Shaping Sustainable Progress

Sustainability Report
2025

Contents

Introduction

About This Report 4
Message from President & CEO 5
About KEO 6
Market Sectors & Services 7
Awards & Rankings 10
Our Impact 12
Creativity & Innovation 13
Sustainability + Environment: Our Capabilities 14

Our Approach to Sustainability

Managing Director's Message 16
Making a Difference 17
Sustainability Governance 18
Stakeholder Engagement 19
Materiality Assessment 20
Our Alignment with SDGs 23
Looking Ahead 24

Environmental Sustainability

Environmental Sustainability 26
GHG Emissions 27
Energy Management 29
Waste Management 29
Water Management 30
Environmental & Quality Management 30
Enabling Sustainability Through our Projects 31
Looking Ahead 43

Social Responsibility

Our People 45
Key Activities and Highlights 50
Learning & Skill Development 51
Key Initiatives & Flagship Programs 53
Diversity & Inclusion 54
Talent Acquisition and Management 56
Health, Safety & Environment 58
Giving Back to the Community 60
Global Communities 61

Governance Excellence

Governance Excellence 63
Corporate Governance 64
Business Ethics & Compliance 65
Risk Management 67
Data Security & Privacy 67
Supply Chain Management 68
Responsible AI 68
Looking Ahead 69

Appendix

Emission Calculation Methodology 71
Energy and Emission Data 73
GRI Content Index 74

Introduction

About This Report 4
Message from President & CEO 5
About KEO 6
Market Sectors & Services 7
Awards & Rankings 10
Our Impact 12
Creativity & Innovation 13
Sustainability + Environment: Our Capabilities 14

About this Report

This Sustainability Report presents the consolidated Environmental, Social, and Governance (ESG) performance of KEO International Consultants and its Allied Practices – OPTIMA, Black Mule, InSite, C-Quest, and Meehan Green (a KEO company). The report covers the reporting period from 1 January to 31 December 2025. As KEO's fourth annual Sustainability Report, it reflects our ongoing commitment to transparency, responsible business practices, and alignment with internationally recognized sustainability frameworks.

The report provides a snapshot of our ESG progress, challenges, and initiatives, and supports informed communication with our stakeholders across regions and business units.

Reporting Scope and Boundary

The disclosures in this report cover KEO and its Allied Practices, representing operations across the GCC, the UK, and Europe.

- **Reporting Year:** 2025 (January–December)
- **Reporting Frequency:** Annual
- **Base Year:** 2022
- **Reporting Entities:** KEO International Consultants and its Allied Practices (OPTIMA, Black Mule, InSite, C-Quest, Meehan Green – a KEO company)

The data presented is derived from internal systems, management records, project owners, and operational inputs from relevant departments across the organization.

Reporting Standards & Frameworks

This report has been prepared with reference to the Global Reporting Initiative (GRI) Standards, ensuring consistency, comparability, and clarity in disclosing material sustainability topics.

GRI Standards

Our ESG disclosures are aligned with the GRI 2021 Standards, reflecting globally accepted best practices for reporting on environmental stewardship, labor practices, governance standards, and broader organizational impacts.

United Nations Sustainable Development Goals (SDGs)

Key sustainability topics are mapped to relevant SDGs to illustrate how our operations and initiatives contribute to global development and industry advancement.

Greenhouse Gas (GHG) Emissions Accounting

Our emissions calculations follow the GHG Protocol Corporate Accounting and Reporting Standard, the most widely used international framework for quantifying and managing greenhouse gas emissions.

- Scope 1, Scope 2, and relevant Scope 3 categories are included where data is available.
- Emission factors and calculation approaches follow recognized international methodologies and regional energy data where applicable.

More detailed disclosures are provided in the Environmental section of the report.

Assurance

This Sustainability Report has not undergone external assurance.

KEO continues to evaluate the feasibility and value of independent assurance for future reporting cycles as our sustainability governance and data management systems continue to mature.

GRI Content Index

A comprehensive GRI Content Index is provided at the end of this report to support transparency, ease of navigation, and stakeholder review of disclosures.

Contact

For questions about this report, please contact: sustainability@KEO.com

Message from President & CEO

As KEO grows, so does our sense of responsibility.

The past year brought meaningful expansion: new operations in Ireland and the United Kingdom, expanded presence in Spain and Portugal, the acquisition of Meehan Green, and a workforce that has grown to over 2,500 professionals across ten countries. Each new market we enter brings fresh opportunity, but also fresh obligation: to understand local contexts, to earn trust, and to ensure that how we operate reflects the standards we hold ourselves to, regardless of geography.

The industry conversation around sustainability has matured considerably, and so has ours. Across our markets, clients and partners are requiring greater transparency, stronger evidence of impact, and a more consistent demonstration of responsible practice in delivery. It is a direction we have been moving in for years, and the technical depth we have built across sustainability, environment, and advisory services is increasingly reflected in the work we win and the conversations we are invited into. Alongside this, a more rigorous look at our own impacts and priorities this year confirmed what we already believed: that the quality of our people, the depth of their development, and the culture we build around them is not separate from our commercial performance, but rather the foundation of it.

This year we also materially strengthened how we measure our environmental performance, expanding our reporting boundary to reflect new offices and the Meehan Green acquisition, refining our methodologies for commuting and water use, and improving the completeness of our fleet and energy data. As a result, 2025 sets the most complete and credible baseline of our footprint we have produced to date, and it is the reference point against which we will measure progress going forward.

Internally, the work we are proudest of is less visible than a project award or a certification. It is the gradual building of a workplace where people feel supported, and where there is a genuine pathway for development and progression. It is also the connections we are building beyond our immediate operations, through community initiatives within our regions and beyond. And through our growing presence in local and global conversations about the built environment, we are working to be a firm that contributes broadly. There is more to do, and we are committed to doing it thoughtfully.

Donna Sultan
President & Chief Executive Officer

About KEO

KEO International Consultants has spent over six decades contributing to some of the world's most ambitious built environment projects. Operating across ten countries with a workforce of more than 2,500 multidisciplinary professionals, KEO brings together expertise in architecture, engineering, infrastructure, project and construction management, sustainability and environment, and specialist services. Additional capabilities are delivered through KEO's Allied Practices, spanning planning and landscape architecture, independent cost consultancy, and management consultancy.

KEO's integrated service model is designed to support clients across the full project lifecycle, from initial vision through to delivery, across both built and natural environments. The firm draws on a diverse pool of professionals bringing varied perspectives and experience to projects across the region and internationally.

KEO's standing in the industry is reflected in consistent recognition across leading global surveys.

For 22 consecutive years, KEO has been ranked among ENR's Top 225 International Design Firms and Top 20 International PM/CM Firms. We are also ranked 54th in the Building Design WA100 2025 survey and the number two firm in the Middle East.

The future, delivered by KEO: Shortening the distance between inspiration and realization

"The KEO 4.0 mission is centered on being Digital, Innovative, Creative, and Diversified. For our clients, partners, and professionals, this means actively shaping the future of the industry and focusing not only on groundbreaking design but also on delivering transformative solutions."

Greg Karpinski
Chief Operating Officer and Partner of KEO

Market Sectors & Services

Project + Construction Management

- Program Management
- Project Management
- Design & Peer Reviews
- Construction Management
- Construction Supervision
- Project Controls
- Cost Management
- Health & Safety
- Owner's Representative
- Claims Management
- Dispute Resolution
- Commissioning
- Facility Management

Architecture, Design + Building Engineering

- Architecture
- Interior Design
- Structural Engineering
- HVAC Engineering
- Plumbing Engineering
- Fire Fighting & Fire Protection Engineering
- Electrical Engineering
- Lighting Design

Infrastructure

- Master Planning
- Smart City Solutions
- Transportation Planning
- Micromobility Advisory
- Roads, Highways & Bridge Design
- Mass Transportation & Rail
- Civil Engineering
- Public Utilities
- Water & Wastewater Engineering
- District Cooling
- Power Supply & Distribution
- Asset Management Advisory
- Traffic Impact Studies

Sustainability + Environment

- Sustainable Infrastructure
- Sustainability & ESG Strategy
- Carbon Footprint Advisory
- Renewable Energy Strategies
- Green Certification Ratings & Audits
- Sustainability Planning & Policy Advisory
- Institutional Support
- Environmental Impact Assessments
- Environmental Monitoring & Modeling
- Environmental Site Supervision
- Land Contamination Studies
- Waste Transaction Advisory
- Landfill & Dumpsite Remediation
- Environmental Due Diligence Assessments
- Solid Waste Management

Digital Advisory Services

das K — Digital Advisory Services by KEO

- Digital Strategic Advisory
- Technology Implementation & Integration
- Digital Delivery Management

Allied Practices

IN SITE

Planning + Landscape Architecture

- Visioning
- Concept Planning
- Master Planning
- Urban Design
- Design Guidelines
- Landscape Architecture
- Public Realm Design
- Lighting Design
- Signage + Wayfinding
- Irrigation Design

C-QUEST

Strategic Cost Consultants

- Feasibility Studies
- Cost Planning & Estimating
- Value Engineering
- Bills of Quantities
- Procurement Advisory
- Life Cycle Costing
- Contract Administration
- Claims Services

black mule

Redevelopment Experts

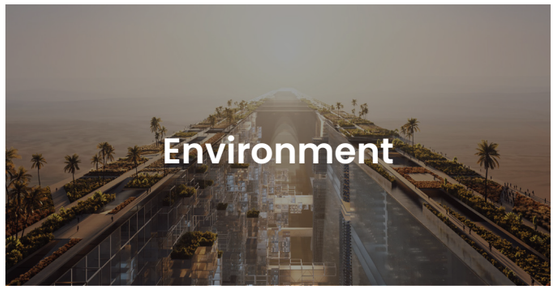
- Real Estate Investment & Advisory
- Transaction & Capital Structuring
- Restructuring Consulting
- Investment Strategies
- Project Management
- Redevelopment Design & Engineering Solutions

OPTIMA

Facility Management Solutions

- FM Planning & Gap Analysis
- Facility Condition Assessment (FCA)
- Operational Readiness & Transition Planning (ORAT)
- Design & Maintainability Reviews
- Building Services Analysis (RCFA/FMEA)
- Standard Operating Procedures & Compliance
- FM Service Mobilization & Support
- Digital Integration and Technology Solutions
- Asset and Supply Chain Management
- Contract Management
- Lifecycle Management
- Business Continuity Management

Market Sectors & Services



Global Reach, Local Impact

- Abu Dhabi
- Al Ain
- Azerbaijan
- Bahrain
- Bangladesh
- Bulgaria
- Cape Verde
- China
- Dubai
- Egypt
- Ethiopia
- India
- Indonesia
- Iran
- Iraq
- Jordan
- Kazakhstan
- Kuwait
- Lebanon
- Lesotho
- Libya
- Malaysia
- Maldives
- Morocco
- Oman
- Pakistan
- Portugal
- Qatar
- Ras Al Khaimah
- Saudi Arabia
- São Tomé and Príncipe
- Serbia
- Seychelles
- Sharjah
- Syria
- Tajikistan
- Tunisia
- Umm Al Quwain
- Uzbekistan
- Vietnam
- Zambia

KEO Acquires Meehan Green

Strengthening our Global Sustainability Capability

KEO strengthened its sustainability capabilities through the acquisition of Meehan Green, a recognized green building consultancy based in Ireland. Meehan Green brings established expertise in high-performance building certifications and sustainability advisory services, enhancing KEO's ability to support clients across Europe, the Middle East, and other regions on advanced ESG, decarbonization, and green building priorities.

Meehan Green now operates as Meehan Green, a KEO Company, with teams collaborating on projects across multiple regions and preparing to scale operations to meet growing market demand.

This partnership broadens KEO's technical depth, promotes knowledge sharing across regions, and supports the delivery of sustainable solutions aligned with international standards and emerging client needs.

"We are pleased to welcome Meehan Green to KEO. Their specialized LEED expertise and strong reputation in Ireland and throughout Europe add important capabilities to our Sustainability + Environment Division. This partnership allows us to better serve our clients pursuing ambitious green building standards in Europe and beyond, while staying true to our shared commitment to and passion for practical, innovative solutions."

Donna Sultan
President & Chief Executive Officer

Awards & Rankings

Multi-Discipline Consulting Company of the Year at the Middle East Consultant Awards 2025

KEO Recognized Across the Region at the Mentl Awards 2025

Design of the Year at the Autodesk Middle East Brilliance Awards 2025!

Specialist Consultancy of the Year! CW Middle East Awards 2025

KEO Wins the Emirates Labour Market Award, Ranking #1 Out of 18,000 Entries!

Lifetime Achievement Award — Women in Construction Awards 2025

Donna Sultan Named Among Arabian Business's 150 Most Influential Arabs 2025

Donna Sultan Named in CBN ME's 2025 Power Hour 100

KEO Named Middle East's #1 Inspiring Workplace!

KEO and Donna Sultan ranked #2 Consultant in 2025 Power 150 List!

Awards & Rankings

Greg Karpinski Recognized in Arabian Business's Dubai 100 List

KEO Qatar is Officially a Great Place to Work!

Donna Sultan Recognized Among CW's Most Influential Women in the Middle East's Construction Industry

Donna Sultan Recognized Once Again Among Forbes Middle East's Most Powerful Businesswomen 2025

Woman Professional of the Year — Sustainability Innovation Awards 2025

KEO was named Interiors Champion of the Year at the Future of Architecture Awards 2025

KEO Wins at the Excellence and Creative Engineering Awards

Digital Construction Awards 2025: Three Recognitions

KEO Awarded Three Environmental Excellence Awards for the Al Nabbagh Community and the Saadiyat Lagoons Development

KEO & OPTIMA Shine at the Construction Innovation Awards 2025

Our Impact

Thought Leadership

Across KEO's divisions, subject matter experts actively engage with the broader industry through participation in conferences, panels, and knowledge-sharing forums. This engagement keeps KEO connected to emerging standards, regulatory developments, and evolving best practices. It enables KEO to contribute expertise and regional perspective to wider industry dialogue. A selection of contributions from the reporting period is featured below.

Climate-Responsive Design: Dr. Haitham Mousa at the Desert Architecture Forum KSA

Dr. Haitham Mousa, Studio Design Director at KEO, participated in a panel at the Desert Architecture Forum KSA exploring how traditional architectural principles can inform contemporary sustainable design in desert climates.

Dr. Haitham shared his perspective on passive design as the foundation of climate performance, noting that thoughtful spatial planning, courtyard layouts, and shading strategies can significantly reduce energy demand before mechanical systems are introduced.

Where Climate Goals Meet Financial Reality: Hussein Gubran's Insights at STAGE Forum 2025

With an estimated US$3.5 trillion annual investment gap still separating climate ambition from delivery, capital is increasingly flowing toward projects that demonstrate both environmental credibility and financial resilience. At STAGE Forum 2025, KEO ESG Manager Hussein Gubran explored this shift through his keynote and panel discussions, highlighting how stronger ESG disclosure, blended finance models, and real-time sustainability intelligence are influencing investment decisions across transition sectors.

Urban Sustainability: Redesigning Middle Eastern Cities for Walkability, Public Transport, and Green Spaces

Srinivasan Samy, Sustainability Manager at KEO's Sustainability and Environment Division, participated as a panelist at The Filipino Times Watchlist: Top Engineers and Architects in the Middle East Summit 2025, contributing to a session on redesigning Middle Eastern cities for walkability, public transport, and green spaces.

Abu Dhabi's Livability Vision: Yomna Garada Featured in Khaleej Times

Yomna Garada, Associate Urban Planner at InSite, a KEO Allied Practice, was featured in Khaleej Times where she shared her perspective on Abu Dhabi's Dh42 billion Livability Strategy. Yomna discussed how the strategy's focus on green infrastructure, cycling tracks, and walkways aligns with the 15-minute city concept, and highlighted the role of integrated land use planning, green corridors, and data-led approaches in creating cities that are safe, accessible, and people-centered.

Heba Nazer Speaks at the Green INTERBUILD Forum 2025

Heba Nazer, Senior Sustainability Engineer at KEO, presented at the Green INTERBUILD Forum 2025 on KEO's approach to supporting clients in meeting U.S. Green Building Council standards, with a focus on digital tools and performance-based design strategies that deliver energy-efficient and resilient buildings.

Creativity & Innovation

Innovation and creative thinking are encouraged and practiced across KEO through structured programs and initiatives that give employees the opportunity to develop, test, and advance new ideas. From year-long ideation challenges to industry events and focused explorations of emerging technology, these initiatives reflect the organization's commitment to fostering a culture where innovation is actively pursued and recognized.

Building on this momentum, KEO announced at its Annual Management Conference in December 2025 that 2026 will be designated the Year of Creativity, with a series of programs planned to enable creative thinking and problem-solving across the organization, including through the use of artificial intelligence and digital tools.

KEO Disrupts: An Internal Innovation Challenge

KEO launched KEO Disrupts in 2025, inviting participants from across the firm to identify opportunities, propose solutions, and potentially see their ideas implemented across our business. The challenge generated 162 employee ideas, which were developed into 10 ventures through structured mentorship, expert guidance, and iterative evaluation. These ventures progressed through coaching sessions, presentations, and review stages before culminating in a high-energy final showdown at the Annual Management Conference, where the top teams competed and one winner was recognized.

Autodesk University 2025

KEO's experts participated in Autodesk University 2025 in Nashville, USA, with representatives from both Design and Digital teams engaging global peers on the future of collaboration and innovation. On stage, Studio Design Director Fernando Rial Ponce exhibited KEO's work in real-time collaborative design reviews using XR technologies, presenting how immersive tools strengthen multidisciplinary decision-making and accelerate project outcomes. The delegation's involvement across sessions on sustainability, future-ready platforms, and evolving digital workflows reinforced KEO's role in shaping industry dialogue.

Summer of AI

KEO continued its tradition of the Summer of Innovation series and, in line with trends and needs of the time, reimagined it as Summer of AI. The program consisted of six sessions delivered from July to September, covering topics such as global AI trends, prompt engineering, personal productivity, project performance, and the use of AI tools to support design and delivery.
The series concluded with internal case examples showcasing how teams across KEO are already applying AI in their work. Through this program, employees gained practical skills, exposure to real-world use cases, and opportunities to collaborate across disciplines. This program supports KEO's ongoing digital transformation and strengthens the integration of AI into project delivery and daily operations.

