

Regenerative livelihoods for an inspired future.

Sustainability Strategy 2030



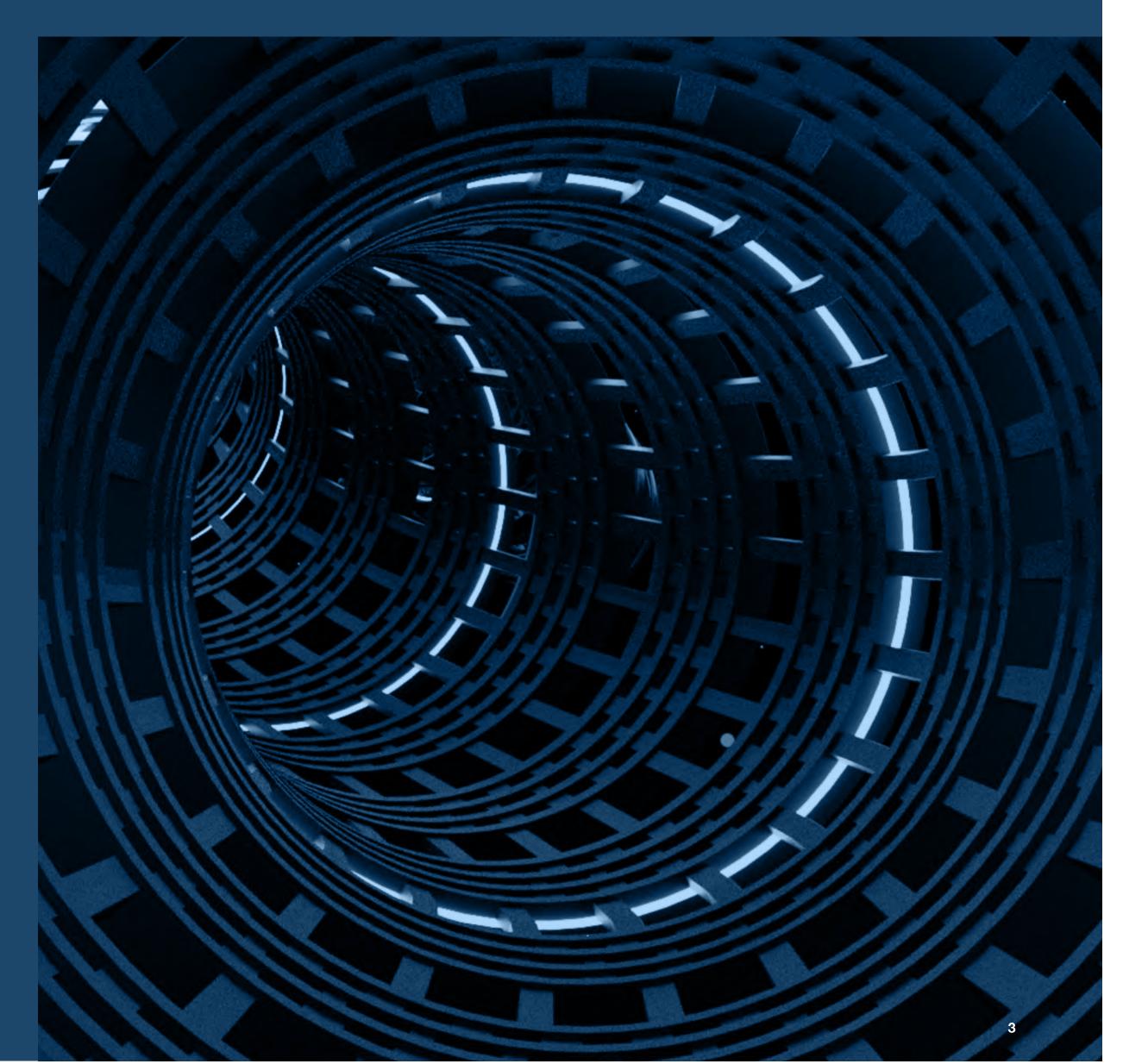


02. Our Sustainability 03. Chief Execu Officers Mes

04. Our Vision 05. Materiality & Global Goals 06. Making a Difference 07. Transforming our Impact 08. Sustainability Action Framework 09. Enablers of Change

10.
Towards
the Future

01. Introduction



Our Sustainability
Journey

03.
Chief Executive
Officers Message

04. Our Vision 05.Materiality& Global Goals

06. Making a Difference 07.
Transforming
our Impact

08.
Sustainability
Action Framework

09. Enablers of Change

10.
Towards
the Future

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 of experience 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's 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

