrial symbioses • Zero waste to landfill from operations	2024 2028 2025 2025
Products and services	• Guidelines for prioritizing low-impact, recycled and renewable inputs applicable to all projects • Hazardous materials management and elimination of harmful chemicals across the value chain	2025 2025

09. Enablers of Change

09. Enablers of Change

The cross-cutting enablers reflect the leverage points for unlocking and accelerating change towards sustainability.

One Health

We believe human, animal, plant, and whole ecosystem health are undeniably interrelated. Only by creating conditions where humans and nature can creatively evolve together can we start to address the complexity of the overlapping crises.

Synergetic Coopetition

As much as we depend on each other to thrive, so do we rely on our interactions to creatively co-evolve. By uniting the best aspects of collaboration and competition, we arrive at the coopetition model that enables everyone to do their best and learn from each other while working towards a shared vision. We expect companies to set their internal targets and implement solutions that exceed holding-level commitments to stimulate healthy coopetition, institutional learning and leadership within their sectors.

Digital Transformation

Digital, smart and data-driven solutions shall shape the societies of tomorrow. Through advanced sensors, continuous monitoring and analytical capabilities, digital solutions can help us make more informed decisions in every area, facilitate learning, calibrate energy and resource consumption and maximise the potential of physical infrastructure.

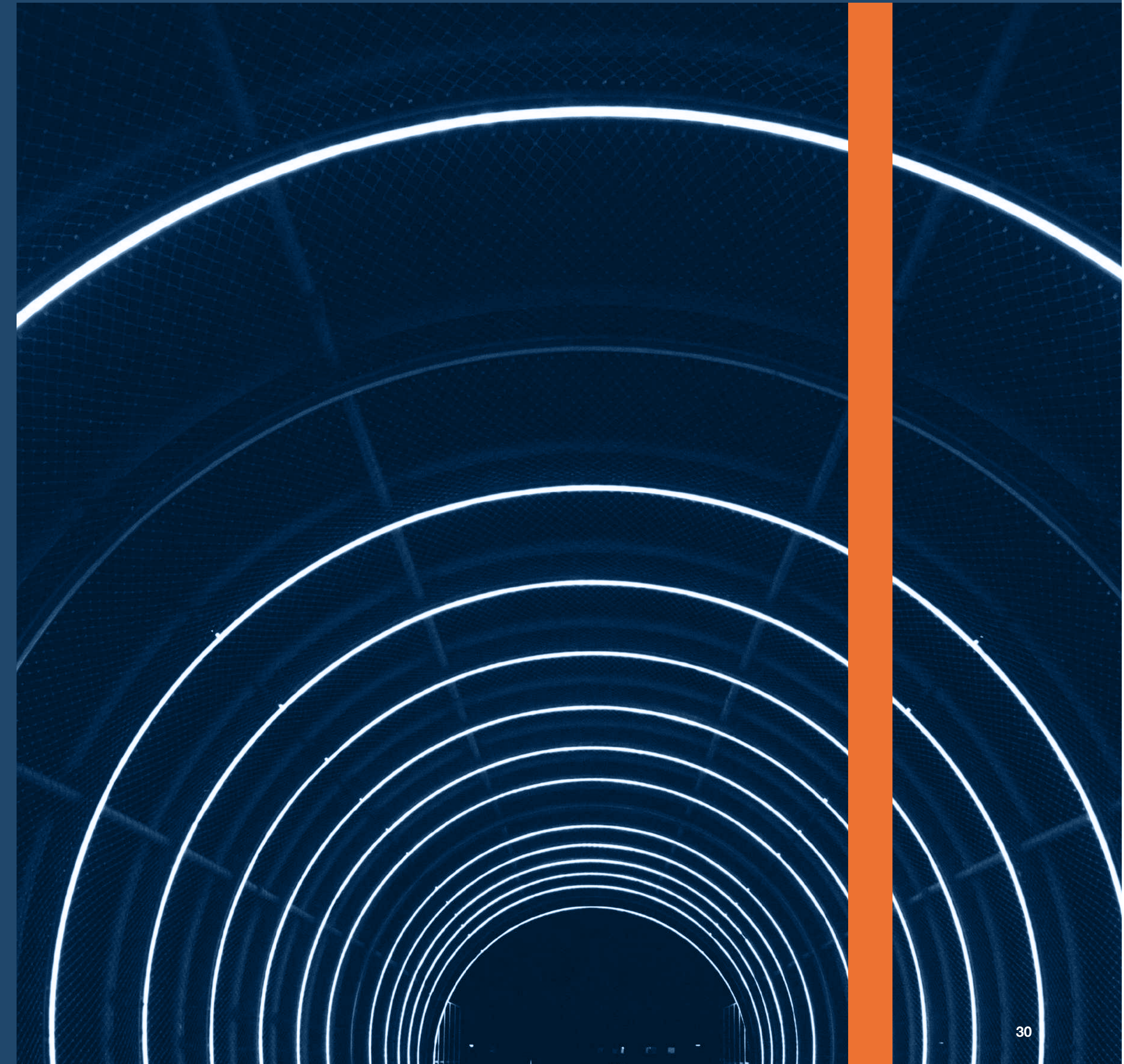
Perpetual Improvement

The capacity to learn, accumulate, and generate novel insights is a powerful tool. By monitoring our impact, learning from achievements and failures, and adopting triple loop learning, we can move from incremental steps toward truly innovative opportunities and solutions.

Regenerative Leadership

We believe in leadership that connects, unlocks opportunities and allows everyone to do their best. Therefore, we will invest in helping every stakeholder discover how they can contribute to a positive impact in their respective domains in unique, impactful ways.

10. Towards the Future



10. Towards the Future

Sustainability transition is an ongoing journey, requiring unconventional thinking, bold steps and lasting commitment. We have achieved a lot by living up to internationally recognised standards, yet much remains to be learned and addressed.

This strategy is a starting point for action, with new decisions, policies, and processes. Over the next few years, we shall be supported by in-depth studies, initiatives to support each of the priority areas, and ambitious sustainability targets.

We hope that the next few years will allow unlocking disruptive solutions, unseen opportunities, and potential for collaborative impacts. Only together can we achieve the desired change. Only together can we make a sustainable future a reality.



Sustainability Strategy 2030