Sustainability and Environment: Our Capabilities

KEO's Sustainability and Environment practice supports clients across the full spectrum of sustainability, environmental consulting, and waste management. Our multidisciplinary teams of over 150 engineers, biologists, scientists, architects, and policy specialists bring together global credentials and regional experience to address complex challenges across three core disciplines.

This integrated model allows clients to make more informed decisions across the full project lifecycle, from policy development and planning through to execution and performance optimization. Our work is applied at national, regional, and corporate levels, with outputs that consistently meet and often exceed international benchmarks.

In Sustainability

Our services span advisory, ESG strategy, whole life carbon, energy management, certification, and technical audits.

In Environment

We support clients across permitting, biodiversity, natural capital, and compliance.

In Waste

We deliver end-to-end solutions from national strategy and infrastructure design to circular economy planning and landfill remediation.

Our Approach to Sustainability

Managing Director's Message	16
Making a Difference	17
Sustainability Governance	18
Stakeholder Engagement	19
Materiality Assessment	20
Our Alignment with SDGs	23
Looking Ahead	24

Message from KEO Sustainability + Environment Managing Director

This year marks an important step forward in strengthening our sustainability journey. We have significantly enhanced our stakeholder engagement approach, enabling deeper, more diverse inputs across the organization. This has supported our first double materiality assessment, allowing us to better understand both our impacts on the environment and society and the financial implications of sustainability-related risks and opportunities. These insights are helping us sharpen our priorities and ensure our efforts are focused where they matter most.

At the same time, we have made meaningful progress in advancing our environmental agenda, particularly in understanding our carbon footprint through the initiation of a Level 1 energy audit, which will inform our decarbonization pathway. Alongside this, we continue to grow as an organization, expanding our teams and broadening our service delivery capabilities. As we move forward, we remain committed to embedding sustainability into how we operate and deliver value, supported by a strong, people-driven foundation and a clear focus on continuous improvement.

Christian Millar
Managing Director,
KEO-Sustainability + Environment

Making a Difference

Our approach to creating meaningful and lasting impact continues to evolve, driven by insights from our enhanced materiality assessment, stakeholder engagement, and growing ESG maturity. This year, we further strengthened the way we define and deliver value, focusing on the areas most relevant to our business, our people, and the communities we serve.

Our impact is anchored in three strategic pillars that reflect our role as a people-centric consultancy and our commitment to responsible, sustainable practices:

Empowering Our People

As a people-driven organization, our success is built on the expertise, capabilities, and contributions of our workforce. We are committed to fostering a safe, inclusive, and high-performing workplace where individuals can grow, thrive, and contribute meaningfully.

We invest in human capital development, continuous learning, and leadership capability building, while maintaining a strong focus on health, safety, and employee wellbeing across all operations. Our approach is designed to support a resilient workforce that enables us to deliver quality outcomes and sustain long-term business performance.

Sustainable Solutions

We integrate sustainability into our core service offerings, embedding environmental and social considerations across the design and delivery lifecycle of our projects.

Our teams apply practical, high-impact strategies to support climate resilience, decarbonization, and resource efficiency in the built environment. While our direct operational footprint is limited, we recognize our ability to influence sustainability outcomes through project design, advisory services, and client engagement.

We continue to prioritize key environmental areas such as climate change mitigation, decarbonization planning, and responsible waste management, aligning our services with evolving regulatory and client expectations.

Community Enrichment

We are committed to contributing positively to the communities in which we operate, leveraging our expertise, partnerships, and resources to create value beyond project boundaries.

Our approach includes community engagement, volunteering, and pro bono contributions, with participation from both leadership and employees. Through these efforts, we aim to support social development, knowledge sharing, and long-term community resilience.

Sustainability Governance

KEO's sustainability governance operates through a clear chain of accountability that links executive oversight to operational delivery. The Executive Leadership Management (ELM) sets the strategic direction and provides final sign-off on sustainability policies and disclosures. The ESG team leads roadmap development, coordinates cross-functional implementation across divisions and regions, and delivers technical expertise on sustainability, decarbonization, and reporting. Day-to-day delivery is supported by senior management within each division and by regional and team managers who embed sustainability considerations into project delivery and operational decision-making.

This distributed model is designed to ensure that sustainability is not treated as a separate function but is built into how the firm plans, operates, and reports.

Executive Leadership

Sets the strategic direction for sustainability and provides final sign-off on key policies and reporting.

Senior Management (Directors)

Drives sustainability priorities across divisions, ensuring they are reflected in business planning and performance.

Regional & Team Managers

Brings sustainability into project delivery and day-to-day operations, while supporting performance tracking and reporting.

ESG Team

Leads roadmap development, coordinates cross-functional efforts, and delivers technical expertise in sustainability, decarbonization, and reporting.

Stakeholder Engagement

Engaging meaningfully with our stakeholders is essential to understanding evolving expectations, assessing our sustainability impacts, and shaping our strategic priorities. Through ongoing dialogue, we gather insights into stakeholder positions, concerns, and improvement opportunities, helping ensure our actions remain relevant and responsive to the needs of our employees, clients, and wider value chain.

These interactions strengthen our due diligence processes and inform our materiality assessment, enabling us to align our sustainability priorities, projects, and internal processes with stakeholder expectations and integrate sustainability considerations into decision-making across KEO's operations.

Our engagement approach includes multiple channels, allowing a broad and representative set of perspectives to inform our strategy. These channels include feedback surveys, townhalls, industry events, and regular operational interactions that occur throughout the year. Examples of these channels are outlined in the table.

Stakeholder Group	Engagement Channels	Purpose of Engagement	Outcomes
Employees	• Employee feedback surveys • Town halls • Internal communications • Performance Connect discussions	• Understand employee experiences, challenges, and suggestions for improvement • Raise awareness of internal policies and organizational initiatives • Support a healthy and sustainable working environment, including physical and psychological wellbeing • Strengthen engagement, retention, and talent attraction	• Global wellbeing initiatives and internal campaigns • Improved alignment on sustainability priorities • Insights to enhance employee experience and workplace practices
Clients	• Regular conversations during project delivery • Feedback at project milestones and closure • Client meetings and consultations	• Understand client expectations and satisfaction • Building trust and transparency • Identify opportunities to integrate sustainability into project delivery	• Strengthened client relationships and trust • Improved integration of sustainability within projects
Government, Regulators & Industry Peers	• Industry events and conferences • Thought leadership contributions • Joint webinars and knowledge sharing • Memberships and associations	• Stay informed on regulatory developments and sector expectations • Contribute to industry best practices and shared learning • Strengthen relationships with regulators and peer organizations	• Enhanced industry presence and collaboration • Alignment with evolving regulatory and market trends • Insights and collective efforts supporting innovation
Communities	• Direct communication via project staff and relationship officers • Interviews and engagement during environmental and social impact assessments • Community-focused initiatives in regions where KEO contributes beyond its direct project footprint	• Understand community needs, concerns, and local environmental and social priorities • Ensure responsible project development and community participation through impact assessments • Contribute positively to communities by sharing professional expertise and supporting socially beneficial projects	• Community insights integrated into project planning and mitigation measures • Strengthened community trust and relationships • Positive social impact achieved through contributions through professional expertise

Materiality Assessment

This year, KEO enhanced its materiality assessment process, adopting a more structured, data-driven, and inclusive approach. The assessment reflects our first double materiality exercise, evaluating both the impact of our activities on the environment and society, as well as the financial impacts that sustainability topics present to our business.

The process covered KEO, Allied Practices, and Meehan Green – a KEO company, and reflects a continued evolution in both methodological approach and stakeholder engagement.

Our Materiality Approach

Our approach is aligned with the Global Reporting Initiative (GRI) Standards, while also incorporating financial perspectives in this assessment in recognition of evolving sustainability trends and the growing importance of financial dimensions of materiality and increasing adoption of standards such as IFRS S1/S2. We will continue to refine our approach over time in line with emerging practices and expectations.

This year, the assessment encompassed peer benchmarking, international framework guidance, market and landscape review, and internal insights to build a comprehensive and defensible set of material topics.

Materiality Assessment

01 Identification of Potential Material Topics

The assessment began with a structured identification phase:

- **Peer Benchmarking:** We conducted a detailed review of comparable regional and international peers in the built environment and consultancy sectors to understand commonly reported and emerging material topics.
- **Framework Alignment:** Our primary alignment is with GRI standards, while both GRI and ISSB standards were used to inform the long list of material topics, ensuring alignment with global expectations and disclosure trends.
- **Internal Context Review:** Organizational priorities, strategic objectives, internal policies, prior disclosures, and insights from KEO's internal Gap Analysis register were assessed to ensure relevance to our business model.
- **Market and Industry Trends:** Global and regional sustainability developments were reviewed to capture forward-looking and sector-relevant themes.

These inputs were consolidated into a long list of potential material topics, representing a broad universe of sustainability considerations.

02 Stakeholder Engagement

Building on prior years, we adopted a more comprehensive and inclusive engagement approach, significantly increasing both the depth and breadth of internal stakeholder participation.

Stakeholders across functions including leadership, project delivery teams, technical experts, and corporate functions, were engaged through multiple channels, such as facilitated workshops, targeted surveys and one-to-one discussions. This process captured function-specific perspectives, ensured robust participation and resulted in enriched outcomes from across the organization.

03 Assessment and Prioritization

Inputs collected through stakeholder engagement were systematically evaluated using a scoring methodology. The results were consolidated and reviewed internally to ensure consistency and alignment.

The assessment confirmed strong stakeholder alignment on KEO's priority topics, with human capital development, health and safety, employee wellbeing, business ethics, data security, and risk and compliance emerging as the most significant across both impact and financial dimensions. Environmental topics, particularly decarbonization planning, waste management, and enabling sustainable projects, were prioritized within KEO's operational context as a professional services firm with comparatively limited direct footprint but significant ability to influence outcomes through service delivery.

The outcomes were further analyzed and refined through internal discussions to ensure that the results accurately reflected KEO's operational context, strategic direction, and sector relevance.

04 Validation and Finalization

The prioritized topics underwent a multi-level internal validation process:

- Sustainability leadership and subject matter experts reviewed the outcomes to assess applicability and completeness.
- Further discussions were held to ensure that the results were meaningful within KEO's specific business context and reflective of both current and emerging priorities.

Materiality Assessment

Outcome

The result of this enhanced and iterative process is a set of most material sustainability topics, derived from a combination of benchmarking insights, stakeholder inputs, structured analysis, and internal validation.

The final list represents the full set of material topics for KEO. Within this, social topics emerge as the most prominent, followed by governance and environmental themes. This distribution reflects the people-centric nature of our operations as a consultancy, where human capital is our primary asset and a key driver of value creation and service delivery.

Through the assessment process, a number of topics were identified as particularly significant for KEO across both impact and business dimensions. In particular, human capital development, health and safety, and employee wellbeing emerged as critical priorities, highlighting the importance of attracting, developing, and safeguarding talent to deliver high-quality outcomes. In parallel, governance-related topics such as business ethics, data security, and risk and compliance were also identified as key areas of focus, underscoring the need to maintain trust, integrity, and accountability in our operations and client engagements.

While our direct environmental footprint is comparatively limited, we recognize the importance of environmental stewardship. As such, priority environmental topics, particularly decarbonization planning and waste management, remain integral to our sustainability strategy and actions.

Looking ahead, KEO will continue to enhance and evolve its materiality assessment process to ensure it remains robust, inclusive, and aligned with emerging best practices, while supporting informed decision-making and long-term value creation.

Materiality Assessment

Our Material Topics

Environment

Climate Resilience	Managing KEO's greenhouse gas emissions and energy consumption across operations. Identifying and planning to respond to climate-related risks in both our business activities and project delivery.
Enabling Sustainable Projects	Integrating sustainability principles into KEO's design, engineering, and project delivery services, enabling clients to achieve environmental and social outcomes through the built environment.
Water Management	Monitoring and managing water consumption across KEO's operations.
Waste Management	Reducing and managing waste generated through KEO's operations and applying responsible waste considerations across the project lifecycle.

Social

Health & Safety	Maintaining safe and healthy working conditions across all sites, preventing workplace injuries, and upholding occupational health standards for employees, subcontractors, and all personnel working under KEO's oversight.
Employee Wellbeing	Supporting the physical, mental, and emotional wellbeing of KEO's workforce through dedicated programs, inclusive policies, and a workplace culture that values people.
Human Capital Development	Investing in employee growth through training, skills development, and career advancement opportunities that strengthen both individual capability and organizational performance.
Supply Chain Management	Overseeing the environmental and social practices of suppliers and business partners to ensure KEO's supply chain reflects its values and standards.
Diversity & Inclusion	Ensuring a workforce that reflects diverse backgrounds and perspectives, ensuring equal opportunities and maintaining an inclusive culture where all employees can contribute and thrive.
Community Engagement	Building meaningful relationships with the local communities in which KEO operates, and contributing positively through its presence, projects, and people.

Governance

Corporate Governance	Maintaining a clear and accountable organizational structure, with defined leadership responsibilities, management oversight, and decision-making processes that support ethical and effective operations.
Business Ethics	Upholding integrity across all business activities through robust anti-corruption, anti-bribery, and ethical conduct policies that apply to all employees and business relationships.
Data Security	Protecting sensitive client, employee, and company data through robust cybersecurity measures, defined policies, and practices that guard against breaches, cyber threats, and unauthorized access.
Risk & Compliance	Identifying and managing business risks across functions and geographies, and ensuring adherence to applicable laws, regulations, and industry standards through a collaborative and responsive approach.
Engagement & Reputation	Nurturing trust with clients, industry peers, and wider stakeholders through communication, thought leadership, and consistent service delivery that reinforces KEO's credibility across the markets & sectors of operation.
Accountability & Transparency	Meeting our commitment to responsible reporting through ESG disclosures, performance data, and accountability for the outcomes we communicate to stakeholders.

Materiality Assessment

Our Alignment with SDGs

The outcomes of this assessment guide our sustainability reporting, strategic planning, and approach to delivering value for clients and communities. KEO will continue to refresh its materiality assessment periodically to reflect evolving organizational regional and regulatory context and global sustainability developments.

KEO recognizes the role that businesses play in advancing the United Nations Sustainable Development Goals and has mapped its activities and disclosures against the goals where it can make a meaningful contribution.

As a professional services firm and employer across multiple regions, KEO's strongest alignment is with SDG 8, Decent Work and Economic Growth, reflected across its employment practices, skills development, health and safety, and diversity commitments, with most disclosures mapped to this goal.

SDG 12 – Responsible Consumption and Production, SDG 16 – Peace, Justice and Strong Institutions, SDG 3 – Good Health and Well-Being, and SDG 5 – Gender Equality, follow as the next most represented goals, together reflecting KEO's approach and focus across resource management, ethical governance, and employee wellbeing.

Beyond its workforce and operations, KEO's project delivery and environmental management practices contribute to a further nine goals. The table highlights KEO's most closely aligned goals and their relevance to the firm's activities.

SDG	Title	Relevance to KEO
3 GOOD HEALTH AND WELL-BEING	**Good Health and Well-Being**	Employee wellbeing programs, mental health support, and occupational health standards
5 GENDER EQUALITY	**Gender Equality**	Equal opportunity policies, gender-balanced hiring, and inclusive workplace practices
8 DECENT WORK AND ECONOMIC GROWTH	**Decent Work and Economic Growth**	Fair employment, safe working conditions, skills development, and workforce diversity
12 RESPONSIBLE CONSUMPTION AND PRODUCTION	**Responsible Consumption and Production**	Operational resource efficiency, waste management, and sustainable procurement
13 CLIMATE ACTION	**Climate Action**	GHG emissions management, decarbonization advisory, and green building certification
16 PEACE, JUSTICE AND STRONG INSTITUTIONS	**Peace, Justice & Strong Institutions**	Anti-corruption practices, ethical conduct, and transparent governance

Looking Ahead

As we continue to advance our sustainability journey, our focus will be on practically integrating sustainability across all business functions. This includes strengthening internal processes, advancing shared ownership and aligned accountability, and ensuring that sustainability considerations are consistently embedded in planning, operations, and decision-making. We also aim to streamline our ambition and target-setting efforts while developing a roadmap aligned with our material topics.

On the service delivery side, we will continue building on our existing capabilities and expanding our sustainability offerings to better support clients in transitioning to a low-carbon, resilient, and resource-efficient future. This includes further developing our expertise in areas such as decarbonization, climate resilience, biodiversity and ecosystem considerations, and ESG advisory services.

Environmental Sustainability

Environmental Sustainability	26
GHG Emissions	27
Energy Management	29
Waste Management	29
Water Management	30
Environmental & Quality Management	30
Enabling Sustainability Through our Projects	31
Looking Ahead	43

Environmental Sustainability

KEO's approach to environmental management is guided by its Environmental and Sustainability Policy, signed by the President and CEO and reviewed annually, which sets out the organization's commitments to regulatory compliance, resource efficiency, emissions reduction, waste management, and environmental incident prevention across all work activities. The policy is published on KEO's website and provides the overarching framework within which environmental performance is managed and reported.

In 2025, KEO advanced its environmental performance management by strengthening data quality, expanding emissions coverage, and embedding resource efficiency more deeply across its operations.

Key milestones during the year included the completion of ASHRAE Level 1 energy audits across 10 global office locations, providing a comprehensive baseline to inform targeted energy efficiency actions and support KEO's long-term transition toward net-zero. KEO also enhanced the completeness and transparency of its greenhouse gas (GHG) inventory through improved Scope 3 data development, supplier engagement, and the first-time inclusion of additional emissions categories, in line with GHG Protocol requirements. Updates to the organizational boundary ensured that changes in the operational footprint, including new and shared office locations, were accurately reflected.