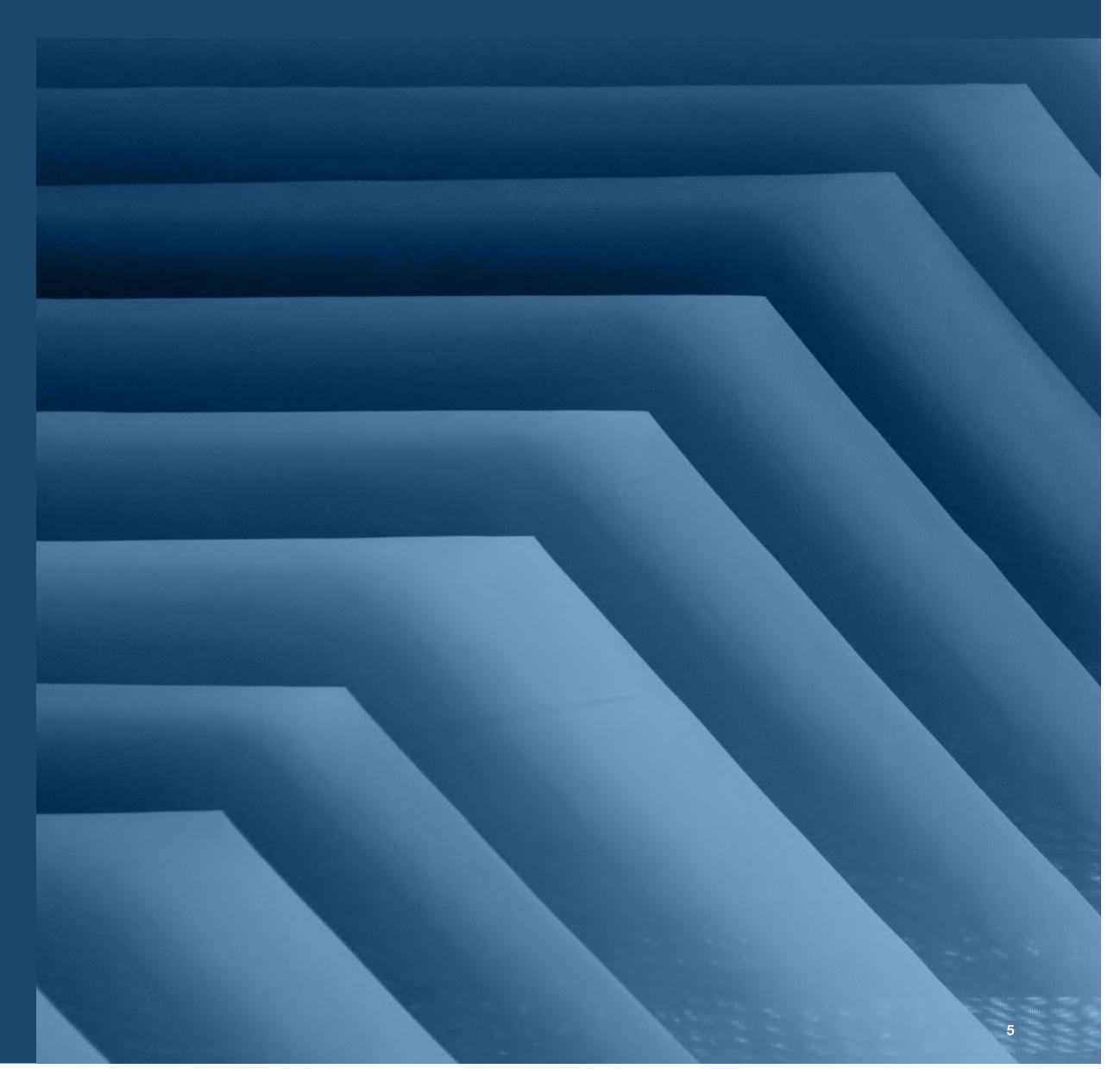
03.
Chief Executive
Officers Message

04. Our Vision 05. Materiality & Global Goals 06. Making a Difference 07.
Transforming
our Impact

08. Sustainability Action Framework 09. Enablers of Change

10. Towards the Future

O2. Our Sustainability Journey



02. Our Sustainability Journey

03. Chief Executive Officers Message 04. Our Vision 05. Materiality & Global Goals

06. Making a Difference 07.
Transforming our Impact

08.
Sustainability
Action Framework

09. Enablers of Change

10.
Towards
the Future

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 Holding 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 87-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.

02. Our Sustainability 03. Chief Executive Officers Message

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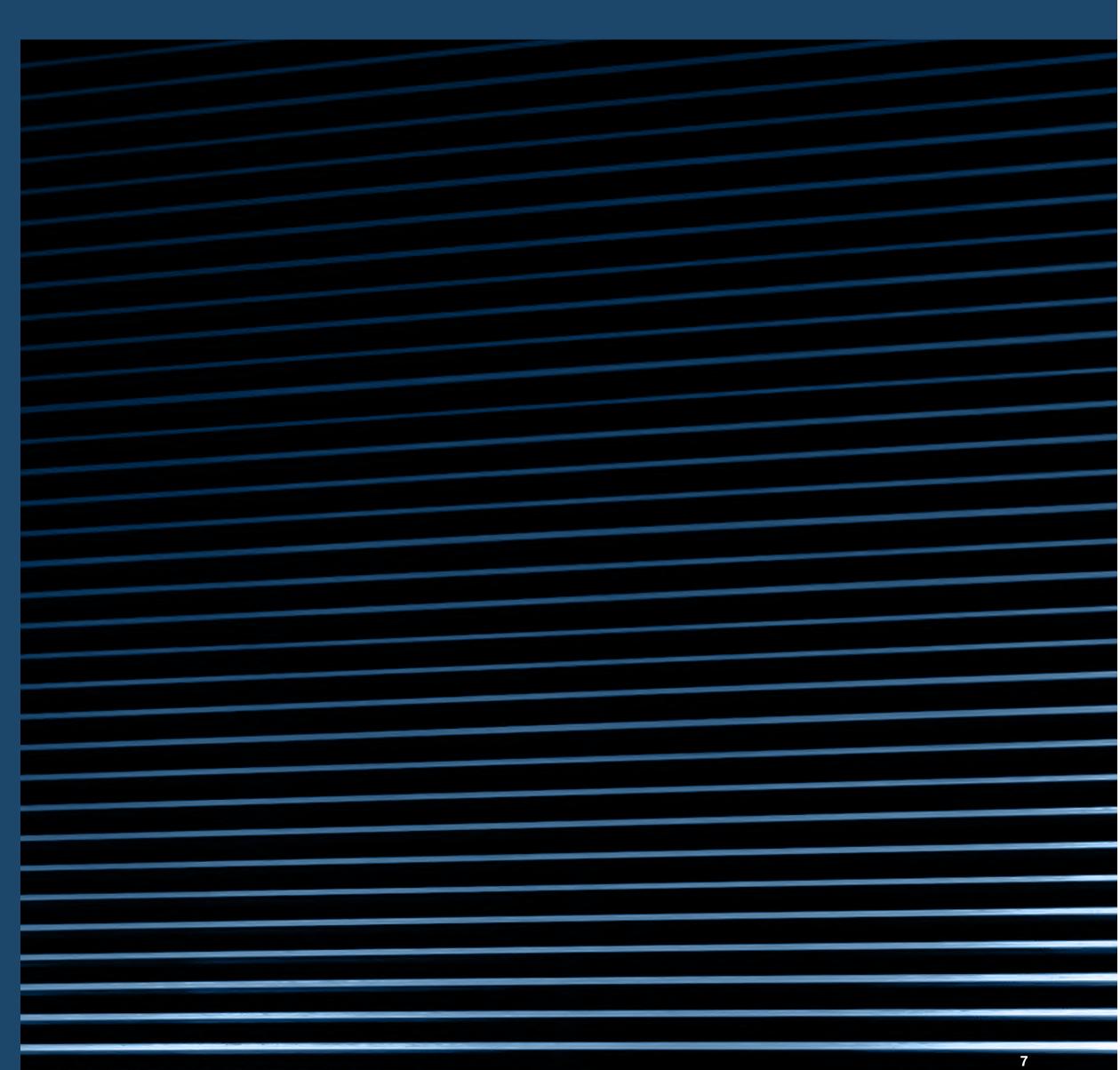
05. Materiality & Global Goa

06. Making a Difference 07.
Transforming
our Impact

3. ustainability ction Framework

09. Enablers of Change 10. Towards the Future

03. Chief Executive Officers Message



03.Chief ExecutiveOfficers Message

"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's 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 present 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 the creation of relevant corporate structures such as an 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 us 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 of our stakeholders.