Mangrove Planting: Contributing to the UAE's 100 Million Tree Program

More than 150 KEO employees and their families came together to plant mangrove trees at Chalhoub Beach as part of the UAE's 100 million mangrove tree planting program. Participants also learned about the role mangroves play in coastal protection, marine habitat preservation, and carbon sequestration.

GHG Emissions

In 2025, we strengthened our commitment to energy efficiency by continuing to identify and implement measures to reduce energy consumption across our offices. As a key milestone, we successfully completed ASHRAE Level 1 energy audits across 10 global office locations. These audits provide a robust baseline understanding of our energy performance and form a strong foundation for our net-zero transition.

We recognize that energy efficiency is the "first fuel" for decarbonization. Accordingly, our decarbonization strategy prioritizes actions within our direct operational control. The first step focuses on optimizing energy consumption across our facilities. As a second step, we aim to procure green power to neutralize energy-related emissions and explore the use of renewable energy certificates (RECs) and high-quality carbon credits to address residual emissions.

The ASHRAE Level 1 walkthrough audits identified several key decarbonization opportunities, including:

- Upgrade and optimization of HVAC systems
- Lighting efficiency improvements and controls optimization
- Exploration of on site renewable energy generation
- Additional building performance improvement initiatives

These measures will guide our near- and medium-term action plans, enabling measurable energy savings while supporting our broader climate and sustainability objectives.

In 2025, we initiated supplier engagement activities to improve the quality and accuracy of our Scope 3 greenhouse gas (GHG) emissions data.

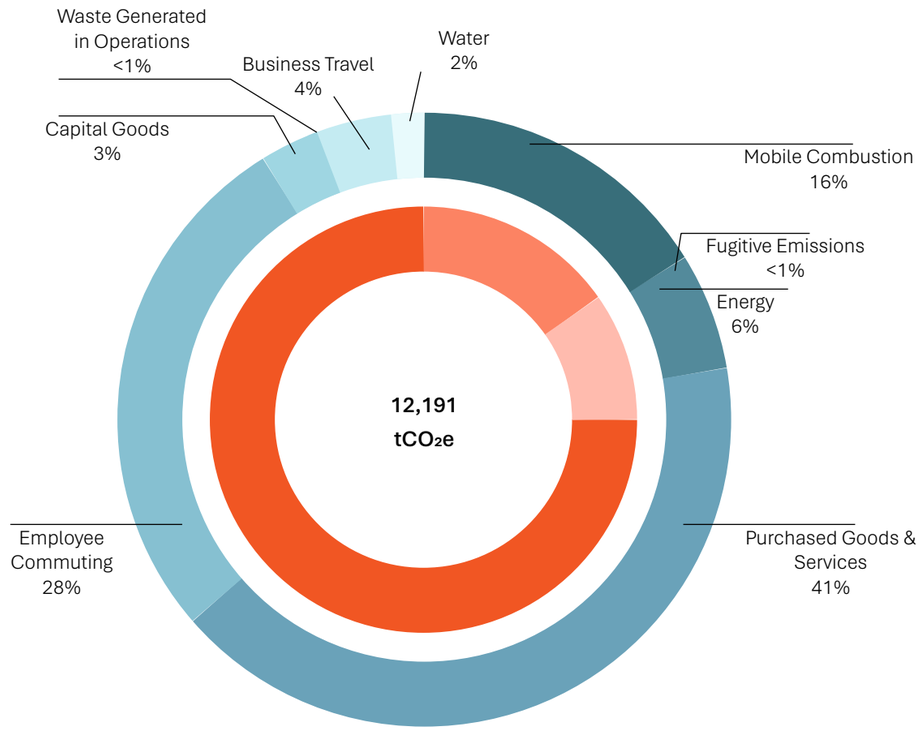
By engaging suppliers directly and encouraging the disclosure of primary emissions data, we aim to increase data transparency, improve calculation accuracy, and better reflect the actual carbon intensity of our value chain.

In line with the GHG Protocol — Corporate Accounting and Reporting Standard, the organizational boundary was reviewed and updated in 2025 to reflect changes in the Company's operational footprint following the addition of new office locations. For the first-time, emissions from shared office facilities in London, Lisbon, and Madrid have been included and reported under Scope 3 (Category 8: Upstream leased assets), as these locations operate as shared or coworking spaces where the Company does not have full operational or financial control. Emissions have been calculated based on the Company's proportionate use of these facilities.

In addition, emissions from the Meehan Green office have been included within the organizational boundary from the commencement of operations in 2025.

In 2025, KEO reported total Scope 1, 2, and 3 greenhouse gas (GHG) emissions of 12,191 tCO_2e. While this represents a marginal reduction of 0.3% against 2024 (12,230 tCO_2e), the more important development in 2025 is the substantial expansion of our reporting boundary and data quality. New offices in London, Lisbon, and Madrid are included for the first-time under Scope 3, Meehan Green has been brought into the inventory from its date of operation, and methodologies for fleet emissions, employee commuting, and water consumption have been refined. As a result, 2025 establishes a more complete and methodologically robust baseline against which future performance will be measured.

GHG Emissions



Scope 1 Emissions:

In 2025, KEO significantly expanded the scope and accuracy of its Scope 1 inventory. With improved access to fleet and transport fuel records across all operating regions, mobile combustion emissions are now reported at 1,955 tCO_2e, compared to a more limited 340 tCO_2e reported in 2024 under narrower data coverage. Total Scope 1 emissions for 2025 stand at 1,977 tCO_2e and represent the first year in which the inventory comprehensively captures fleet activity across the Group. This expanded coverage establishes a credible baseline for setting forward-looking reduction targets.

Scope 2 Emissions:

Total Scope 2 emissions decreased by approximately 12%, falling from 824 tCO_2e in 2024 to 725 tCO_2e in 2025. This reduction was primarily driven by changes in operational activity at the Kuwait and Abu Dhabi offices, together with grid decarbonization efforts, which led to a decrease in overall electricity and cooling consumption.

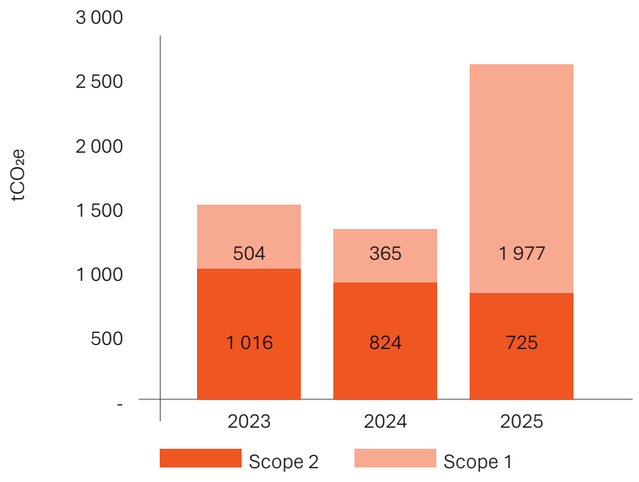
Scope 3 Emissions:

Scope 3 emissions continue to represent the largest share of KEO's total carbon footprint, contributing approximately 78% of total emissions in 2025. Overall, Scope 3 emissions decreased from 11,041 tCO_2e in 2024 to 9,490 tCO_2e in 2025, a reduction of around 14%.

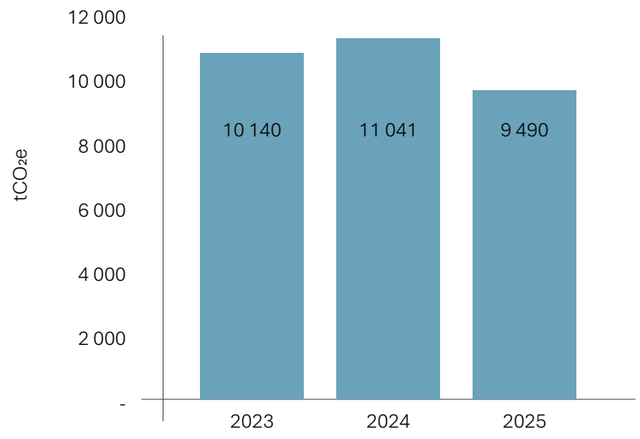
Purchased goods and services continued to be the largest contributor to emissions, accounting for 5,032 tCO_2e. However, emissions from this category decreased by approximately 22% compared to 2024, primarily reflecting changes in procurement patterns and enhanced spend categorization, which improved the accuracy of emissions calculations

Employee commuting emissions decreased from 4,142 tCO_2e in 2024 to 3,382 tCO_2e in 2025, a reduction of approximately 18%, driven by hybrid working arrangements and changes in workforce mobility patterns.

Scope 1&2 Emissions



Scope 3 Emissions

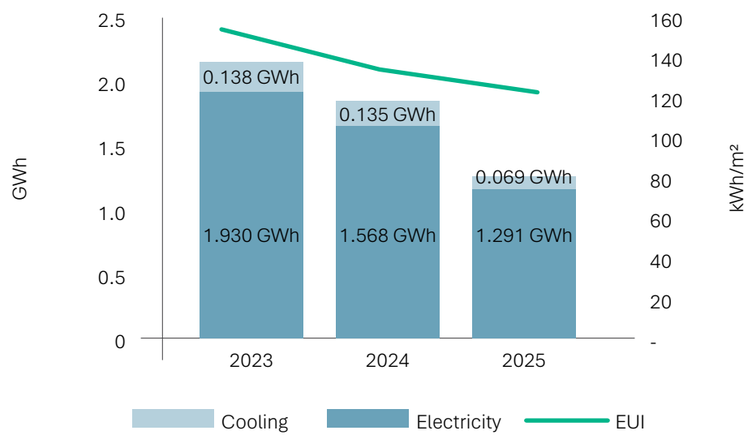


Energy Management

In 2025, total building energy consumption (electricity and district cooling combined) across KEO's office locations reached approximately 1.4 GWh, a 20% reduction compared to 1.7 GWh in 2024. This decline reflects the consolidation of occupied space across certain office locations during the year, supported by ongoing grid decarbonization in markets where KEO operates.

Separately, fleet and transport fuel consumption increased substantially in 2025, reflecting the expansion of reporting boundary and improvements in data capture described in the GHG Emissions section above. The two trends are not directly comparable: building energy reflects KEO's directly controlled office footprint, while fleet fuel reflects an inventory that has now been brought to full coverage for the first-time.

Energy Consumption & EUI



Waste Management

Total waste generation in 2025 rose to 67,325 kg, compared with 51,337 kg in 2024, reflecting higher operational throughput across an expanded office portfolio. The reported segregation rate stood at 22%, lower than the 38% reported in 2024.

In line with our commitment to verifiable reporting, we undertook a detailed review of waste management practices across our offices during the year. The review found that, outside of UAE operations, segregated waste streams are collected by the same service providers as general waste, and final disposal cannot be independently verified. From 2025 onward, KEO classifies waste as recycled only where downstream recovery can be confirmed. The lower headline segregation rate therefore reflects a more conservative and accurate accounting basis, not a deterioration in operational practice.

At corporate level, the verified waste diversion rate for 2025 is 0.8%, with UAE operations achieving 8% based on confirmed recycling data. Engagement is underway with recycling service providers in non-UAE markets to expand verifiable diversion in 2026.

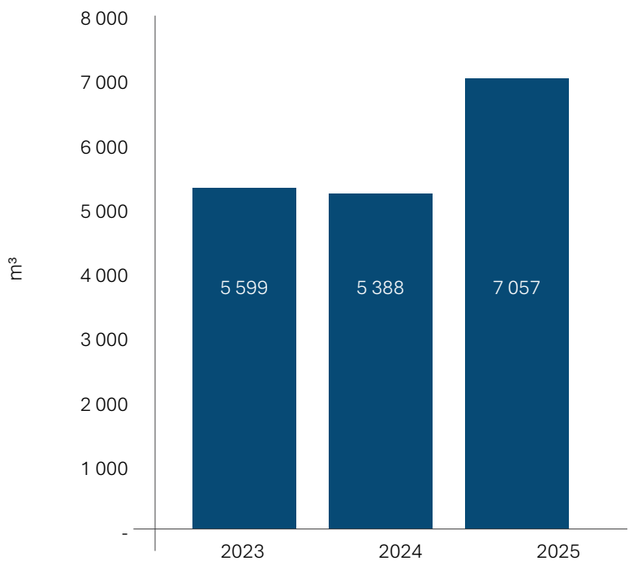
Our total waste segregation rate for 2025 reached 22%. In the coming year, segregated waste quantities will be classified under recycling only after confirming that the waste has been completely recycled, ensuring accuracy, transparency, and alignment with best-practice reporting standards.

Water Management

Water consumption estimates are based on average effective full-time equivalents (FTEs), taking into account hybrid working arrangements. This approach ensures a consistent and comparable methodology across all office locations where direct water metering is not available.

KEO's reported water consumption for 2025 is 7,057 m^3, compared with 5,388 m^3 in 2024. The increase reflects two changes: a larger operational footprint driven by new office locations brought into the boundary during 2025, and a refinement to the effective full-time equivalent (FTE) calculation methodology that more accurately captures actual occupancy across hybrid working arrangements. The 2025 figure represents the more methodologically robust basis on which future water performance will be tracked. KEO will continue to evaluate opportunities to introduce direct metering at office locations where this is feasible.

Water Consumption



Environmental & Quality Management

Environmental Management at KEO is integrated within our comprehensive Business Management System (BMS), which centrally governs our Quality (ISO 9001) and Health & Safety (ISO 45001) frameworks. This integrated approach ensures that environmental stewardship is embedded across all operational levels, fostering a consistent culture of responsibility and technical integrity throughout the organization.

In 2025, we brought all business divisions under the scope of our ISO 14001:2015 certification, ensuring that unified environmental practices are applied across our entire service portfolio. This alignment ensures that every division employs consistent management protocols, reinforcing our commitment to best practices and providing a standardized approach to environmental performance throughout the firm's operations.

A dedicated team regularly reviews performance indicators and protocols, sharing progress updates across the company. This process supports the ongoing refinement of environmental management practices and ensures they remain measurable and aligned with KEO's broader corporate sustainability commitments.

LEED v5 Training: Meehan Green Delivers Ireland's First Technical Workshop

Meehan Green delivered Ireland's first LEED v5 BD+C and ID+C Technical Workshop in Dublin, led by Director Nellie Reid and Sustainability Consultant Eliza Mauro in collaboration with the Irish Green Building Council, GBCI Europe, and the U.S. Green Building Council.

The full-day session introduced the principles and updated credit structure of LEED v5, a framework that integrates decarbonization, human health, ecological restoration, equity, and resilience, and explored its application across Irish and European project contexts. The workshop was the first in a planned training series supporting the industry's transition to LEED v5.

Enabling Sustainability through our Projects

Across KEO's operating regions, sustainability requirements in the built environment continue to evolve. This includes tightening regulatory frameworks, with a concrete example of UAE's climate legislation as well as expanding ESG reporting requirements across the GCC. Alongside this, embodied carbon, whole-life performance, and green building certification have become increasingly standard considerations in project design and delivery.

KEO's work in this area operates across two dimensions. Through its service delivery, KEO's teams across divisions incorporate sustainability considerations into projects, whether as the primary scope or as a contribution beyond it.

In parallel, KEO continues to develop the technical knowledge and capabilities of its people to keep pace with evolving standards, certification requirements, and market expectations. This furthers our positive sustainability impact through service delivery.

The following section presents a selection of projects from across KEO's divisions during the reporting period.

CASE STUDY: LIV Maritime City Residential Tower

LOCATION: Maritime City, UAE
CLIENT: LIV Developers

LIV Maritime is a waterfront residential development in Dubai for which KEO served as Lead Consultant, providing design, environmental and green building consulting, landscape, and construction supervision services across enabling and main works. The project is being delivered to LEED BD+C Silver standard, with sustainability integrated across the building's design, construction, and operation.

The development sits on previously developed land, avoiding greenfield impact, and is designed to support a walkable lifestyle for residents. A supermarket, jogging track, and public park are all within easy reach, with fitness and pool facilities available within the building itself, reducing the need for private vehicle use in daily life.

The building's design prioritizes occupant comfort and environmental performance in equal measure. Considered choices in the building envelope, ventilation, and lighting systems reduce energy demand without compromising the quality of internal spaces, and 65% of regularly occupied areas benefit from natural daylight. Water consumption is reduced by water-efficient landscaping using native and adaptive species, combined with the reuse of condensate water for irrigation. Waste segregation infrastructure is built into the design at both the apartment and communal level, supporting responsible resource management throughout the building's operational life.

26%
Projected reduction in energy costs and GHG emissions against baseline

57%
Reduction in water use against baseline

27%
Energy cost and GHG savings including enhanced dwelling unit lighting performance

65%
Regularly occupied areas with access to natural daylight

KEO Lead Division:

Design

CASE STUDY: Lucknow Cityside Development

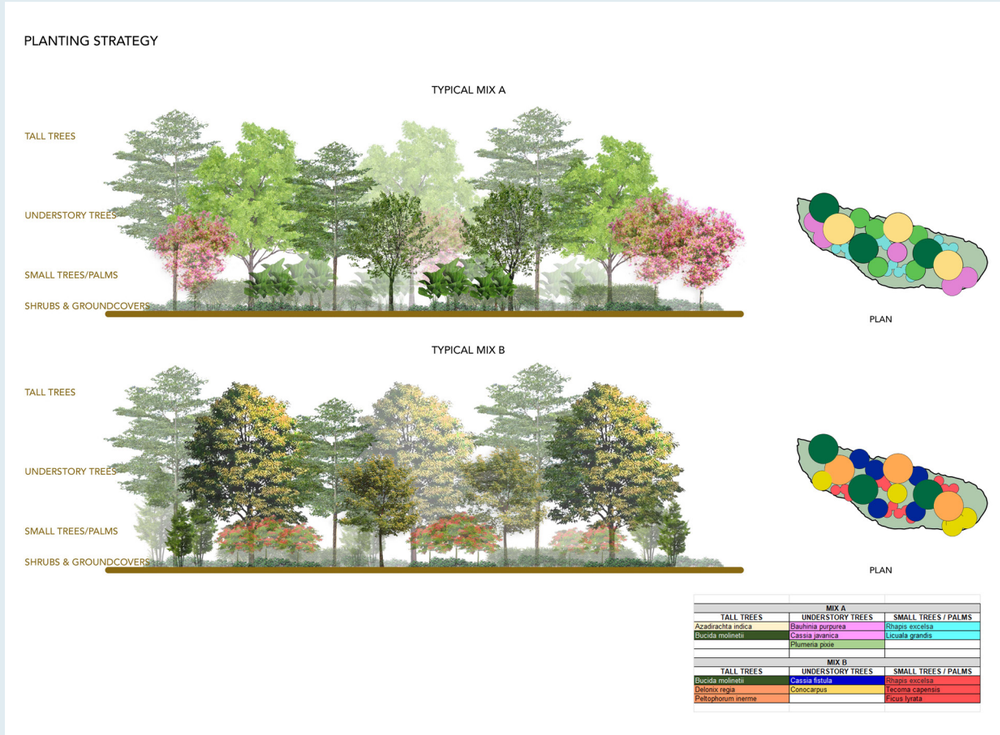
LOCATION: Lucknow, India
CLIENT: ZNera Space Architecture Studio
END CLIENT: ADANI

Strategically located opposite Lucknow International Airport, Lucknow Cityside Development is planned as a sustainable, pedestrian-oriented mixed-use destination. The masterplan merges diverse experiential spaces through a contemporary design language that reflects the rich cultural heritage of Uttar Pradesh.