Hassan Allam and Amr Allam, Chief Executive Officers

02.
Our Sustainability
Journey

03. Chief Ez Officers 04. Our Vision

05. Materiality & Global Goals 06. Making a Difference 07. Transforming our Impact 08. Sustainability Action Framework 09. Enablers of Change

10. Towards the Future

04. Our Vision



02. Our Sustainability Journey

03.
Chief Executive
Officers Message

04. Our Vision 05.Materiality& Global Goals

06. Making a Difference 07.
Transforming
our Impact

08.
Sustainability
Action Framework

09. Enablers of Change

Towards the Future

04. Our Vision







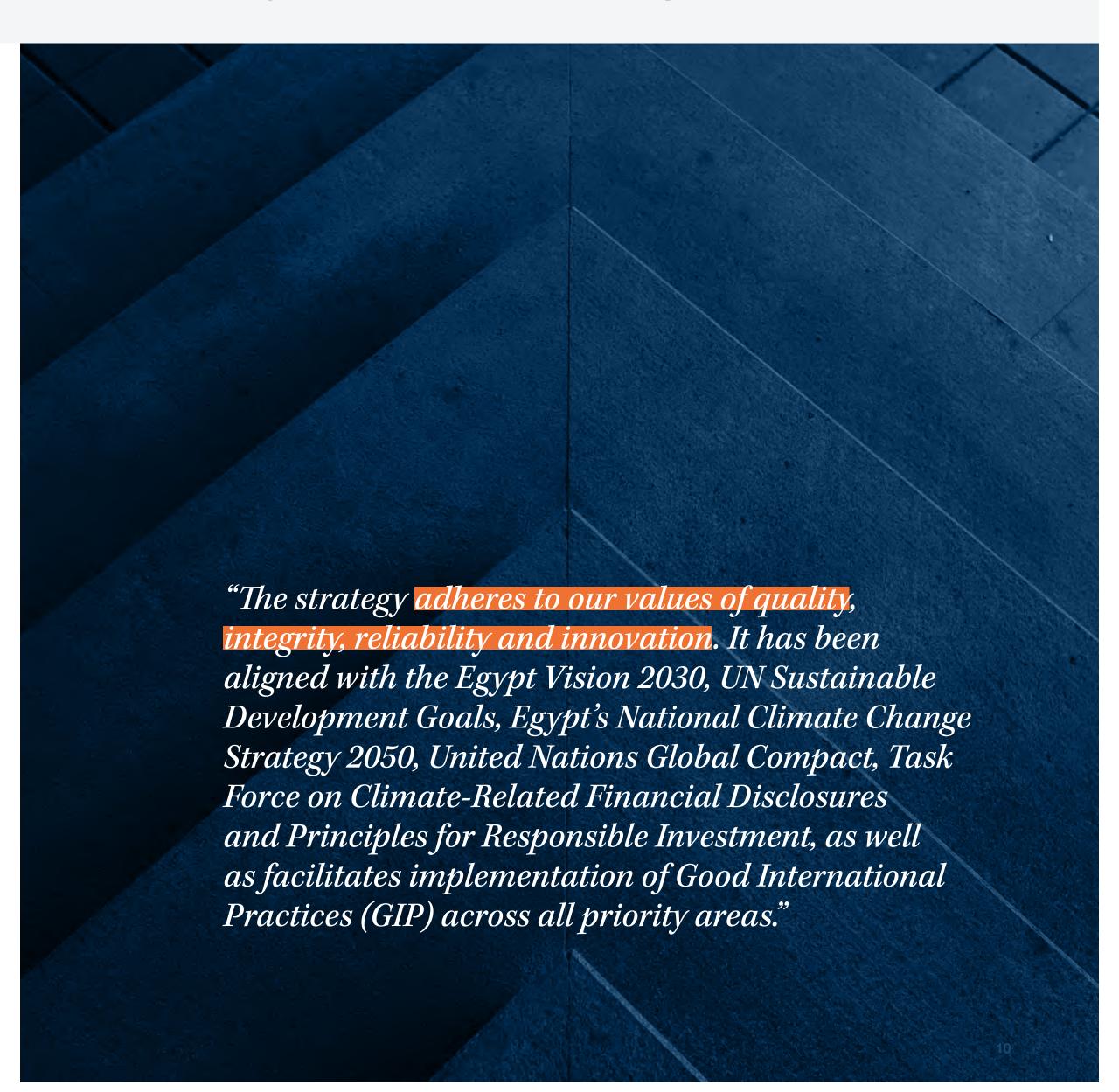






The society of tomorrow shall fundamentally differ from the world we know and every business is responsible for implementing solutions that help people and nature thrive together. Climate-resilient natural solutions and green infrastructure have become indispensable to urban planning and project development, 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.



02. Our Sustainability Iourney

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05. Materiality & Global Goals

06. Making a Difference 07. Transforming our Impact 08. Sustainability Action Framework

09. Enablers of Change 10.
Towards
the Future

05.Materiality& Global Goals



Our Sustainability Journey

03. **Chief Executive** Officers Message 04. Our Vision Materiality & Global Goals 06. Making a Difference Transforming our Impact

08. Sustainability Action Framework

09. **Enablers of** Change

10. **Towards** the Future

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 the 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.