InSite was appointed to deliver the full landscape design scope, including hardscape design, planting strategies, site furniture, swimming pools, and water features. The landscape strategy was developed in alignment with India's Environmental Clearance process, with a focus on sustainable water management, efficient land-use planning, and maximization of green open space.

Stormwater retention ponds, channels, and monumental rainwater collector structures capture precipitation on site to supply irrigation and reduce demand on municipal water resources. A multi-use lawn paired with an integrated bioswale manages surface runoff and also serves as a flexible community space for gatherings, recreation, and cultural activities. A Miyawaki native afforestation zone introduces dense clusters of indigenous tree species, accelerating canopy formation, supporting biodiversity, and improving microclimate conditions.

The project adopts a landscape-led strategy grounded in circularity and adaptation, anchoring social spaces within functioning natural systems and embedding the cultural identity of Uttar Pradesh into a contemporary, place-defining public realm.



KEO Lead Allied Practice:

CASE STUDY: Facility Assessment for a Sports Facility

LOCATION: KSA
CLIENT: Confidential

OPTIMA, a KEO Allied Practice, was commissioned to carry out a Facility Condition Assessment of an existing multi-purpose sports campus in Saudi Arabia, covering structural, MEP, compliance, accessibility, and operational performance. The assessment identified lifecycle, safety, and efficiency gaps to inform future capital planning, and concept design was then developed to support the client's Design and Build procurement process.

Sustainability was not an explicit requirement within the original FCA scope. However, the assessment identified material gaps across energy efficiency, water management, and resource use, and the OPTIMA team introduced sustainability considerations beyond the contracted brief. The findings were presented to the client with recommendations to formalize baseline metrics and integrate sustainability performance tracking into lifecycle and facilities management strategy.

As a direct outcome of these recommendations, the client initiated a sustainability review as part of the Design and Build procurement package, establishing a pathway to embed measurable sustainability KPIs within future design, delivery, and operational phases. While full sustainability integration is not yet in place, the FCA process gave the client a clear picture of the lifecycle condition of their MEP installations and building fabric, including associated risks, inefficiencies, and future investment requirements.

KEO Lead Allied Practice:

OPTIMA

CASE STUDY: Capital Markets Authority Headquarters

LOCATION: Kuwait
CLIENT: Capital Markets Authority

KEO's PMCM division is providing project management and construction management services for the new headquarters of the Capital Markets Authority (CMA) in Kuwait City, a landmark institutional building being developed on Abdullah Al Ahmad Street within a planned multi-function financial district.

The project is designed to reflect contemporary Kuwait while drawing on traditional Kuwaiti architectural principles, reinterpreted through modern form. Shading strategies, atriums, and spatial proportions respond to the local climate and cultural context. Also, advanced building systems prioritize energy efficiency, safety, and long-term adaptability. The building is targeting LEED BD+C Silver certification, with sustainability rooted across design, construction, and operational performance requirements.

The project has a comprehensive sustainability framework. Indoor water use is targeted at a minimum 45% reduction against baseline, supported by low-flow fixtures, sensor faucets, and real-time metering integrated with the building management system. Low-emitting materials are specified throughout, and renewable energy technologies including photovoltaic and solar thermal systems have been considered within the design strategy.

KEO's role has included the preparation and submission of periodic sustainability submittals as part of the formal monthly reporting package, maintaining structured oversight of environmental compliance, resource and waste management, and LEED progress throughout construction.

KEO Lead Division:

PMCM

CASE STUDY: College of Medicine and Health Sciences

LOCATION: Qatar
CLIENT: ASHGHAL

With the project nearing completion, KEO's environmental and sustainability program has delivered measurable outcomes across waste, energy, and water performance.

A standout achievement has been the diversion of 90% of construction waste from landfill through material recovery, reuse, and recycling. Managing site-clearance waste presented a particular challenge, addressed through circular economy strategies that exceed standard industry practice. This performance has been recognized through consecutive annual awards under Ashghal PWA-BDP's Environmental and Sustainability Awards.

Alongside waste performance, the project has reduced energy and water demand through operational efficiency measures and the integration of renewable energy, contributing to a more resource-responsible delivery approach.

A grassroots recycling initiative, run informally outside the formal project KPIs, saw project staff and workers bringing recyclable materials and reusable items from home to an on site collection facility. While modest in scale, the initiative encouraged a broader culture of environmental awareness among the project workforce and wider stakeholder community.

KEO Lead Division:

Sustainability + Environment

CASE STUDY: Environmental Sustainability Roadmap and Airport Carbon Accreditation

LOCATION: GCC
CLIENT: Confidential

KEO was engaged by a major international airport operator in the GCC to support its progression toward Airport Carbon Accreditation (ACA), develop an Environmental Sustainability Roadmap, and prepare its annual ESG report in alignment with evolving disclosure requirements. These efforts support the client's environmental commitments under national aviation sector frameworks as well as align with national vision and ambitions. To advance its strategic objectives, the client required the establishment of robust carbon management processes aligned with ACA requirements, alongside a structured approach to translate high-level sustainability targets into actionable initiatives within a complex regulatory and operational environment.

KEO developed an integrated approach that combined ACA readiness, ESG disclosures, and long-term sustainability planning into a unified framework.

This included strengthening data management processes, aligning existing policies with international aviation sustainability standards, and embedding governance mechanisms to support performance tracking and transparent reporting. The roadmap focused on key priority areas such as energy and carbon management, water stewardship, waste and circularity, and biodiversity, while the ESG reporting framework ensured consistency with recognized standards and stakeholder expectations.

Collectively, these measures provided an actionable pathway for the airport's net-zero ambition, supported its progressive ACA accreditation journey, and enhanced the transparency and credibility of its sustainability reporting.

KEO Lead Division:

Sustainability + Environment

CASE STUDY: ASHRAE Level 1 Energy Audit

LOCATION: UAE
CLIENT: Confidential

KEO was commissioned to conduct a portfolio-wide ASHRAE Level 1 Energy Audit across 28 assets owned by the client under one of their portfolios, covering a diverse mix of residential, retail, and commercial properties. The project aimed to establish robust asset-level baselines and identify actionable efficiency opportunities to support strategic decision-making.

A key differentiator of this engagement was the development of common area baselines, isolating landlord-controlled consumption to provide a clear and accurate representation of performance under the client's direct responsibility. This approach enables meaningful analysis and ensured that recommended measures are both targeted and implementable.

KEO's Energy team conducted comprehensive utility analysis and benchmarking, enabling performance comparison across the assets.

Each asset was also assessed through on site walkthroughs, system-level evaluations, and end-use breakdowns, leading to identification of tailored Energy and Water Conservation Measures (ECMs/WCMs) with preliminary financial assessments.

The project provided the client with a standardized and scalable framework for understanding energy and water performance across the portfolio, forming a strong foundation for prioritizing high-impact assets, proceeding with detailed audits, and supporting investment planning and decision-making.

The outcome is a data-driven roadmap for efficiency improvement, aligned with operational realities and portfolio-level optimization objectives.

KEO Lead Division:

Sustainability + Environment

CASE STUDY: Urban Development for Jadat Baghdad

LOCATION: Baghdad, Iraq
CLIENT: Jadat Baghdad

Jadat Baghdad is a transformative urban development within a historically significant district of Baghdad, covering nearly 1.2 million square meters. The masterplan delivers over 200,000 square meters of green open space, anchored by two landmark parks and a 42-meter-wide civic avenue, alongside 2,058 villas, mixed-use residential buildings, and a full range of community amenities including mosques, schools, retail, and civic spaces.

KEO's InSite studio led the full landscape architecture, irrigation, and lighting design scope from concept through detailed design. The approach was grounded in Baghdad's cultural heritage, climate, and spatial character, treating sustainability as a foundational design principle rather than a compliance consideration. A central water canal, inspired by the ancient qanat system, serves as both a civic landmark and a contemporary stormwater channel, reconnecting the community to the city's historic water management traditions.

The canal's geometry shifts in width, depth, and enclosure along its length to create passive cooling, shade, and varied planting conditions responsive to different urban contexts.

Native and climate-appropriate planting species reduce irrigation demand and enhance microclimate performance throughout the public realm. Locally sourced stone, bio-based materials, and porous paving support ecological processes including water infiltration and soil health, while embedding cultural continuity and construction resilience into the fabric of the development. The landscape and lighting design were coordinated as a single integrated scope, ensuring a coherent experience from day to night across the civic spine.

Jadat Baghdad is recognized within KEO as a benchmark project illustrating how landscape-led public-realm design can drive cultural regeneration, environmental performance, and civic identity within complex urban contexts. The project's impact and design quality were further validated by its recognition as Landscape Project of the Year – Middle East Design Awards 2025.

KEO Lead Allied Practice:

IN/SITE

50%
waste diverted from landfill

200,000 m²
Green and open space delivered

8,000–10,000 m³
Estimated annual water savings through water-sensitive design

CASE STUDY: Yas Park

LOCATION: Abu Dhabi, UAE
CLIENT: ALDAR

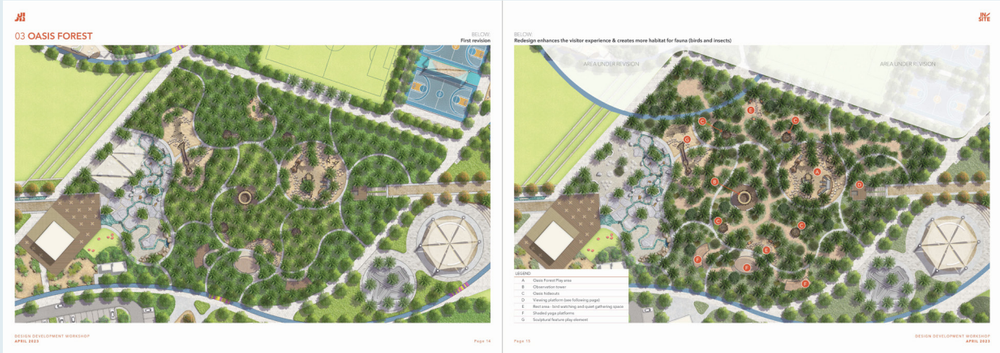
Yas Park is an urban park set within the Noya residential development on Yas Island, designed by KEO's InSite studio for Aldar. The central ambition was to establish a self-sustaining ecosystem that supports biodiversity while offering residents an educational, multi-sensory experience of nature within an urban setting.

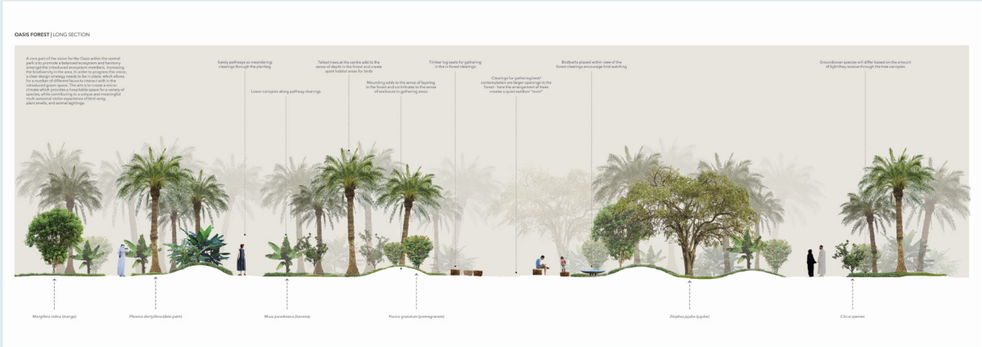
The landscape strategy is built around the vertical stratification of plant species, from groundcovers and shrubs to understory and canopy trees, creating distinct microclimates and habitat niches suited to diverse plant and animal communities. Species were chosen specifically to attract pollinators, birds, and beneficial insects, with continuous planting corridors maintaining ecological connectivity across the site.

Cultural heritage is integrated into the design through references to traditional Emirati landscape practice. A falaj water channel within the Oasis Forest and a tiered planting approach inspired by historic oasis agriculture reinforce a sense of place rooted in the region's identity. Dense vegetation within the Oasis Forest also buffers airborne dust and improves air quality for visitors.

Interpretive signage highlights significant flora and fauna throughout the park, encouraging environmental stewardship among residents and visitors. Shaded, pedestrian-friendly paths support active lifestyles while reinforcing the park's ecological fabric.

The project demonstrates how placemaking and ecological design can be combined to deliver biodiversity net gain and long-term resilience within a vibrant, functioning urban park.





KEO Lead Allied Practice:

CASE STUDY: Niche Living

LOCATION: Dublin, Ireland
CLIENT: Bartra Capital

Niche Living Ballsbridge is a purpose-built co-living development on Merrion Road, Dublin 4, comprising 98 serviced studios supported by extensive shared amenities including coworking spaces, gym, cinema, laundry facilities, bicycle parking, and landscaped rooftop terraces. KEO provided LEED consulting services on the project, which is targeting LEED v4 Gold certification.

The development places strong emphasis on low-impact urban living. A high-performance building envelope, energy-efficient MEP systems, LED lighting, and site-generated renewable energy collectively reduce operational energy demand. Water-efficient fixtures and robust composting and recycling infrastructure address resource use at the building level, while metering systems support ongoing performance monitoring.

The project's location and design actively support active and sustainable travel, with excellent public transport access, dedicated cycling infrastructure, and bike EV charging provision reducing reliance on private vehicles for residents.

Together, these measures are designed to deliver reduced operational impact, improved occupant wellbeing, and long-term resilience for a building type that places shared living and community at its core.

KEO Lead Division:

MEEHAN GREEN
A KEO Company

CASE STUDY: Building Certifications for a Pharmaceutical Facility

LOCATION: Ireland
CLIENT: Confidential

KEO provided LEED consultancy services for a large-scale biomanufacturing facility in Limerick, Ireland, developed for a global pharmaceutical client. The 45,000 square meter campus achieved LEED NC v4 Gold certification with 65 points, and is designed to operate as a fully digital, highly automated manufacturing environment.

Sustainability was a central focus of the development from the outset. The facility is designed to achieve 35% lower energy intensity, 40% less water use, and 15% less waste generated on site compared to equivalent facilities, in direct alignment with the client's global 2030 environmental targets. A significant solar investment on the campus is estimated to generate 3.17 million kWh of renewable energy annually, sufficient to power approximately 755 homes. Rainwater harvesting through an array of on site cisterns recovers approximately 2 million liters of water per year for reuse within the facility.

The development also incorporates climate resilience measures, carbon sequestration initiatives, and a biodiversity program managed in partnership with University College Cork, protecting rare species on site and restoring resilient grassland habitat.

These combined strategies position the facility among the most environmentally progressive biomanufacturing developments in Europe.

Limerick pharmaceutical facility

- LEED Gold LEED NC v4, 65 points
- 35% Lower energy intensity vs comparable facilities
- 40% Reduction in water use vs comparable facilities
- 3.17M kWh Renewable solar energy generated annually
- 2M liters Rainwater harvested and reused per year

KEO Lead Division:

MEEHAN GREEN
A KEO Company

Looking Ahead

We will continue to strengthen our environmental performance by enhancing the quality, accuracy, and management of our data, enabling more informed decision-making and transparent reporting. Building on the insights from our recent initiatives, we will progress our decarbonization journey, with a focus on translating the outcomes of our Level 1 energy audit into targeted actions to reduce our carbon footprint and define a clear pathway forward.

At the same time, we will continue to contribute to broader sustainability outcomes through our core business, supporting clients with environmental and sustainability services while further building the capabilities of our teams to deliver high-impact solutions. As the regulatory and market landscape continues to evolve, we remain committed to advancing our reporting practices, aligning with emerging sustainability requirements, and proactively responding to new trends to ensure we remain both compliant and forward-looking in our approach.

Social Responsibility

Our People	45
Key Activities and Highlights	50
Learning & Skill Development	51
Key Initiatives & Flagship Programs	53
Diversity & Inclusion	54
Talent Acquisition and Management	56
Health, Safety & Environment	58
Giving Back to the Community	60
Global Communities	61

Our People

KEO's people are its most valued asset and the foundation of its ability to deliver with excellence across every market it serves. As a multidisciplinary consultancy operating across diverse geographies and sectors, KEO's strength lies in the depth, diversity, and dedication of its workforce. It is a community of professionals drawn from a rich mix of nationalities, disciplines, and backgrounds who together bring KEO's projects and ambitions to life. Recognizing this, KEO is committed to nurturing its people through dedicated governance policies, development programs, and a workplace culture that empowers individuals to grow, contribute, and thrive.

The sections that follow outline how KEO invests in its workforce across wellbeing, learning, inclusion, and talent management.

Workforce Overview

As of 2025, KEO's permanent workforce has grown to 2,319 employees, reflecting an increase of 8.3% compared to 2024 and representing the Group's continued expansion across existing and new markets. KEO additionally engages 270 Distant Service Providers[1] (part-time employees), bringing the total workforce to 2,589. The largest concentrations of employees remain in the UAE, KSA, and Qatar, while new operations were established in Ireland and the United Kingdom, with an expanded presence in Spain. KEO continues to expand its global footprint while maintaining a diversified workforce distribution across established and emerging markets.

The table provides a full breakdown of KEO's workforce by location across the reporting period.

Workforce Category	2023**	2024	2025
Total number of permanent employees[2]	2234	2142	2319
UAE	--	511	596
KSA	--	580	499
Jordan	--	118	166
Qatar	--	584	569
Oman	--	2	2
Bahrain	--	14	12
Kuwait	--	238	343
Portugal	--	95	102
Ireland*	--	--	9
UK*	--	--	21
Total number of part-time employees[1]	290	252	270

1 "Distant Service Providers (DSPs)" is KEO's internal terminology used to describe non-full-time personnel and is aligned with the definition of part-time employees under the GRI Standards.

2 FTE number at the end of the year

*Operations started in 2025

**Country-level headcount was first collected in 2024.

Our People

Benefits & Wellbeing

KEO's employee benefits framework and wellbeing programs are designed to support its people across the different dimensions of their lives, recognizing that a healthy and supported workforce is better positioned to perform, grow, and contribute over the long-term.

Employee Benefits

Governing Policies

Remuneration and benefits are governed through a formal policy framework overseen by the relevant internal committee, which ensures consistent application of fair and equitable practices across the organization.

The Committee is responsible for ensuring that remuneration and benefits plans are aligned with the fiscal health of the business, industry best practices, and market benchmarking. This includes ensuring that remuneration structures support gender pay equality and avoid bias. Compensation is determined based on objective criteria including job weight, individual skills, performance, experience, and the relative market value of the role, and is not influenced by personal characteristics such as race, gender, nationality, religion, age, or disability.

The Committee also plays a key role in:

- Overseeing the administration of compensation and benefits plans, including incentive and equity-based components
- Reviewing and approving salary structures and any salary adjustments
- Supporting the preparation of annual remuneration disclosures as part of corporate reporting.

In addition, a broader suite of HR policies governs specific aspects of employee benefits and entitlements, including leave (maternity, paternity, family, and bereavement), business travel, and employee insurance coverage. These policies are applied in accordance with local labor laws across KEO's operating regions, ensuring both compliance and consistency in employee support.

Our People

2025 Snapshot

- Employees are provided with core benefits including comprehensive medical insurance for full-time employees and eligible dependents, travel insurance for business travel, and workmen's compensation coverage.
- Leave entitlements are aligned with local regulatory requirements across KEO's operating regions and are designed to support employees through significant life events.
- Given KEO's presence across multiple jurisdictions, leave entitlements including maternity, paternity, family, and bereavement leave are governed by the applicable laws and regulations of each country of operation, ensuring compliance with local requirements while supporting employees through significant life events.
- KEO maintains 100% parental leave coverage across the organization. Uptake increased from 70 employees in 2023 to 99 in 2025, with female participation rising significantly from 12 to 29 over the same period.
- Return-to-work rates remained strong in 2025, with all 70 male employees and 24 of 29 female employees returning following parental leave. Post-return retention was 94% in 2024 and 89% in 2025, indicating that parental leave support is effective in enabling employees to return to and remain in the workforce.

Parental Leave	Units	2023	2024	2025
Parental leave coverage	%	100	100	100
Total number of employees who took parental leave	**Number**	**70**	**83**	**99**
Male employees who took parental leave	Number	58	69	70
Female employees who took parental leave	Number	12	14	29
Total number of employees who returned	**Number**	**67**	**73**	**94**
Number of male employees who returned after parental leave	Number	56	63	70
Number of female employees who returned after parental leave	Number	11	10	24
Number of employees who returned and were still employed after 12 months of parental leave	**Number**	**67**	**73**	**84**
Return to work rate	%	96	88	95
Retention rate[3]	%	100	94	89

[3]Retention rate is calculated based on employees who returned from parental leave within the reporting year and remained employed after 12 months.

Our People

Employee Wellbeing

KEO adopts a proactive and integrated approach to employee wellbeing, recognizing its importance to employee engagement, productivity, and long-term organizational performance. The wellbeing programs are designed to support employees holistically across mental, physical, financial, and social dimensions, with a focus on preventive care, accessibility, and inclusivity across all regions. These are delivered through a combination of digital platforms, on-site initiatives, and community-based activities to ensure relevance across diverse employee needs and geographies.

Wellbeing Pillars

KEO's wellbeing framework is structured around four core dimensions, each supported by targeted programs and resources:

Mental Wellbeing

To improve accessibility and reduce stigma, KEO implemented two global EAPs: BetterHelp, providing 24/7 online support, and MetLife, providing financial and legal counseling, delivering 809 counseling sessions. Additionally, we have 73 trained Mental Health First Aiders. This was complemented by awareness sessions addressing underrepresented topics, including menopause and andropause, promoting open dialogue and early intervention.

Physical Wellbeing

KEO promotes preventive healthcare through on-site medical and optical clinics, alongside encouraging participation in physical activity through company-sponsored events such as sports initiatives and global fitness challenges. These efforts aim to support long-term health outcomes rather than reactive care.

Financial Wellbeing

Financial resilience is supported through structured programs including global roadshows, expert-led sessions, and one-on-one consultations. These initiatives are designed to build practical financial literacy and support employees in long-term planning, including retirement and investment strategies.

Social Wellbeing

KEO develops a sense of belonging through employee-led interest groups and regular engagement activities across its offices. Structured social initiatives, including global networks, cultural and family-focused events such as Bring Your Kids to Work Day, and organization-wide participation in activities such as the Dubai Marathon, strengthen connection across a geographically dispersed workforce.

Our People

2025 Wellbeing Snapshot

Our interventions across these dimensions delivered measurable improvements across wellbeing and organizational performance based on 2024-2025 data:

10%
reduction in healthcare renewal premiums (MetLife).

809
counseling sessions delivered, with satisfaction increasing from 84% to 91%.

25%
increase in new hires from 2024 to 2025.

7
active employee-led groups contribute to sustained social engagement and connection across offices.

Employee Engagement Survey 2025 outcomes improved:

- +9% coworker connection;
- +8% professional progression;
- +18% work-life harmony;
- +6% employee advocacy;
- +9% role satisfaction;
- +16% best friend at work.

Wellness Survey 2025 outcomes showed:

- 83% of employees reported reduced stress;
- 85% increased energy;
- 92% reported stronger workplace connections;
- Mental health support satisfaction reached 91%;
- 75% reported improved financial behaviors, with 87% committing to long-term change.

Key Activities and Highlights

Prime Health Collective Pilot (Portugal)

Introduced as a structured wellbeing intervention, this pilot program focused on four dimensions: nutrition, sleep, stress, and exercise, and was delivered through a combination of workshops, expert sessions, and community engagement.

The pilot builds on KEO's existing health programs and reflects the firm's approach to embedding wellbeing support across its growing European presence.

Community and Nature-Based Activities: Zubia Forest Jordan Wellness Day

KEO's Amman team spent a day in Zubia Forest, one of Jordan's northern highland reserves, completing a 9-kilometer trail as part of the office's wellbeing and team-building activities.

Initiatives such as the Zubia Forest wellness day combined physical wellbeing with social connection and local community engagement, aligned with KEO's broader approach to holistic wellbeing.

Financial Wellness Roadshow

Delivered across multiple locations and virtually, the roadshow attracted participation from more than 500 employees. The roadshow provided them with access to leading financial expertise, covering topics such as behavioral finance, savings strategies, and long-term investment planning, with high-levels of engagement.

Office team-building: KEO Kuwait Bowling Evening

KEO Kuwait hosted a bowling competition at Kuwait Bowling Sporting Club, bringing together employees from across divisions for an evening of team and individual competition.

Bring Your Kids to Work Day 2025

Across KEO offices, we welcomed employees' children for Bring Your Kids to Work Day, giving young visitors a look into daily office life through guided tours, hands-on activities, and time spent with colleagues.

Recognition and Awards

Great Place To Work. Certified FEB 2025-FEB 2026 QATAR

Great Place To Work. Certified MAR 2025-MAR 2026 KUWAIT

Great Place to Work certification in Qatar and Kuwait

EMPLOYEE HAPPINESS AWARDS 2025 UAE

Employee Happiness Awards recognition in both the UAE and KSA

Learning & Skill Development

Learning and development remain a priority area, with increased focus following employee feedback highlighting career progression and development opportunities. Efforts in 2025, informed by the 2024 People Survey, focused on improving visibility of programs, expanding structured learning pathways, and strengthening tracking of training activity.

KEO has taken active steps to raise awareness of the wide range of development programs and pathways available to employees, ensuring that opportunities are visible, accessible, and aligned with individual aspirations.

Governing Policies

KEO's commitment to employee development is formalized through its Learning and Development Policy, which affirms the organization's commitment to supporting all employees in reaching their potential through relevant professional and personal development opportunities.

KEO's Learning and Development Policy provides the formal basis for employee development across the organization. The policy applies to all permanent employees and establishes guidelines for identifying, delivering, and evaluating learning in line with corporate, functional, and individual development needs. HR is responsible for promoting, coordinating, and monitoring the implementation of development activities across all regions. The policy recognizes that development extends beyond formal training. Learning methods available to employees include on-the-job training, mentoring and coaching, job rotation, project work, self-study, shadowing, lunchtime talks, and attendance at conferences and industry events, ensuring that opportunities are accessible across different roles, locations, and career stages.

Complementing this, KEO's Study Assistance Policy provides a dedicated framework for supporting employees who wish to pursue formal further education, offering financial assistance and study leave for approved programs at accredited institutions.

Learning & Skill Development

Key Pillars

The L&D framework is structured across four areas:

Accessible Learning Platforms

A centralized Learning Management System provides access to courses across technical, professional, and compliance topics, supported by external providers for certifications.

Formal Education Support

The Study Assistance Program provides financial support and study leave for accredited education pathways.

Structured Development Programs

Formal programs are designed to build technical and functional capability at different career stages.

Experiential Learning

Development is reinforced through on-the-job learning, mentoring, coaching, job rotation, and project-based exposure.

Key Initiatives & Flagship Programs

Key programs delivered during the year include a mix of structured learning platforms and targeted development programs aligned to technical and professional capability building:

Pinnacle Series

In 2025, KEO introduced Pinnacle Series to support employees in upskilling their professional practices. The platform offers a robust technical library tailored for KEO's Core Divisions, supporting continuous professional growth through real-world tools and resources. The content spans industry-standard software and workflows, including comprehensive learning on Autodesk products like AutoCAD (2022–2025), Revit, Civil 3D, Navisworks, and BIM 360, as well as specialized tools such as Robot Structural Analysis, Vehicle Tracking, Fusion 360, and McNeel Rhino with Grasshopper. It also includes content for project collaboration platforms like PROCORE, BIM Track, Bluebeam Revu, Newforma, and Autodesk Construction Cloud. Whether employees are working in design, engineering, or project coordination, the platform provides up-to-date training aligned with the latest software versions and industry practices. It is available to all staff, supports self-paced learning, and includes curated learning paths developed by KEO's Digital Leads.

KEO Graduate Program

KEO Graduate Program is our flagship early career initiative, combining structured training, mentoring, and project exposure across multiple specializations to support the development of the next generation of built environment professionals. Having run successfully in KSA for two years, the program was extended to the UAE in 2025.

The six-month program provides full-time employment across two pathways:

- Technical Divisions - covering architecture, engineering, and landscape architecture
- Business Management and Support Services - covering business operations and support functions

Participants select a track aligned with their area of study and career aspirations and are encouraged to undertake at least one rotation outside their primary area of expertise to develop broader business understanding.

The program also includes access to postgraduate study opportunities and global certifications as part of its overall compensation and benefits package.

Project Management Program The KEO Way®

A multi-phase program delivered annually to build consistent project management capability across the organization. The program focuses on standardizing project delivery practices and equipping employees with tools and methodologies aligned to KEO's operational requirements.

Study Assistance Program

Formal education support is provided through the Study Assistance Program, which offers eligible permanent employees financial assistance and study leave to pursue further education at accredited institutions. Employees are eligible after six months of service, and assistance is structured across bronze, silver, and gold tiers corresponding to the level of qualification being pursued. Reimbursement is provided upon successful completion of each unit, and study assistance requests are documented through the employee's annual performance review.

Additional Learning Initiatives

Broader learning is supported through initiatives such as the Course of the Month, L&D Roadshows across regions to increase program awareness, and participation in externally accredited certifications including LEED, PMP, PV Systems, and USGBC programs.

2025 L&D Snapshot

Training activity increased significantly in 2025, primarily driven by the expansion of structured and targeted learning initiatives and improved capture of training data across the organization. This includes the introduction and scaling of multiple learning programs and platforms. In addition, there was increased participation in externally accredited certifications (e.g., LEED, PV Systems, True Advisor, USGBC). We also increased the number of graduates joining the KEO Graduate Program in KSA and launched the program in the UAE. All graduates completed a structured Development Plan, together totalling approximately 40 hours of learning across Power Skills and Professional Practice.

Furthermore, 2025 reflects a more comprehensive and centralized approach to tracking both internal and external training activities, supported by L&D initiatives such as the L&D Roadshow, which significantly increased awareness and participation across divisions:

21,789
total training hours delivered.

9.5
average training hours per employee.

2024 cohort = 71.4% retention of graduates by the end of the one-year program.

2025 cohort: five graduates joined during the year; retention will be reported in the next cycle.

Diversity & Inclusion

2025: Diversity Snapshot

KEO's workforce reflects the multicultural environment in which it operates, with employees representing approximately 59 nationalities. Diversity in background and experience supports delivery across different markets and project contexts.

Governing Policies

Diversity and inclusion is supported by a formal policy that establishes expectations for fair and respectful treatment across the organization.

Supporting its wider Code of Conduct, KEO developed an Equal Opportunities Policy in 2025. It applies to all individuals engaged across KEO's operations, including employees, contractors, and consultants, and prohibits discrimination on the basis of gender, age, nationality, ethnicity, religion, marital status, or ability. The policy covers all stages of the employment lifecycle, including recruitment, training, promotion, and compensation, and is supported by formal disciplinary procedures in cases of non-compliance.

This is complemented by the Bullying and Harassment Policy, which reinforces a respectful and safe working environment across all locations and provides a formal mechanism for addressing workplace concerns.

Together, these policies provide the foundation for promoting fairness, inclusion, and equal opportunity across the workforce.

As of 2025, KEO's permanent workforce comprises 1,781 male and 538 female employees, with women representing 23% of the total permanent workforce and 38% of office-based roles – a ratio largely unchanged from the previous year. Among part-time employees, 68 are female and 202 are male in 2025.

Women represent 20% of KEO's Executive Leadership, a figure that has remained consistent since 2023 and is notably reflected in KEO's female CEO.

In terms of age representation within Executive Leadership, the proportion of leaders in the 30–50 age bracket increased from 20% in 2024 to 42% in 2025, while those above 50 decreased from 80% to 57% over the same period, indicating a gradual shift toward a broader age distribution at the leadership level.

23%
women
in all workforce

38%
women
in office-based roles

20%
Executive Leadership roles filled internally reinforcing internal pipelines and clear career pathways

Representation of leaders aged 30–50 increased from 20% to 42%.

Diversity & Inclusion	Units	2023	2024	2025
Permanent Staff (FTE)*	Number	2234	2142	2319
Number of permanent employees by gender (Male)	Number	1699	1613	1781
Number of permanent employees by gender (Female)	Number	535	529	538
Percentage of females in office-based roles	%	41	40	38
Total number of part-time employees	Number	290	252	270
Number of part-time employees by gender (Male)	Number	194	176	202
Number of part-time employees by gender (Female)	Number	96	76	68
Percent of Women in Executive Leadership	%	20	20	20
Percent of individuals under 30 years of age in Executive Leadership	%	0	0	0
Percent of individuals under 30-50 years of age in Executive Leadership	%	33.3	20	42
Percent of individuals above 50 years of age in Executive Leadership	%	67	80	57

*Figures as of end of the reporting year

Diversity & Inclusion

Key Activities and Highlights

Activities during the year included dedicated policy development, implementation, participation in industry platforms, and employee recognition initiatives.

Designing for Inclusivity and Sustainability - Delvene Lee at Women in Construction Conference

Delvene Lee, Head of Interior Design at KEO, spoke at Construction Week's Women in Construction Conference, sharing perspectives on integrating accessibility, inclusivity, and sustainability into the built environment, alongside reflections on her experience as a female leader in the industry.

Stories worth celebrating: Helena Guedes Represents KEO on the International Beach Tennis Circuit

Helena Guedes, Landscape Architect at KEO's InSite practice in Portugal, represented KEO through the firm's Individual Athlete Sport Sponsorship Program. In 2025, she won the Aveiro Regional Tournament and competed on the international circuit, reaching the quarterfinals and earning her first ranking points.

Cultural Intelligence and Business Performance: Sarah Chessis at the Women in Construction Summit

Sarah Chessis, Development Director at KEO, joined a C-suite panel at the Women in Construction Summit in Dubai, contributing to a discussion on how cultural intelligence and inclusive practices translate into measurable business outcomes.

Sarah shared perspectives on the value of diverse and gender-balanced teams in client relationships, exploring how inclusion can strengthen trust, improve collaboration, and support business growth.

Talent Acquisition and Management

KEO's approach to talent management is centered on fair talent acquisition practices, structured performance reviews, career development support, and employee recognition, collectively aimed at hiring, retaining, and growing its people over the long-term.

Governing Policies

Talent acquisition and performance management are guided by formal policies that establish clear and consistent processes across the employee lifecycle.

The Recruitment and Selection Policy Framework defines the procedures for sourcing, evaluating, and selecting candidates, ensuring that hiring decisions are based on merit, skills, and experience. The framework promotes fairness, consistency, and transparency across all regions and roles, and supports alignment with organizational workforce planning needs. This is supported by the Employee Referral Policy, which provides a structured approach for leveraging employees' professional networks as part of the recruitment process. The policy outlines eligibility, referral processes, and applicable incentives, ensuring that referrals are managed in a consistent and transparent manner.