Strong *Impacts* Moderate **Direct Indirect**

Material Topics / UN SDGs



























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											•				•

12 Hassan Allam Holding | Sustainability Strategy 2030 www.hassanallam.com

02.
Our Sustainability
Journey

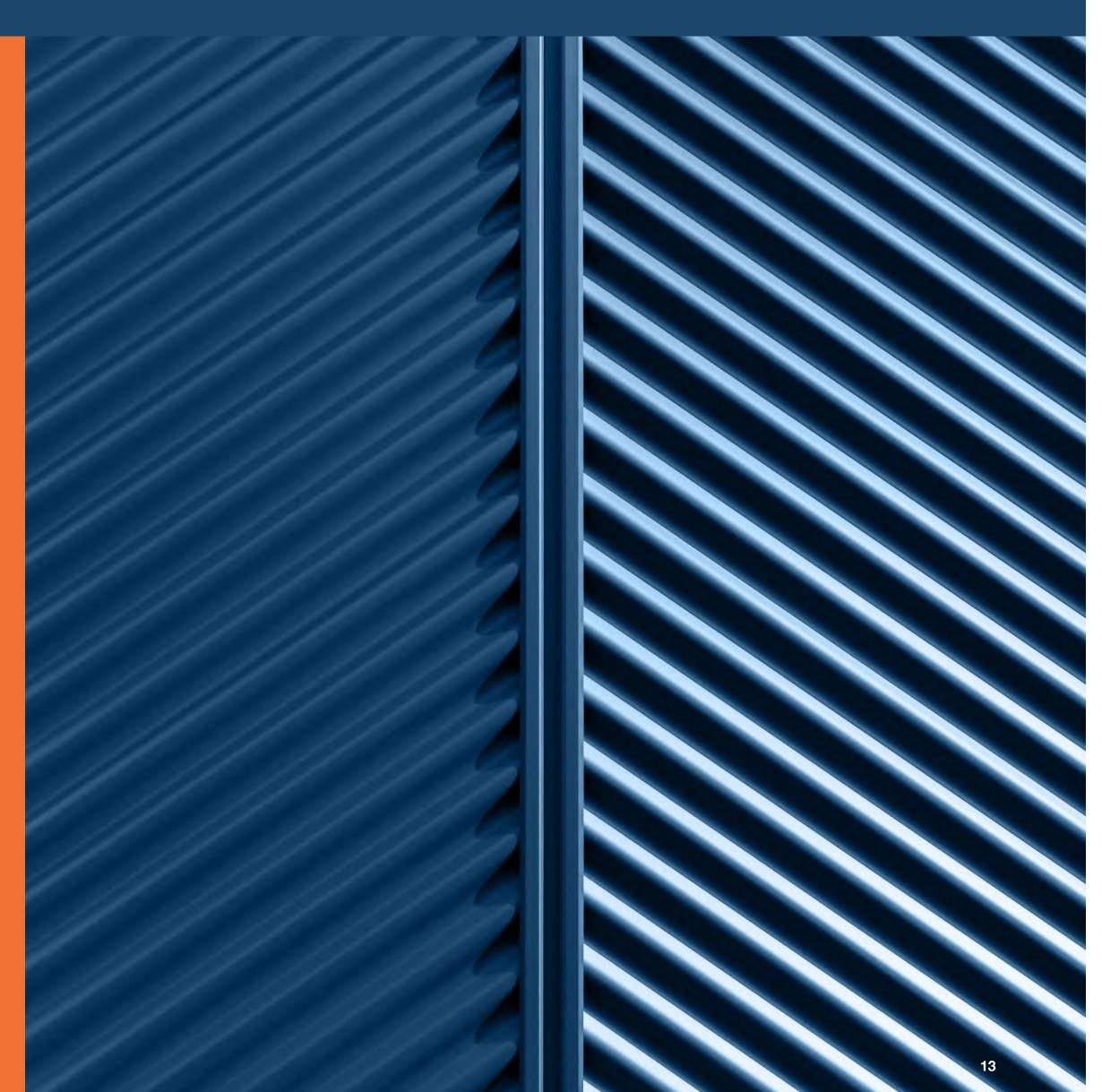
03.
Chief Executive
Officers Message

04. Our Vision 05. Materiality & Global Goals 06. Making a Difference

07. Transforming our Impact 08. Sustainability Action Framework 09. Enablers of Change

10. Towards the Future

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 a 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.



Abou Queiqal Water Treatment Plant



Madinah 3 Independent Sewage 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.



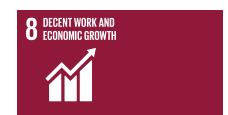
1.1 GW Wind Project



4GW Green Hydrogen Plants



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.



Black Sand MSP & PCP



Cairo Festival City Office Park C



YANMU East Cairo Logistics Park

02.
Our Sustainability
Journey

03. Chief Executive Officers Message 04. Our Vision 05.Materiality& Global Goals

06. Making a Difference 07.
Transforming our Impact

08.
Sustainability
Action Framework

09. Enablers of Change

10.
Towards
the Future



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.



The Development of South Valley of Toshka



Sphinx International Airport



High Speed Rail – Wadi El Natroun Station



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



Sharm El Sheikh Solar Power Plant



International Conference Center of Sharm El Sheikh



City Center Almaza - LEED GOLD Certification



By 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 to its fullest.



Grand Egyptian Museum



New Alamein Towers



New
Administrative
Capital District
Cooling Plant



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



Al-Masa Conference Centre



Reviving Opera Humanity Maint Memorial Minist



Operation and Maintenance of Ministries Building



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 Delta Agriculture Drainage WTP



Activated Sludge Plant – Germany



Restoration,
Development,
and Repair of the
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 a positive impact.