Performance management is governed by the Performance Appraisal Policy, which establishes the framework for evaluating employee performance through structured review cycles. The policy supports objective setting, performance evaluation, and development planning, enabling alignment between individual contributions and organizational priorities.

Together, these policies provide the foundation for structured recruitment, consistent performance management, and fair evaluation practices across the organization.

Key Pillars

The guiding pillars for our talent management lifecycle include:

Fair and Merit-Based Recruitment

Recruitment processes are structured and standardized to ensure hiring decisions are based on skills, experience, and qualifications, supporting consistency and transparency across regions.

Performance Management

Performance management is supported through a formal framework that enables regular performance evaluations, objective setting, and development planning, providing clarity on expectations and career progression.

Recognition and Retention

Recognition programs are used to acknowledge employee contributions, reinforce performance, and support engagement across the workforce.

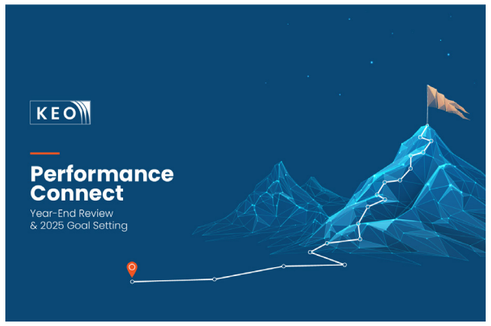
These pillars guide the implementation of structured programs aimed at supporting consistent talent acquisition and performance management across the organization.

Talent Acquisition and Management

Key Programs

Employee Referral Program

The Employee Referral Program supports talent acquisition efforts by leveraging employees' professional networks to identify qualified candidates for open positions, providing an additional channel to attract talent aligned with organizational needs.



Performance Connect

Performance Connect is KEO's structured performance management system, incorporating mid-year and year-end review cycles and supporting ongoing dialogue between employees and line managers to assess performance, align objectives, and define development plans. The program is designed to align personal aspirations with organizational opportunities, supporting continuous development, clear goal alignment, and proactive career management.

Employee Feedback Surveys

Employee Engagement Survey and Wellbeing surveys.

KEOskars

The KEOskars is an annual recognition program that celebrates outstanding individual and team contributions, reinforcing a culture of performance and recognizing excellence across the organization.

2025 Talent Management Snapshot

In 2025, KEO welcomed 851 new employees, comprising 644 male and 207 female hires, representing a 25% increase in hiring activity compared to 2024. The hiring reflects continued business growth and hiring demand.

In year-over-year trends, male representation among new hires increased by 4.3 percentage points, with a corresponding decrease in female representation. This shift is partly influenced by increased hiring in technical and project delivery roles, where gender representation in the available talent pool remains uneven.

Despite this, overall female representation within the permanent workforce remained broadly stable in 2025, reflecting continued hiring of women across roles.

The table below provides a breakdown of new hire data by gender during the reporting period.

New hires	Units	2023	2024	2025
Total new employee hires	Number	993	681	851
Number of new hires (Male)	Number	691	486	644
Number of new hires (Female)	Number	302	195	207

100% of eligible employees completed a Performance Review for 2025.

Health, Safety & Environment

Workplace health and safety is a core operational responsibility at KEO. Across all offices and project sites, our approach is grounded in formal systems, defined accountability structures, and a commitment to continuous improvement in HSE performance.

Health & Safety Policy

KEO's Health and Safety Policy sets out the organization's position on occupational health and safety and establishes the principles that guide decision-making at all levels. The policy addresses safety culture, risk management, employee training, and health and safety support, and serves as the foundation from which all HSE procedures and management system requirements flow. It applies to KEO staff across all owned and leased offices, as well as all projects under the organization's management and supervision. The policy is publicly available on the KEO website and is subject to periodic review to maintain alignment with regulatory requirements and organizational developments.

Health and Safety Management System

The KEO Health, Safety, and Environment Management System (HSEMS) provides the operational structure through which the organization's HSE commitments are implemented and maintained. The HSEMS is certified to ISO 45001:2018. It translates policy intent into defined procedures, assigned responsibilities, and measurable performance requirements across KEO's full scope of operations.

The system covers four core procedure areas: HSE audit, hazard identification and risk assessment, incident reporting and investigation, and office safety. Each of these areas specifies how risks are to be managed, by whom, and within what timeframes. Accountability is distributed across the HSE Director, Regional and Country HSE Managers, project-level HSE staff, and general employees, with each role carrying defined obligations that are documented within the system. Day-to-day administration is managed through KEO's i-Port platform, which consolidates audit schedules, nonconformance reports, incident records, and performance data in a single managed environment.

The HSEMS is reviewed annually, with revisions made where operational experience, procedural updates, or changes in external requirements indicate a need for adjustment. Management system audits, conducted at least once per year by an ISO 45001-certified Lead Auditor, provide an independent check on system effectiveness and generate formal findings that are tracked through to close-out.

Risk Management & Incident Reporting

Risk identification and control lies at the operational core of KEO's HSE framework. A formal five-step process covering hazard identification, risk evaluation, control determination, implementation, and ongoing monitoring is applied across all projects and office environments. Risk scoring uses a five-by-five likelihood-severity matrix, and the hierarchy of controls guides how mitigation measures are selected, with PPE treated as a last resort rather than a primary response.

Every project under KEO's management carries a dedicated risk register, which forms part of the Project HSE Management Plan. Contractor submissions in the form of Risk Assessment and Method Statements are subject to formal review and approval by KEO HSE staff before any work commences. For KEO's office environments, a General Risk Register covering all locations addresses hazards ranging from fire safety and electrical systems to ergonomics, manual handling, and contractor activities on premises.

To identify and manage incidents, a structured classification system covering eight categories, from fatalities and major injuries through to near misses and environmental events, governs how incidents are reported, escalated, and investigated.

Each category carries defined reporting timelines and escalation pathways, ensuring that the appropriate level of organizational attention is applied relative to incident severity. Investigations follow a systematic step-by-step process focused on identifying root causes and contributory factors, with corrective and preventive actions documented, assigned, and tracked through to close-out. A formal escalation protocol connects project-level events to senior leadership, and safety alerts are issued following significant incidents to embed lessons learned across the wider organization.

In line with ISO 45001:2018 requirements, KEO maintains records of all work-related incidents across all defined categories, including injuries, occupational illnesses, near misses, dangerous occurrences, and fatalities, ensuring a complete and auditable account of HSE performance across the organization.

Health, Safety & Environment

Training, Participation & Communication

The HSEMS defines training, communication, and participation requirements across all levels of the organization, with clear responsibilities assigned to individuals, teams, and oversight functions. HSE induction is mandatory for all new and transferred employees, covering corporate policies, emergency arrangements, and location-specific hazards. For staff directly involved in project and construction management work, dedicated HSE awareness training ensures that site-related risks are well understood before personnel are deployed. Specialized training for First Aiders and Fire Marshals is conducted on a recurring basis, maintaining certified coverage across KEO's offices and project environments. Project-specific and ongoing training is additionally provided to project teams and contractors to reinforce safe working practices at the site level.

Additional to the training, active worker participation and consultation is a deliberate part of how KEO manages HSE. Employees are encouraged to contribute to safety improvement through a dedicated HSE Suggestion Form, with submissions routed directly to the HSE Director.

HSE Committee meetings are held periodically across different locations and offices, drawing members from all divisions to ensure broad organizational engagement.

KEO is committed to ensuring employees are not subject to reprisals for reporting HSE incidents or raising safety concerns, and a quarterly awards program recognizes those who contribute most to identifying and resolving HSE issues. Communication of HSE matters is further supported through the i-Port platform and the FM&A Service Desk on the KEO intranet, ensuring staff have accessible and consistent channels to stay informed and raise concerns at any time.

Behavioral-Based Safety: Bryan Mundo Featured in Diriyah Company's Salamah Magazine

Bryan Mundo, from KEO's project team at Diriyah, was featured in the inaugural edition of Salamah, a magazine launched by Diriyah Company dedicated to promoting excellence in occupational health and safety. Bryan contributed insights on behavioral-based safety and its role in building safer and more productive work environments. KEO was the only project management consultancy represented in the publication, reflecting the team's contribution to safety culture at one of KEO's most significant ongoing engagements in Saudi Arabia.

BEHAVIORAL BASED SAFETY AT WORK

Bryan J. Mundo is an HSE Manager with extensive experience in managing health, safety, and environmental protocols. He focuses on compliance, risk management, and ensuring a safe work environment through effective HSE strategies and training programs.

"Safety First" is a commonly used slogan you can see being displayed in most of the Construction sites. However, there are instances where this is just a display of intent but not fully implemented nor adhered in a workplace with such numerous unsafe conditions as appeared reality on site.

In a workplace with lack of management support, commitment and dedication towards Occupational Health & Safety matters, the slogan of saying "safety first" is fitting to be a "safety last". The exact opposite of the goal, aim, vision or whatever term each management wanted to portray.

I witnessed negativity towards Occupational Health & Safety in many formats in the past. Due to several factors such poor safety culture, lack of OHS awareness, bad personal habits, shortcuts, pressure, and so many others. Usually, those factors directly lead to high number of personal injuries, workplace significant accident/incident, property damage and worse death/fatality of worker.

As an Occupational Health & Safety Practitioner in one of the leading and globally renowned Project Management and Engineering Consultancy Firm (KEO International Consultants) - the profession I chose to support my family and the career I consider as my bread and butter, I made a personal commitment and promised myself that I will do my best with all possible efforts to ensure that workplace I am assigned to manage will be provided with safe and healthy workplace for all employees.

Occupational Health & Safety should not be viewed as a minor issue or with lesser importance at all costs. In fact, it must be handled with utmost concern and attention due to distinct levels of potential repercussions.
ways that inspire cooperation and understanding. Like skilled storytellers, safety professionals engage their audience, making safety a tale everyone wants to be a part of.

Moral, legal and economical reason – it is a smart choice for every management to be committed on preventing Occupational illness and injury in the workplace. Nevertheless, continually improving the Occupational Health and Safety practices and performance.

I extremely believe that all tasks can be accomplished in a safe manner and in compliance with relevant health and safety legislation, codes, standards and practices. In my current workplace where we build and construct a very sophisticated and fast track establishment under the leadership of our Client (Diriyah Company), I can confidently say that I am one of those lucky individuals who was given an opportunity to be part of such dynamic, supportive and committed high-level management towards Occupational Health & Safety.

The continued success of the project towards Occupational Health & Safety is the success of everyone. Therefore, "Safety First" matters in every workplace. It is fundamental that we all want to ensure every single worker or employee regardless of their position returns home safe every day and enjoys the blessing of life with their family.

SAFETY FIRST

SALAMAH | 14

Giving Back to the Community

Community contribution is a valued part of how KEO operates. Beyond its immediate project delivery and client relationships, KEO recognizes a broader responsibility to the communities it is part of, both locally, across the regions where it has an operational presence, and globally, where its people choose to extend their skills and efforts to places and causes beyond KEO's geographic footprint.

KEO Europe Supports Cardiovascular Research: London to Brighton Bike Ride 2025

Three members of KEO Europe participated in the British Heart Foundation's London to Brighton Bike Ride 2025, completing the 54-mile charity ride in support of cardiovascular research.

The team, comprising Joao Sales, Director of KEO Europe, Cristina Harber, Sustainability and Environment Regional Manager, and Miguel Barbosa, Project Architect, took part shortly after the launch of KEO's London office.

COO Cup 2025: Running in Support of the Children of Gaza

The COO Cup 2025 returned with 283 KEO employees participating in a collective running event held simultaneously across Portugal, Kuwait, Jordan, Qatar, Saudi Arabia, and the UAE, coinciding with a KEO team completing the 89 km Comrades Ultramarathon in South Africa.

Together, participants covered 4,399 kilometers and raised AED 35,192 (~USD 9,500) in support of charities providing aid to the children of Gaza.

Global Communities

KEO's design team embarked on a meaningful journey as part of the firm's wider commitment to using its skills and expertise in service of communities where the need is greatest. This spirit of giving back led KEO to Saly, Senegal, where the team partnered with Dr. André Mermoud, a globally recognized ophthalmologist dedicated to expanding healthcare access across West Africa, to help realize his vision of a world-class dialysis facility in an underserved region.

What began as a modest clinic brief evolved into an ambitious project set to become the largest dialysis center in West Africa, directly addressing a critical gap in treatment access for thousands of patients, including many young people who currently go without care for preventable conditions. KEO's design response was deeply rooted in the local context, drawing on traditional building materials and craftsmanship, including handmade bricks produced using centuries-old techniques, to create a facility that feels genuinely connected to its surroundings and the community it will serve.

At the heart of the design is a human-centered philosophy that prioritizes patient and caregiver wellbeing, integrates the building with the natural environment, and reimagines the dialysis experience by orienting all treatment areas toward nature and outdoor views. Beyond its clinical function, the facility is conceived as a broader community asset – a space that fosters connection, dignity, and hope. With construction now underway, the KEO team looks forward to seeing this shared vision come to life.

Looking Ahead

2025 provided KEO with valuable insights across its people agenda, highlighting opportunities to strengthen consistency, improve people processes, and better support employees across its growing number of regions. These insights, drawn from employee feedback and operational data, form the basis of KEO's people strategy for 2026, which focuses on further stabilizing operations, building on initiatives already in place, and moving toward more structured and proactive people practices across the business.

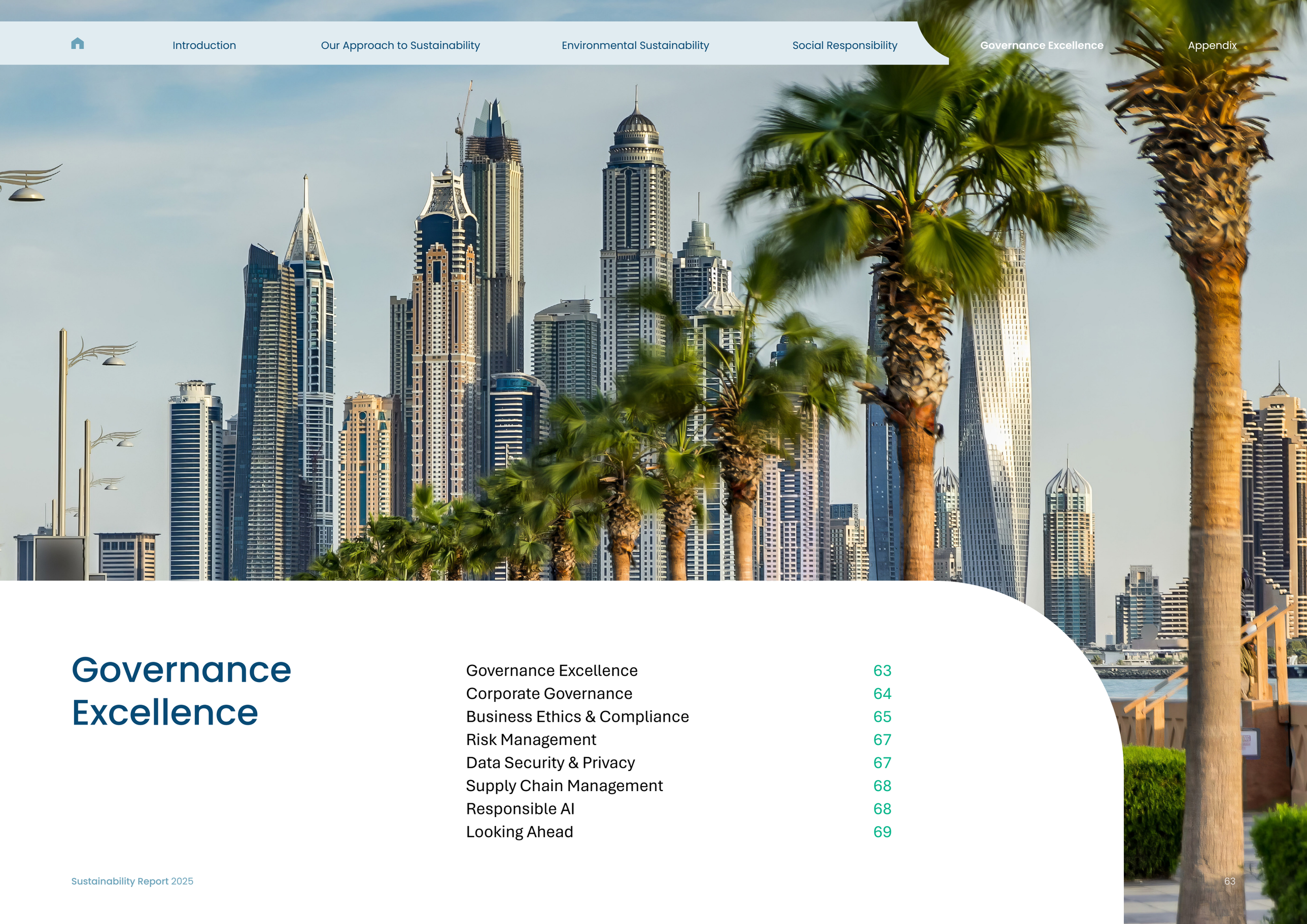
KEO's people strategy for 2026 is organized around four core priorities: wellbeing and engagement; employee voice, recognition, and retention; employee relations and policy governance; and operational excellence and compliance. These priorities provide a consistent global framework while allowing flexibility to meet local legal and cultural requirements.

On wellbeing, the continued rollout of the Global Wellness Calendar will ensure each region delivers structured initiatives spanning physical, mental, social, and financial dimensions.

Talent acquisition will shift toward a more data-driven model, with stronger workforce planning, improved hiring analytics, increased direct sourcing, and a continued focus on fair and consistent recruitment practices.

Learning and development efforts will concentrate on practical career progression, including clearer career pathways, defined upskilling frameworks, enhanced leadership development, improved succession planning, and the introduction of secondment opportunities across projects and regions.