GE LM6000 at Sharm El Sheikh Power Plant



Mahsama Water Treatment Plant



Six Senses Resort and Residence – Amaala, KSA

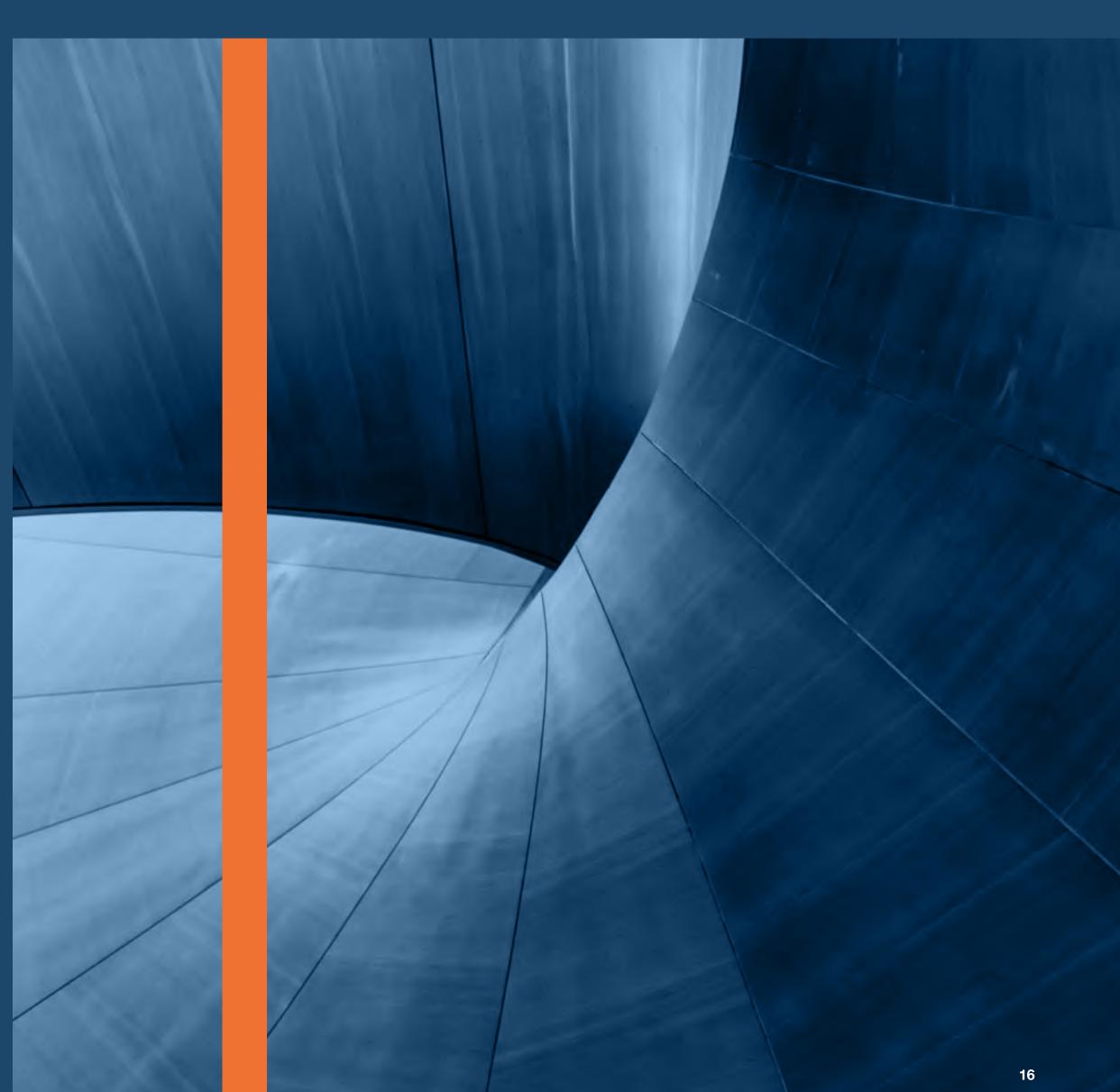
02. Our Sustainability Journey 03.
Chief Executive
Officers Message

04. Our Vision 05. Materiality & Global Goals 06. Making a Difference 07. Transforming our Impact

08. Sustainability Action Framework 09. Enablers of Change

Towards the Future

07. Transforming our Impact



02.
Our Sustainability
Journey

03. Chief Executive Officers Message 04. Our Vision 05.Materiality& Global Goals

06. Making a Difference 07. Transforming our Impact 08.
Sustainability
Action Framework

Pillars

09. Enablers of Change 10. Towards the Future

07. Transforming our Impact

Our material topics were conceptualised and reframed in a strategic and futureoriented 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

Corporate Governance	3e			Long-term mindset
Business Ethics & Integrity	Governance	C.	Steering the Future.	Responsible Conduct
Risk Management	over		Future.	Organisational Resilience
Quality & Compliance	\mathcal{S}			Living our Promise
Value Creation Model				Reimagining value
Investing Strategy	tomy	7	Rewiring the	Investing for Impact
Business Development	Есопоту	li.	Rewiring the Economy.	Innovation for Good
Procurement & Supply Chain				Reliable Supply Chain
Human Wellbeing				Universal Wellbeing
Diversity & Inclusion	Social		Empowering	Shared World
Talent Management	800	Y	Empowering Humanity.	Meaningful Jobs
Community Impact				Thriving Communities
Environmental Impact	int			Thinking with Nature
Built Environment	nme		Preserving our Planet.	Building for Life
Climate Change	Environment		our Planet.	Climate Transition
Material Flows	E			Circular Economy

02. Our Sustainability Journey 03. Chief Executi Officers Mess 04. Our Visio 05.Materiality& Global Goals

06. Making a Difference

07. Transforming our Impact 08. Sustainability Action Framework

09. Enablers of Change 10. Towards the Future

08. Sustainability Action Framework





02.
Our Sustainability
Journey

03. Chief Executive Officers Message 04. Our Vision 05. Materiality & Global Goals 06. Making a Difference 07.
Transforming our Impact

08. Sustainability Action Framework

09. Enablers of Change 10.
Towards
the Future

08. Sustainability Action Framework

pillars emphasize four 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 of 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 Economy

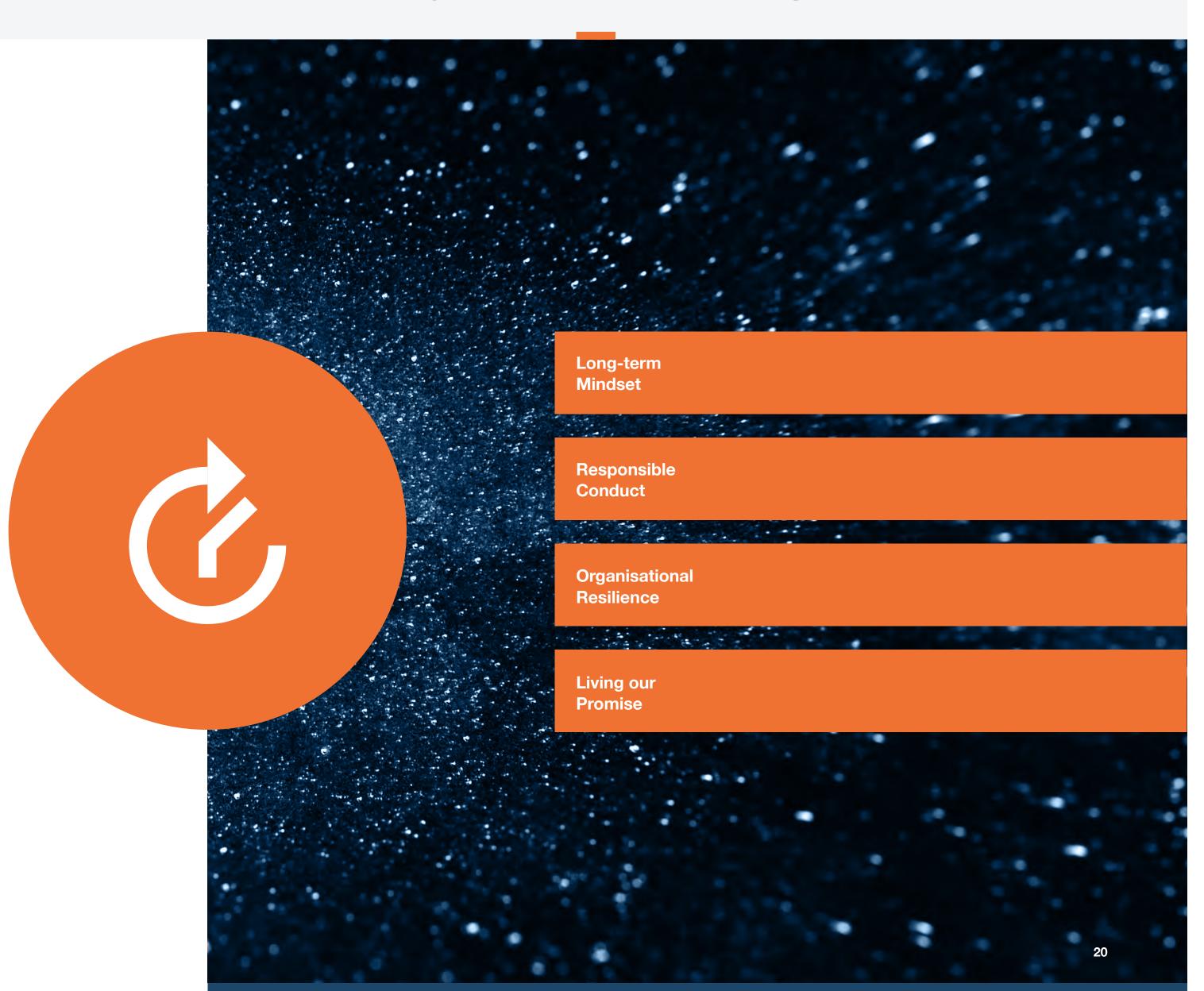
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Steering the Future.

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.



02. Our Sustainability Journey 03. Chief Executive Officers Message 04. Our Vision 05. Materiality & Global Goals 06. Making a Difference

07. Transforming our Impact 08. Sustainability Action Framework

09. Enablers of Change 10. Towards the Future

Steering the Future.



Long-term Mindset

Focus Area	Target	Year
ESG Governance	 Create a dedicated ESG committee Ensure compliance with ISO 26000 (Social Responsibility) and ISO 37000:2021 (Governance of organizations) group-wide 	2025 Annual
Materiality Assessment	Conduct streamlined double materiality assessment	Annual
ESG Alignment	 Conduct ESG status and gap analysis and adopt corrective measures 	Annual
ESG Data Management and Disclosure	 ESG data management system Conduct disclosure with recognised frameworks such as GRI, UNGC, TCFD and SASB. 	2025 Annual
ESG Ratings	 Join international sustainability rating systems (such as S&P CSA, CDP) 	Annual from 2026

Responsible Conduct

Focus Area	Target	Year
Stakeholder Engagement	 Ensure the implementation of the Corporate Stakeholder Engagement Plan 	Annual
Training	 All employees covered by core policies and procedures training 	Annual
Anti- corruption	 Maintain zero cases of corruption 	Annual
Human Rights	 Maintain zero human rights violations 	Annual
Grievances	 100% resolution of grievances within system close time 	Annual

Organisational Resilience

Focus Area	Target	Year
Business Continuity Management	 Develop a corporate wide BCM and Operational Resilience Plan (e.g.ISO 22301) 	2027
Risk and Opportunities Management	 Revise Risk Management Procedures to incorporate all ESG risks and opportunities 	Annual
Data Privacy and Cybersecurity	 Enhance the suite of policies and procedures for cybersecurity risks Enhance data privacy and responsible technology practices, by attaining ISO 27001:2013 (Information Security Management) 	Annual 2026

Living Our Promise

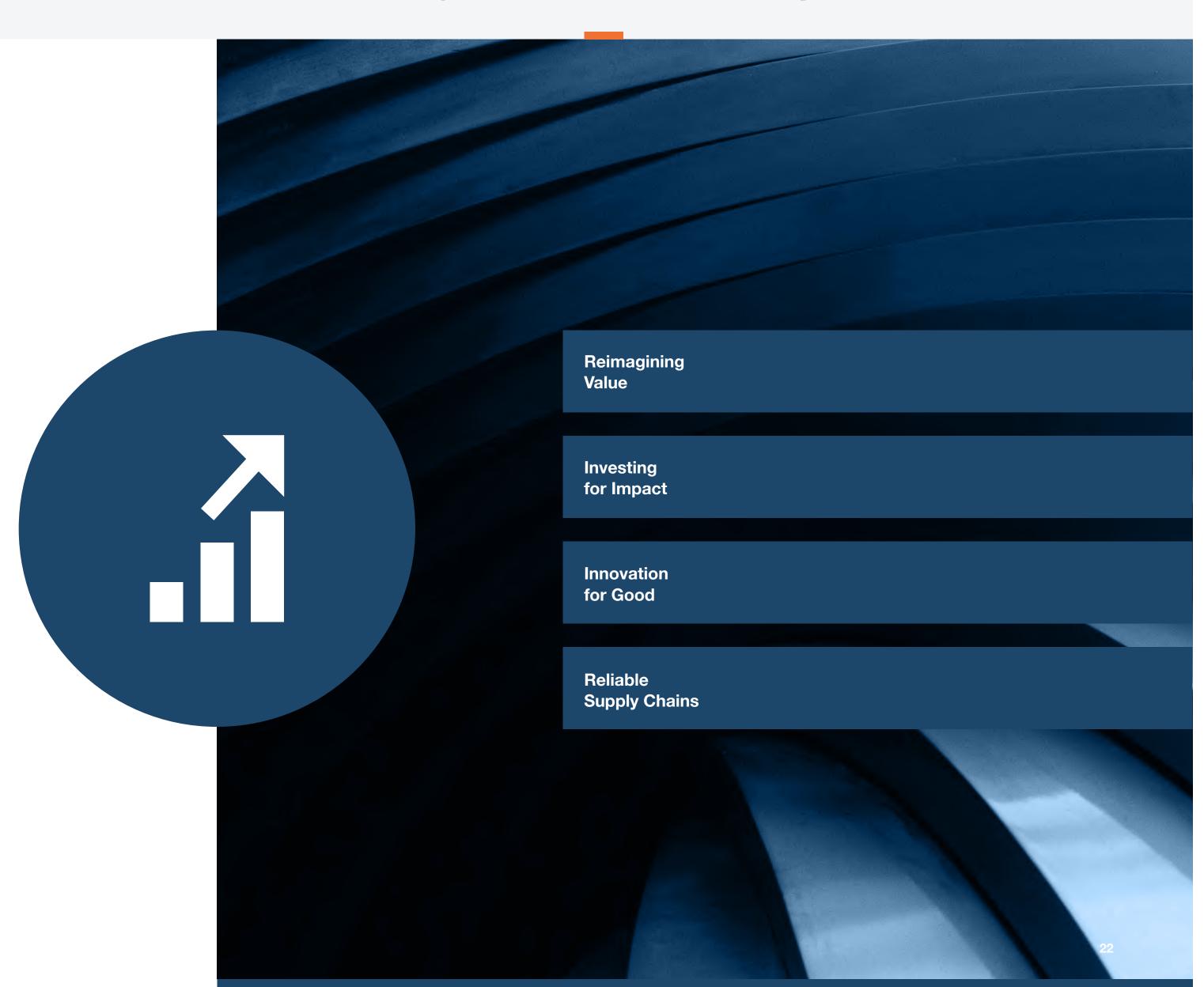
Focus Area	Target	Year
Environmental and Social Management	 Develop and adopt an Environmental and Social Management System (ESMS) for each subsidiary Ensure alignment with IFC Performance Standards, EBRD Performance Requirements, and World Bank E&S Framework Assign and train dedicated sustainability focal points or teams in subsidiaries 	2030 Annual
Anticipatory Compliance	 Assess compliance to legal and regulatory ESG requirements, including future developments 	Annual
Quality Management	 Integrate ESG criteria and sustainability targets into the current QMS (Quality Management System) across subsidiaries through the ESMS 	2030