Underpinning these priorities, KEO will begin a phased SAP HR transformation to modernize people processes, improve data accuracy, reduce manual work, and strengthen payroll and HR service delivery. Retention efforts will focus on earlier identification of risk, simplified policies, improved access to HR information, and benchmarking workplace culture through benchmark certifications such as Great Place to Work®.



Governance Excellence

Governance Excellence	63
Corporate Governance	64
Business Ethics & Compliance	65
Risk Management	67
Data Security & Privacy	67
Supply Chain Management	68
Responsible AI	68
Looking Ahead	69

Governance Excellence

Sound governance is central to how KEO operates across its diverse and growing portfolio of markets, clients, and services. As the organization expands geographically and takes on increasingly complex engagements, the strength of its governance framework, spanning ethics, compliance, risk, data, and sustainability, determines its ability to maintain consistent standards, meet regulatory obligations, and uphold the trust of its stakeholders.

KEO's governance framework is built on a comprehensive suite of policies that cover conduct, accountability, and operational integrity across all functions and regions.

These policies are embedded into day-to-day operations through structured onboarding, ongoing training, and accessible internal communication channels. Individual policies are referenced throughout this report in their relevant sections.

KEO maintains its external certifications for quality management (ISO 9001), environmental management (ISO 14001), and occupational health and safety (ISO 45001), reflecting its commitment to internationally recognized standards of operational excellence.

KEO's governance framework encompasses the policies and procedures that guide ethical operations, ensure regulatory compliance across all regions, and support the delivery of high-quality services. It is treated as a dynamic process, with policies reviewed and updated in response to regulatory developments, evolving best practices, and the changing needs of the business, and with each function and division playing an active role in maintaining the relevance and effectiveness of its own governance frameworks.

Corporate Governance

The KEO Group operates through a multi-layered corporate structure comprising several operating entities, ultimately owned by the Group's parent company in Kuwait. The Executive Leadership Management ("ELM") serves as the highest governing body of KEO and its subsidiary entities, with primary responsibility for supervising the management of the Group's business and affairs and providing strategic direction to senior management.

In exercising its powers, the ELM is required to act honestly and in good faith with a view to the best interests of the KEO Group, giving due consideration to the interests of shareholders, employees, creditors, clients, governments, and the environment. The ELM meets at minimum on a quarterly basis.

Executive compensation

KEO's remuneration framework is overseen by a committee appointed by majority vote of the Partners, in consultation with the Chairman. The committee is responsible for ensuring that compensation and benefits are applied consistently, equitably, and in line with the fiscal health of the business and market benchmarks. Remuneration structures are designed to ensure gender pay equality and to eliminate bias in compensation decisions.

Executive Sustainability Competence

ELM members are kept informed on sustainability developments, emerging trends, and relevant regulatory frameworks through periodic briefings and reports from management and specialist functions, including Sustainability, HSE, and Legal and Compliance. These mechanisms support executive-level understanding and oversight of ESG-related risks and opportunities. The Sustainability Committee, which convenes quarterly to set targets and oversee progress against ESG commitments, provides an additional layer of structured governance oversight, supported by operational data and technical input from KEO's sustainability function to inform evidence-based decision-making.

Policy commitments

At KEO, policies are embedded into operations through structured development, review, and alignment with day-to-day procedures, roles, and responsibilities. Accountability for implementation is clearly assigned to appropriate leaders, and policy application is reinforced through onboarding and ongoing training programs. Compliance is monitored through periodic reviews and management oversight to ensure policies remain effective and aligned with organizational and regulatory requirements.

In addition to the following, policies and governing procedures are discussed throughout the report within their relevant aspects.

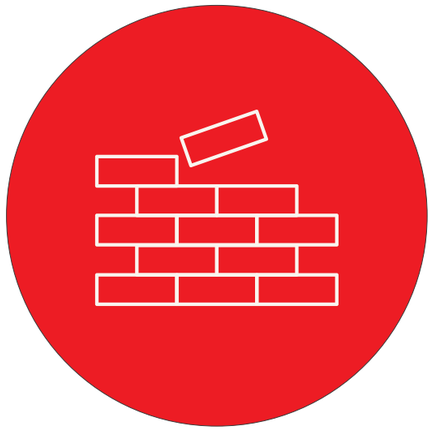
Business Ethics & Compliance

KEO's ethical conduct is guided by a suite of policies that collectively set clear expectations for professional behavior, financial integrity, and workplace fairness.

Our Business Ethics and Professional Conduct Policy articulates our core ethical principles, while our Anti-Corruption and Anti-Bribery Policy and Conflict of Interest Policy uphold financial integrity. A safe and equitable work environment is promoted through our Bullying and Harassment Policy and Equal Opportunities Policy. Transparency and accountability are further supported by our Speak-Out (Whistleblowing) Policy and Dispute and Problem Resolution Policy. General workplace standards are maintained through a set of policies and procedures that cover a range of workplace aspects.

Ethics training is mandatory for all employees at every level upon onboarding and is refreshed annually. In 2025, 100% of KEO employees completed this training.

Ethics	2023	2024	2025
Employee training on business ethics and compliance (Percent of employees)	100	100	100
Percent of members of Executive Leadership receiving anti-corruption communication	100	100	100
Percent of employees receiving anti-corruption communication	100	100	100
Percent of members of Executive Leadership receiving anti-corruption training	100	100	100
Percent of employees receiving anti-corruption training	100	100	100



We Walk with
Integrity

Anti-Corruption & Anti-Bribery Training
Refresher

Business Ethics & Compliance

KEO Code of Conduct

In keeping with the Business Ethics and Professional Conduct Policy, KEO operates a zero-tolerance policy toward bribery and all other forms of corruption. The ELM nominates the President and CEO to be the caretaker of this policy, who in turn has delegated the responsibilities of managing compliance with this policy to KEO's Compliance Officer. The Compliance Officer conducts annual training and administers a mandatory annual questionnaire completed by all KEO staff.

Conflict of Interest

KEO's Conflict of Interest Policy applies to all employees and requires that individuals act in the best interests of the firm, avoiding situations that may compromise their objectivity or loyalty. Employees are required to proactively disclose actual or potential conflicts, including those arising from personal or family relationships with external parties or any personal financial interest in KEO's business dealings.

Transactions with external companies are governed within a framework overseen at the executive level. Arrangements involving unusual terms or special considerations require executive approval. Where an employee has influence over dealings with an external party, a disclosure to line-management and Human Resources is required so that appropriate safeguards can be implemented.

Grievance and Whistleblowing

KEO's values of "People, Integrity, Results, Innovation, and Safety" are reflected in a robust framework for raising and resolving concerns. Employees can report unethical behavior confidentially and without fear of retaliation through our Speak-Out (Whistleblowing) Policy. Professional or ethical grievances can be raised and resolved through our Dispute and Problem Resolution Policy, which sets out a formal process for receiving, investigating, and resolving complaints.

A safe and respectful workplace is further supported by our Bullying and Harassment Policy and Equal Opportunities Policy.

Risk Management

KEO's risk management approach operates through a distributed model in which each function and core division is responsible for identifying and responding to risks relevant to their area of operation, collaborating across divisions where risks intersect or require a coordinated response. This includes monitoring evolving market conditions, regulatory developments, and service delivery considerations, with divisions updating or developing policies and procedures as risks emerge and circumstances change.

Furthermore, business continuity forms a critical component of KEO's broader risk management approach. KEO maintains a comprehensive Business Continuity Plan (BCP) aligned with ISO 22301:2019, designed to safeguard the continuity of critical operations across all geographies and business units when significant disruptions arise. The BCP addresses scenarios including natural disasters, pandemics, loss of premises, IT outages, cybersecurity incidents, and loss of key personnel.

Governance of the BCP sits with a Crisis Management Team (CMT) with clearly defined roles, escalation procedures, and cross-functional representation spanning Legal, IT, HR, Finance, Facilities, Marketing, and Sustainability. The plan encompasses crisis response and recovery procedures, communication protocols for employees, clients, regulators, and media, and structured processes for returning to normal operations.

Data Security & Privacy

KEO recognizes that the responsible management of data is fundamental to maintaining the trust of our clients, employees, and partners, and to upholding our obligations under applicable data protection regulations across the jurisdictions in which we operate.

Policies and Management Approach

Data security and privacy form a core component of KEO's broader governance framework, with oversight and accountability embedded across legal, IT, and business functions. In 2025, KEO formalized this approach through the introduction of a dedicated Data Protection Policy, strengthening governance arrangements that were previously managed within broader IT and human resources controls.

The policy establishes clear roles, responsibilities, and procedures for the handling, protection, and management of personal data, including regulatory compliance, breach management, and cross-border data transfers.

Training and Awareness

Data security awareness is embedded into KEO's onboarding process through mandatory IT induction training, which familiarizes new employees with KEO's technology environment, tools, and expected practices for responsible data handling. This training is required for all new joiners as part of their onboarding program.

By the end of the reporting period, 97% of employees assigned the training had completed it.

Metric	2023	2024	2025
Number of Employees who were assigned IT onboarding training	508	588	701
Percentage of employees who completed the assigned training during the year	100%	100%	97%

Supply Chain Management

KEO's supply chain encompasses a diverse range of vendors including sub-consultants, service providers, goods suppliers, manufacturers, and contractors operating across multiple regions in which KEO is active. Managing this supply chain responsibly is an important part of how KEO delivers its ethical, environmental, and social commitments.

Vendor Code of Conduct

KEO's Vendor Code of Conduct sets out the standards of behavior and conduct expected of all existing and prospective vendors. The Code reflects KEO's commitment to ensuring that its supply chain operates with the same integrity, accountability, and responsibility that KEO applies to its own operations. It covers ethical business practices, environmental and social responsibility, data protection, and legal compliance across all jurisdictions in which KEO operates.

Compliance with the Code is a condition of doing business with KEO. Vendors are responsible for ensuring that their requirements are understood and upheld across their own organizations, and KEO reserves the right to disqualify or terminate relationships with vendors found to be in violation.

Vendor Registration and Assessment

Vendors seeking to work with KEO are subject to a formal registration and assessment process designed to evaluate their capabilities, standards, and alignment with KEO's expectations. KEO is currently updating its vendor registration criteria to strengthen environmental due diligence and embed environmental responsibility more deeply into supply chain decision-making.

Continuous Improvement

KEO recognizes that responsible supply chain management requires continuous improvement as environmental and social considerations become increasingly important in business decision-making. As part of this commitment, KEO is strengthening its vendor assessment framework to enhance visibility into suppliers' baseline ESG performance, sustainability commitments, and overall alignment with KEO's standards.

KEO is also working to further formalize cross-functional collaboration in vendor evaluations, ensuring that procurement decisions reflect a consistent and organization-wide approach to risk management, compliance, and sustainability priorities.

Responsible AI

Artificial intelligence is reshaping how professional services firms operate, and KEO Group is approaching this shift with deliberate intent. With Microsoft 365 Copilot, proprietary chat.keo.com platform, and many more accessible to all staff, AI has moved from concept to daily practice across the firm. Our commitment is not to technology for its own sake, but to using these tools to amplify the expertise our people have built over careers — accelerating routine work, sharpening decision-making, and preserving the energy needed for the high-value thinking our clients depend on.

Damir Jaksic Shares KEO's Cloud-First Vision at Cloud Connect 2025

Reflecting on KEO's journey, Damir highlighted key insights that can inform and strengthen future projects:

- Start with people at the heart of transformation
- Design for change, not just stability
- Embed sustainability in every digital decision
- Prove success internally before scaling externally
- Measure success in ways that truly matter

"Digital transformation succeeds when organizations embrace agility, resilience, trust, and data-driven decisions."

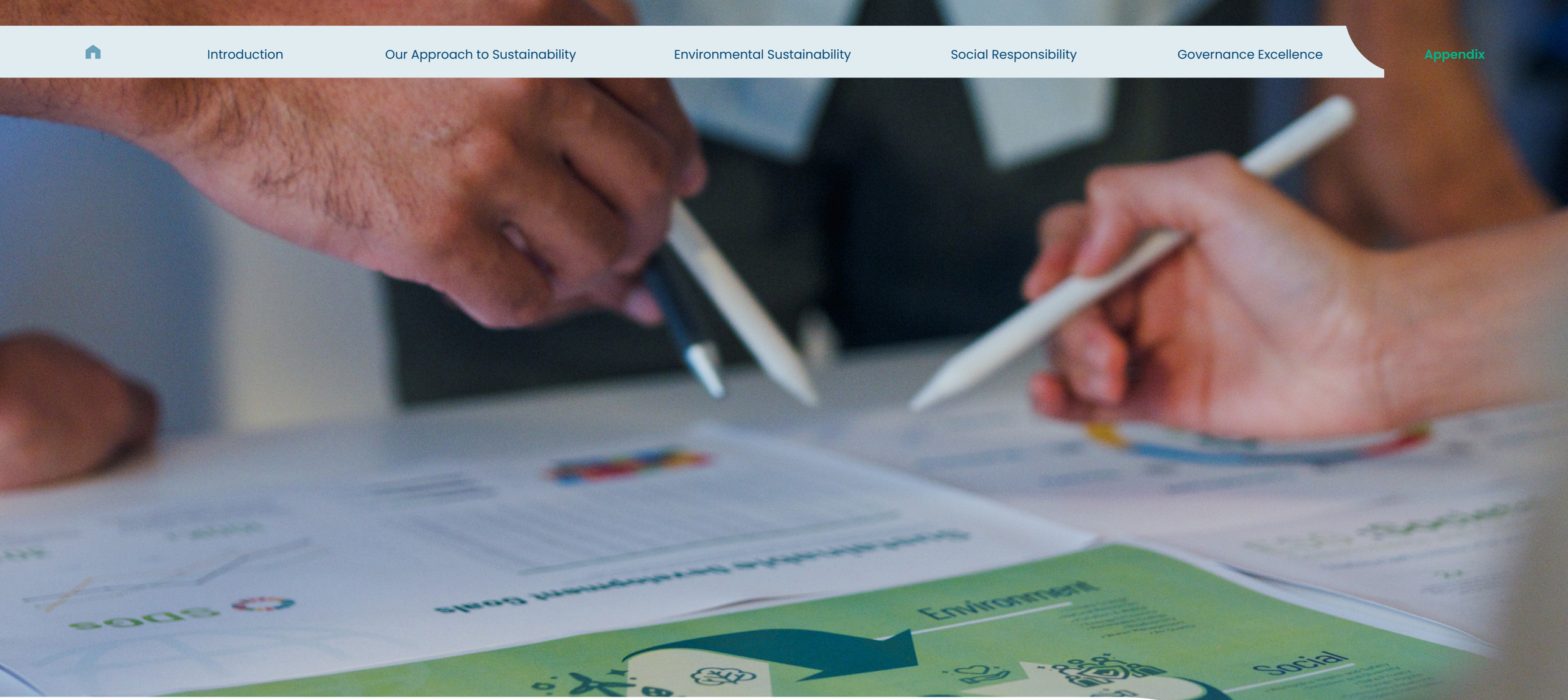
Damir Jaksic
Chief Information Officer, KEO-IT

As we look ahead, KEO Group's AI journey will continue to be guided by a clear principle: AI assists, people decide. Our Responsible AI Use framework ensures that human accountability, data integrity, and professional transparency remain the standard — regardless of the tools involved. The firms that are best positioned for the future will be those that combine human expertise with intelligent tools, thoughtfully and consistently. At KEO Group, we are building that habit now, ensuring that our adoption of AI reflects not just where the industry is going, but who we are and the standards we hold ourselves to.

Looking Ahead

As KEO continues to expand across multiple jurisdictions, maintaining consistent and effective compliance with varying regulatory and ethical standards requires ongoing vigilance and adaptive governance strategies. Simultaneously, the increasing integration of artificial intelligence into business operations introduces new considerations around due diligence, data privacy, and ethical use that our existing frameworks must evolve to address.

To stay ahead of these demands, KEO is committed to strengthening its compliance capabilities by deepening engagement with local legal and regulatory expertise across its operating regions. In parallel, KEO will continue to review and update existing policies and develop new ones where required, ensuring our governance frameworks remain robust, relevant, and responsive to an evolving landscape.



Appendix

Emission Calculation Methodology 71
Energy and Emission Data 74
GRI Content Index 75

Emission Calculation Methodology

KEO prepares its environmental disclosures in alignment with the GHG Protocol Corporate Standard, using the operational control approach to define organizational boundaries. Our ESG data is reported in this standalone report.

The reporting period runs from 1 January to 31 December, aligned with the calendar year. Newly established offices in London, Madrid, and Lisbon, as well as the newly acquired business line, Meehan Green, are included in the GHG inventory from their respective dates of operation.

Scope & Boundaries

Our greenhouse gas inventory includes Scopes 1 and 2, as well as selected Scope 3 emission categories. The GHG base year is 2022, restated in this reporting cycle to improve commuting emissions estimation.

Data Sources & Quality

Emissions data is drawn primarily from actual invoices and internal records. Where data is unavailable, we apply a structured estimation approach:

Scope 1 mobile diesel consumption was estimated using a distance-based method.

Building energy consumption from shared offices was estimated using leased area and proxy building EUI values.

Water use is estimated based on full-time equivalent (FTE) employees, with no seasonal adjustments.

Remote work emissions use standard per-employee factors.

Missing data is addressed using the following hierarchy:

- Historical office-specific data
- Proxy data from comparable offices
- Regional benchmarks
- International defaults

All emissions calculations are conducted in Excel-based tools and undergo manual

validation through internal peer reviews, trend assessments, and cross-checks. Automation and third-party assurance are not yet in place but are part of the roadmap for improvement.

Scope 1 and 2 Emissions

KEO's Scope 1 emissions arise from mobile combustion in owned and leased vehicles and from fugitive refrigerant emissions within office premises. KEO does not own or operate stationary combustion equipment or generators. Scope 2 emissions stem from purchased electricity and district cooling used in owned and leased office premises, which are separately metered.

We do not currently procure renewable energy certificates (RECs) or power purchase agreements (PPAs).

Scope 1 and 2 Emissions

KEO's Scope 2 emissions stem from electricity and district cooling used in owned and leased office premises. These are separately metered, and no Scope 1 emissions (e.g., from combustion or generators) are reported, as KEO does not own or operate such equipment. Country-specific emission factors from the 2024 IRENA Energy Profiles are used, applying the location-based method. We do not currently procure renewable energy certificates (RECs) or power purchase agreements (PPAs).

Scope 3 Emissions

Our Scope 3 emissions include the following categories:

- Category 1 - Purchased Goods and Services
- Category 2 - Capital Goods
- Category 5 - Waste Generated in Operations
- Category 6 - Business Travel
- Category 7 - Employee Commuting
- Category 8 - Upstream Leased Assets

Excluded categories from Scope 3 reporting include temporary or project site offices, biomass and offsets, electronic and hazardous waste, and land-based business travel.

Insurance premiums or policies for employees (e.g., health insurance, workers' compensation) are not sources of greenhouse gas emissions and therefore are excluded from the GHG inventory (Scopes 1, 2, and 3).

Emission Factors & Global Warming Potential (GWPs)

GHG emission calculations are based on EPA emissions factors, DEFRA emission factors, USEEIO spend-based emission factors, IRENA Grid emission factors and IPCC AR6 GWPs to ensure consistency and scientific accuracy.

Methodological Revisions & Recalculation Policy

We actively improve data integrity and calculation methods. In 2025, revisions included:

1. Updated methodology for estimating commuting emissions.

2. Improved PG&S emissions estimates based on more accurate purchasing data.

We recalculate our base year or historical data when methodological updates significantly affect prior estimates.

Emission Calculation Methodology

Planned Improvements

Future enhancement efforts are being explored as part of our ongoing sustainability journey, with a focus on strengthening both operational efficiency and long-term environmental performance. At the operational level, we are working toward improvements such as enhanced HVAC temperature control, optimized scheduling practices, and the introduction of strategies like night purging to reduce energy consumption. In parallel, we are assessing opportunities to implement energy efficiency initiatives, including lighting upgrades, HVAC system enhancements, and the potential integration of on-site renewable energy solutions. We are also in the process of evaluating the adoption of an ISO 50001 Energy Management System, which would provide a structured framework to systematically monitor, manage, and improve our energy performance. Beyond our direct operational control, we have initiated engagement with key stakeholders across our value chain to better understand and improve the quality of our emissions data.

Energy and Emission Data

Category	Sub Category / ESG Aspect	Unit	2023	2024	2025
Energy	Total Fuel Consumption within the Organization	MJ	7,623,029	6,148,209	29,103,370
Energy	Total Gasoline Consumption	MJ	6,552,121	5,934,335	28,298,017
Energy	Total Diesel Consumption	MJ	1,070,908	213,874	805,353
Energy	Electricity Consumption	kWh	1,929,510	1,568,314	1,290,829
Energy	Cooling Consumption	kWh	138,213	134,921	68,551
Energy	**Total Building Energy Consumption**	**MJ**	**7,443,802**	**6,131,644**	**4,893,767***
Energy	Energy Intensity Ratio of the Organization	$kWh/m^2/year$	148	118	108
Water	Water Consumption	m^3	5,599	5,388	7,057
Emissions – Scope 1	Mobile Combustion	tCO_2e	427	340	1,955
Emissions – Scope 1	Fugitive Emissions	tCO_2e	77	25	21
Emissions – Scope 2	Purchased Energy	tCO_2e	1,016	824	725
Emissions – Scope 1 & 2	**Total Operational Emissions**	**tCO_2e**	**1,520**	**1,189**	**2,701**
Emissions – Scope 3	Purchased Goods & Services	tCO_2e	5,628	6,441	5,032
Emissions – Scope 3	Employee Commuting	tCO_2e	4,064	4,142	3,382
Emissions – Scope 3	Business Travel	tCO_2e	288	295	466
Emissions – Scope 3	Water	tCO_2e	140	135	176
Emissions – Scope 3	Waste Generated in Operations	tCO_2e	15	21	21
Emissions – Scope 3	IT Equipment & Services Cloud Usage	tCO_2e	6	7	7
Emissions – Scope 3	Capital Goods	tCO_2e	-	-	380
Emissions – Scope 3	Upstream Leased Assets	tCO_2e	-	-	24
Emissions – Total	**Total Gross Emissions**	**tCO_2e**	**11,660**	**12,230**	**12,191**
Scope 2 (Location-Based)	United Arab Emirates	tCO_2e	148	141	148
Scope 2 (Location-Based)	Portugal	tCO_2e	8	10	13
Scope 2 (Location-Based)	Bahrain	tCO_2e	31	17	17
Scope 2 (Location-Based)	Kuwait	tCO_2e	408	292	172
Scope 2 (Location-Based)	Oman	tCO_2e	15	5	5
Scope 2 (Location-Based)	Qatar	tCO_2e	377	292	271
Scope 2 (Location-Based)	Saudi Arabia	tCO_2e	35	56	65
Scope 2 (Location-Based)	Jordan	tCO_2e	0	13	30
Scope 2 (Location-Based)	Ireland	tCO_2e	-	-	3
Intensity Metrics	GHG Emissions Intensity per Employee	tCO_2e/employee/year	5	6	6

Notes:
Totals are calculated from unrounded values; figures may not sum due to rounding.
* Total energy consumption includes both electricity consumption and cooling energy consumption.

GRI Content Index

Statement of use	KEO International Consultants (KEO), including its Allied Practices, has reported the information cited in this GRI content index for the period 1 January to 31 December 2025 with reference to the GRI Standards.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	None applicable to KEO's primary professional consultancy activities.

GRI STANDARD	DISCLOSURE	LOCATION	SDG	Target
General disclosures				
GRI 2: General Disclosures 2021	2-1 Organizational details	About This Report, p. 4; About KEO, p. 6; Global Reach, p. 8; Corporate Governance, p. 65		
GRI 2: General Disclosures 2021	2-2 Entities included in the organization's sustainability reporting	About This Report, p. 4; Meehan Green acquisition, p. 9; Emission Calculation Methodology, p. 72		
GRI 2: General Disclosures 2021	2-3 Reporting period, frequency and contact point	About This Report, p. 4; Emission Calculation Methodology, p. 72		
GRI 2: General Disclosures 2021	2-4 Restatements of information	Emission Calculation Methodology, pp. 72-73		
GRI 2: General Disclosures 2021	2-5 External assurance	About This Report, p. 4; Emission Calculation Methodology, p. 72		
GRI 2: General Disclosures 2021	2-6 Activities, value chain and other business relationships	About KEO and Market Sectors & Services, pp. 6-9; Sustainability + Environment: Our Capabilities, p. 14; Supply Chain Management, p. 69		
GRI 2: General Disclosures 2021	2-7 Employees	Our People, p. 46; Diversity Snapshot, p. 55	SDG 8, SDG 10	8.5, 10.3
GRI 2: General Disclosures 2021	2-8 Workers who are not employees	Our People, p. 46	SDG 8	8.5
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	Sustainability Governance, p. 18; Diversity Snapshot, p. 55; Corporate Governance, p. 65	SDG 5, SDG 16	5.5, 16.7
GRI 2: General Disclosures 2021	2-10 Nomination and selection of the highest governance body	Corporate Governance, p. 65	SDG 5, SDG 16	5.5, 16.7
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	Grievance and Whistleblowing, p. 67		
GRI 2: General Disclosures 2021	2-17 Collective knowledge of the highest governance body	Executive Sustainability Competence, p. 65		
GRI 2: General Disclosures 2021	2-19 Remuneration policies	Employee Benefits, p. 47; Executive Compensation, p. 65		
GRI 2: General Disclosures 2021	2-20 Process to determine remuneration	Employee Benefits, p. 47; Executive Compensation, p. 65		
GRI 2: General Disclosures 2021	2-22 Statement on sustainable development strategy	Message from President & CEO, p. 5		

GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION	SDG	Target
General disclosures				
GRI 2: General Disclosures 2021	2-23 Policy commitments	Environmental policy, p. 27; Employee and conduct policies, pp. 47, 52, 55, 57, 59-60, 66-67, 68 and 69	SDG 16	16.3
GRI 2: General Disclosures 2021	2-24 Embedding policy commitments	Policy implementation and training, pp. 47, 52, 55-56, 57, 59-60, 66-67 and 68-69		
GRI 2: General Disclosures 2021	2-25 Processes to remediate negative impacts	Grievance and Whistleblowing, p. 67		
GRI 2: General Disclosures 2021	2-26 Mechanisms for seeking advice and raising concerns	Grievance and Whistleblowing, p. 67	SDG 16	16.3
GRI 2: General Disclosures 2021	2-27 Compliance with laws and regulations	Business Ethics & Compliance, pp. 66-67		
GRI 2: General Disclosures 2021	2-28 Membership associations	Membership logos, p. 12		
GRI 2: General Disclosures 2021	2-29 Approach to stakeholder engagement	Stakeholder Engagement, p. 19		
Material topics				
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Materiality Assessment, pp. 20-22		
GRI 3: Material Topics 2021	3-2 List of material topics	Our Material Topics, p. 23		
Climate Resilience				
GRI 3: Material Topics 2021	3-3 Management of material topics	Environmental Sustainability and GHG Emissions, pp. 26-29		
GRI 302: Energy 2016	302-1 Energy consumption within the organization	Energy Management, p. 30; Emission Calculation Methodology, pp. 72-73; Energy and Emission Data, p. 74	SDG 7, SDG 8, SDG 12, SDG 13	7.2, 7.3, 8.4, 12.2, 13.1
GRI 302: Energy 2016	302-3 Energy intensity	Energy Management, p. 30; Energy and Emission Data, p. 74	SDG 7, SDG 8, SDG 12, SDG 13	7.3, 8.4, 12.2, 13.1
GRI 302: Energy 2016	302-4 Reduction of energy consumption	Energy Management, p. 30	SDG 7, SDG 8, SDG 12, SDG 13	7.3, 8.4, 12.2, 13.1
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	GHG Emissions, pp. 28-29; Emission Calculation Methodology, pp. 72-73; Energy and Emission Data, p. 74	SDG 3, SDG 12, SDG 13, SDG 14, SDG 15	3.9, 12.4, 13.1, 14.3, 15.2
GRI 305: Emissions 2016	305-2 Energy indirect (Scope 2) GHG emissions	GHG Emissions, pp. 28-29; Emission Calculation Methodology, pp. 72-73; Energy and Emission Data, p. 74	SDG 3, SDG 12, SDG 13, SDG 14, SDG 15	3.9, 12.4, 13.1, 14.3, 15.2

GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION	SDG	Target
Climate Resilience				
GRI 305: Emissions 2016	305-3 Other indirect (Scope 3) GHG emissions	GHG Emissions, pp. 28-29; Emission Calculation Methodology, pp. 72-73; Energy and Emission Data, p. 74	SDG 3, SDG 12, SDG 13, SDG 14, SDG 15	3.9, 12.4, 13.1, 14.3, 15.2
GRI 305: Emissions 2016	305-4 GHG emissions intensity	Energy and Emission Data, p. 74	SDG 13, SDG 14, SDG 15	13.1, 14.3, 15.2
GRI 305: Emissions 2016	305-5 Reduction of GHG emissions	GHG Emissions, pp. 28-29	SDG 13, SDG 14, SDG 15	13.1, 14.3, 15.2
Enabling Sustainable Projects				
GRI 3: Material Topics 2021	3-3 Management of material topics	Enabling Sustainability through Projects, pp. 32-43		
Water Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	Water Management, p. 31		
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	Environmental Sustainability, p. 27; Water Management, p. 31	SDG 6, SDG 12	6.3, 6.4, 6.6, 12.4
GRI 303: Water and Effluents 2018	303-5 Water consumption	Water Management, p. 31; Energy and Emission Data, p. 74	SDG 6	6.4
Waste Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	Waste Management, p. 30		
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Waste Management, p. 30	SDG 3, SDG 6, SDG 11, SDG 12	3.9, 6.3, 6.6, 11.6, 12.4, 12.5
GRI 306: Waste 2020	306-2 Management of significant waste-related impacts	Waste Management, p. 30	SDG 3, SDG 6, SDG 8, SDG 11, SDG 12	3.9, 6.3, 8.4, 11.6, 12.4, 12.5
GRI 306: Waste 2020	306-3 Waste generated	Waste Management, p. 30	SDG 3, SDG 6, SDG 11, SDG 12, SDG 15	3.9, 6.6, 11.6, 12.4, 12.5, 15.1
GRI 306: Waste 2020	306-4 Waste diverted from disposal	Waste Management, p. 30	SDG 3, SDG 11, SDG 12	3.9, 11.6, 12.4, 12.5
GRI 306: Waste 2020	306-5 Waste directed to disposal	Waste Management, p. 30	SDG 3, SDG 6, SDG 11, SDG 12, SDG 15	3.9, 6.6, 11.6, 12.4, 12.5, 15.1

GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION	SDG	Target
Health & Safety				
GRI 3: Material Topics 2021	3-3 Management of material topics	Health, Safety & Environment, pp. 59-60		
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health, Safety & Environment, p. 59	SDG 8	8.8
GRI 403: Occupational Health and Safety 2018	403-2 Hazard identification, risk assessment, and incident investigation	Risk Management & Incident Reporting, p. 59; Training, Participation & Communication, p. 60	SDG 8	8.8
GRI 403: Occupational Health and Safety 2018	403-3 Occupational health services	Employee Benefits & Wellbeing, pp. 47-50; Health, Safety & Environment, p. 59	SDG 8	8.8
GRI 403: Occupational Health and Safety 2018	403-4 Worker participation, consultation, and communication on occupational health and safety	Training, Participation & Communication, p. 60	SDG 8, SDG 16	8.8, 16.7
GRI 403: Occupational Health and Safety 2018	403-5 Worker training on occupational health and safety	Training, Participation & Communication, p. 60	SDG 8	8.8
GRI 403: Occupational Health and Safety 2018	403-6 Promotion of worker health	Employee Benefits and Wellbeing, pp. 47-50	SDG 3	3.3, 3.5, 3.7, 3.8
GRI 403: Occupational Health and Safety 2018	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health, Safety & Environment, pp. 59-60	SDG 8	8.8
GRI 403: Occupational Health and Safety 2018	403-8 Workers covered by an occupational health and safety management system	Health, Safety & Environment, p. 59	SDG 8	8.8
GRI 403: Occupational Health and Safety 2018	403-9 Work-related injuries	Risk Management & Incident Reporting, p. 59	SDG 3, SDG 8, SDG 16	3.6, 3.9, 8.8, 16.1
GRI 403: Occupational Health and Safety 2018	403-10 Work-related ill health	Risk Management & Incident Reporting, p. 59	SDG 3, SDG 8, SDG 16	3.3, 3.4, 3.9, 8.8, 16.1
Employee Wellbeing				
GRI 3: Material Topics 2021	3-3 Management of material topics	Employee Benefits & Wellbeing, pp. 47-50		
GRI 401: Employment 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee Benefits, pp. 47-48	SDG 3, SDG 5, SDG 8	3.2, 5.4, 8.5
GRI 401: Employment 2016	401-3 Parental leave	Parental Leave, p. 48	SDG 5, SDG 8	5.1, 5.4, 8.5

GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION	SDG	Target
Human Capital Development				
GRI 3: Material Topics 2021	3-3 Management of material topics	Learning & Skill Development and Talent Management, pp. 52-54 and 57-58		
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Talent Management Snapshot, p. 58	SDG 5, SDG 8, SDG 10	5.1, 8.5, 8.6, 10.3
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	2025 L&D Snapshot, p. 54	SDG 4, SDG 5, SDG 8, SDG 10	4.3, 4.4, 4.5, 5.1, 8.2, 8.5, 10.3
GRI 404: Training and Education 2016	404-2 Programs for upgrading employee skills and transition assistance programs	Learning & Skill Development, pp. 52-54	SDG 8	8.2, 8.5
GRI 404: Training and Education 2016	404-3 Percentage of employees receiving regular performance and career development reviews	Performance Connect, p. 58; Talent Management Snapshot, p. 58	SDG 5, SDG 8, SDG 10	5.1, 8.5, 10.3
Supply Chain Management				
GRI 3: Material Topics 2021	3-3 Management of material topics	Supply Chain Management, p. 69		
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Supply Chain Management, p. 69		
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Supply Chain Management, p. 69	SDG 5, SDG 8, SDG 16	5.2, 8.8, 16.1
Diversity & Inclusion				
GRI 3: Material Topics 2021	3-3 Management of material topics	Diversity & Inclusion, pp. 55-56		
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Diversity Snapshot, p. 55	SDG 5, SDG 8	5.1, 5.5, 8.5
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	Diversity & Inclusion, pp. 55-56; Grievance and Whistleblowing, p. 67	SDG 5, SDG 8	5.1, 8.8
Community Engagement				
GRI 3: Material Topics 2021	3-3 Management of material topics	Giving Back to the Community, pp. 61-62		
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Giving Back to the Community, p. 61		
Corporate Governance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Governance Excellence and Corporate Governance, pp. 64-65		

GRI Content Index

GRI STANDARD	DISCLOSURE	LOCATION	SDG	Target
Business Ethics				
GRI 3: Material Topics 2021	3-3 Management of material topics	Business Ethics & Compliance, pp. 66-67		
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	Business Ethics & Compliance, pp. 66-67	SDG 16	16.5
GRI 205: Anti-corruption 2016	205-3 Confirmed incidents of corruption and actions taken	Business Ethics & Compliance, pp. 66-67	SDG 16	16.5
Data Security				
GRI 3: Material Topics 2021	3-3 Management of material topics	Data Security & Privacy, p. 68		
Risk & Compliance				
GRI 3: Material Topics 2021	3-3 Management of material topics	Risk Management, p. 68		
Engagement & Reputation				
GRI 3: Material Topics 2021	3-3 Management of material topics	Our Impact and Thought Leadership, p. 12; Stakeholder Engagement, p. 19		
Accountability & Transparency				
GRI 3: Material Topics 2021	3-3 Management of material topics	About This Report, p. 4; Making a Difference and Sustainability Governance, pp. 17-18; Appendix, pp. 71-74		