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.



02. Our Sustainability Journey 03. Chief Executive Officers Message 04. Our Vision 05. Materiality & Global Goals 06. Making a Difference 07. Transforming our Impact 08. Sustainability Action Framework 09. Enablers of Change 10. Towards the Future

Rewiring the Economy.



Reimagining Value

Focus Area	Target	Year
Business Metrics	 Develop Impact Measurement and Management frameworks for subsidiaries (e.g. based on UNDP's SDG Impact Standards) 	Annual
Tailored Services	 Implement tailored services for clients to meet their sustainability aspirations and certifications (e.g. LEED, Edge, ISO, etc.) 	Annual
Revenue Streams	 Increase revenue from green projects based on ICMA Green Bond Principles categories 	Annual

Investing for Impact

Focus Area	Target	Year
Framework	 Review and implement Green Financing Framework, aligning with international taxonomies 	
ESG and Impact Portfolio	 All investments screened based on minimum ESG criteria New investments provide a measurable contribution to SDGs 	Annual
Training	 Sustainable investment and finance training program across relevant subsidiaries, management levels and teams 	Annual from 2026

Innovation for Good

Focus Area	Target	Year
Sustainability Innovation & Development	 Develop and assess minimum viable products for innovative solutions to sustainability issues, like Modern Methods of Construction, through the Business Innovation Hub 	Annual
Sustainability Innovation Workshops	 Establish annual workshops to gather bright minds and exchange ideas for regional sustainability innovation 	2025

Reliable Supply Chains

Focus Area	Target	Year
Supplier Responsibility and Security	 Supplier Code of Conduct and ESG Due Diligence Adopt PAS 7000 (Supply Chain Risk Management – Supplier prequalification) and ISO 28000 (Security Management System for the Supply Chain) 	Annual 2026
Procurement	 Adopt Sustainable Procurement System according to ISO 20400 Launch green vendor database Prioritize local procurement 	2025 2026 Annual

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.



02. Our Sustainability Journey 03. Chief Executive Officers Message 04. Our Vision 05. Materiality & Global Goals 06. Making a Difference

07. Transforming our Impact 08. Sustainability Action Framework 09. Enablers of Change 10. Towards the Future

Empowering Humanity.



Universal Wellbeing

Focus Area	Target	Year
Health and Safety	 Ensure that applicable subsidiaries are ISO 45001 (Occupational Health and Safety) certified Zero Lost Time Injuries Enhance preventative healthcare schemes for all employees 	2026 Annual 2025
Wellbeing and Benefits	 100% employees covered by wellbeing services and benefit schemes 90-95% employee satisfaction 	Annual Annual
Corporate Culture and Sustainability	 Introductory sustainability courses, seminars and campaigns to all employees Launch reward scheme for sustainable practices and sustainability innovation 	Annual 2025

Shared World

Focus Area	Target	Year
Diversity, Equality and Inclusion	 Launch tailored program to support vulnerable and disadvantaged groups 	2025
(DE&I)	 Align with EDGE (DE&I) Move and Lead Certification 	2028
	 Develop and adopt a Gender Action Plan 	2026
	 Establish a Gender Committee 	2025
	 Implement zero-tolerance policies for harassment and gender-based violence, with confidential reporting channels 	2026
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 	2028

Meaningful Jobs

Focus Area	Target	Year
Training	 All employees covered by relevant training 	Annual
Career Development	 Working on career development plans for employees 	Annual

Thriving Communities

Focus Area	Target	Year
Community Engagement	 Develop Community Engagement Plans where applicable Prioritize local community 	Annual
	hiringVolunteering events with local communities	Annual
	 Partnerships per community with local NGOs and CSOs, focus on SDGs 	Annual

Preserving our Planet.

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

This is why we have resolved 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.



02. Our Sustainability Journey 03. Chief Executive Officers Message 04. Our Vision 05. Materiality & Global Goals 06. Making a Difference

07. Transforming our Impact 08. Sustainability Action Framework

09. Enablers of Change 10. Towards the Future

Preserving our Planet.



Thinking with Nature

Focus Area	Target	Year
Pollution Prevention	 Pollution Prevention Plans and monitoring across all operations and projects 	Annual
Ecosystems and Biodiversity	 Ensure implementation of the Biodiversity Policy across all operations 	Annual
Sustainable Operations	 Align with ISO 46001:2019 (Water Efficiency Management Systems) Align with ISO 50001:2018 (Energy Management Systems) 	2025 2025

Building for Life

Focus Area	Target	Year
Sustainable Buildings	 100% of office buildings are green based on standards such as LEED, WELL, EDGE, BREEAM, etc. 	2030
Environmental Declaration of Products	 Prioritize products and materials based on Environmental Product Declarations (EPDs) Evaluate and optimize the environmental performance of our building materials and products (i.e. by publishing EPDs) 	Annual 2030

Climate Transition

Focus Area	Target	Year
Climate Resilience	 Climate vulnerability, impacts and risk assessment based on ISO 14091:2021 (Adaptation to Climate Change) 	Annual
assessment towards zero • Feasibility assessment sustainable and elect • Work on adopting rent energy within operation • Reduction in energy at water consumption of building and facility be compared to a nation baseline • Measure amount of wastewater in project	decarbonisation pathways assessment towards net	Annual
	 Feasibility assessment for sustainable and electric fleet 	2027
	 Work on adopting renewable energy within operations 	2030
	 Reduction in energy and water consumption of each building and facility by 20% compared to a national 	2030
	 Measure amount of wastewater in project sites 	2026
	 Reuse 20% of our wastewater 	2030

Circular Economy

Focus Area	Target	Year
Waste	 Develop a Waste Management System across all operations aligning with BS 8001 or True Zero Waste standards Measure amount of waste in project sites Divert 50% of our waste in project sites from landfill 	2030 2026 2030
Products and Services	 Prioritize low-impact, recycled and renewable inputs applicable to all projects Hazardous materials management and elimination of harmful chemicals across the value chain 	Annual
	 Hazardous materials management and elimination of harmful chemicals across 	Annua

02.
Our Sustainability
Iourney

03. Chief E Officer (

05. Materiality & Global Goals 06. Making a Difference 07.
Transforming
our Impact

08. Sustainability Action Framework 09. Enablers of Change

Towards the Future

09. Enablers of Change





02. Our Sustainability Journey 03. Chie

03.
Chief Executive
Officers Message

04. Our Vision 05. Materiality & Global Goals 06. Making a Difference

07.
Transforming
our Impact

08.
Sustainability
Action Framework

09. Enablers of Change

10.
Towards
the Future

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 and impactful ways.

29

02. Our Sustainability Iourney

03. Chief Executive Officers Message 04. Our Vision 05. Materiality & Global Goals 06. Making a Difference 07. Transforming our Impact 08. Sustainability Action Framework 09. Enablers of Change

10. Towards the Future

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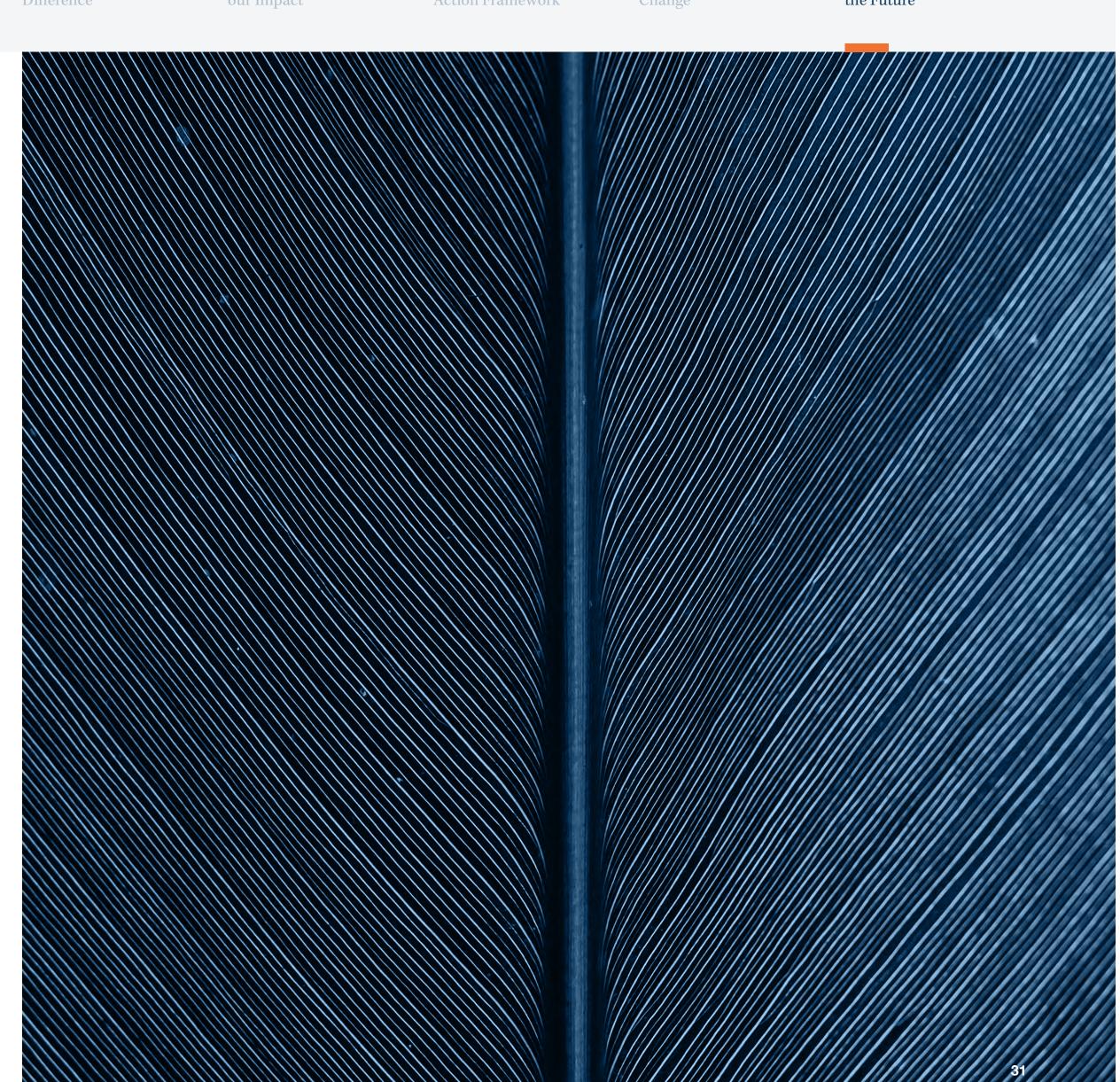


10.Towards theFuture

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 us to unlock the potential for collaborative impacts and develop disruptive solutions. Only together can we achieve the desired change. Only together can we make a sustainable future a reality.





Sustainability Strategy 2030