



# Articulating ***A Sustainable Future***

Environmental, Social  
& Governance Report 2024





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# Introduction

## In this section

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# Message from Our President & CEO

I'm proud to share our 2024 Environment, Social and Governance (ESG) Report, capturing both how far we have come and where we're heading next.



As our global presence continues to grow, our values remain unchanged. Ethical conduct, accountability, and collaboration guide every decision we make, and we are grateful for the trust and partnership of our clients and colleagues.



Integrated cutting-edge innovation and AI capabilities within our Digital Advisory Services division.



Extending the KEO Graduate Program initiative to the UAE in 2025, reinforcing our commitment to developing regional talent.



Throughout this report, you'll discover concrete examples of our sustainable impact across communities and regions.

# About KEO

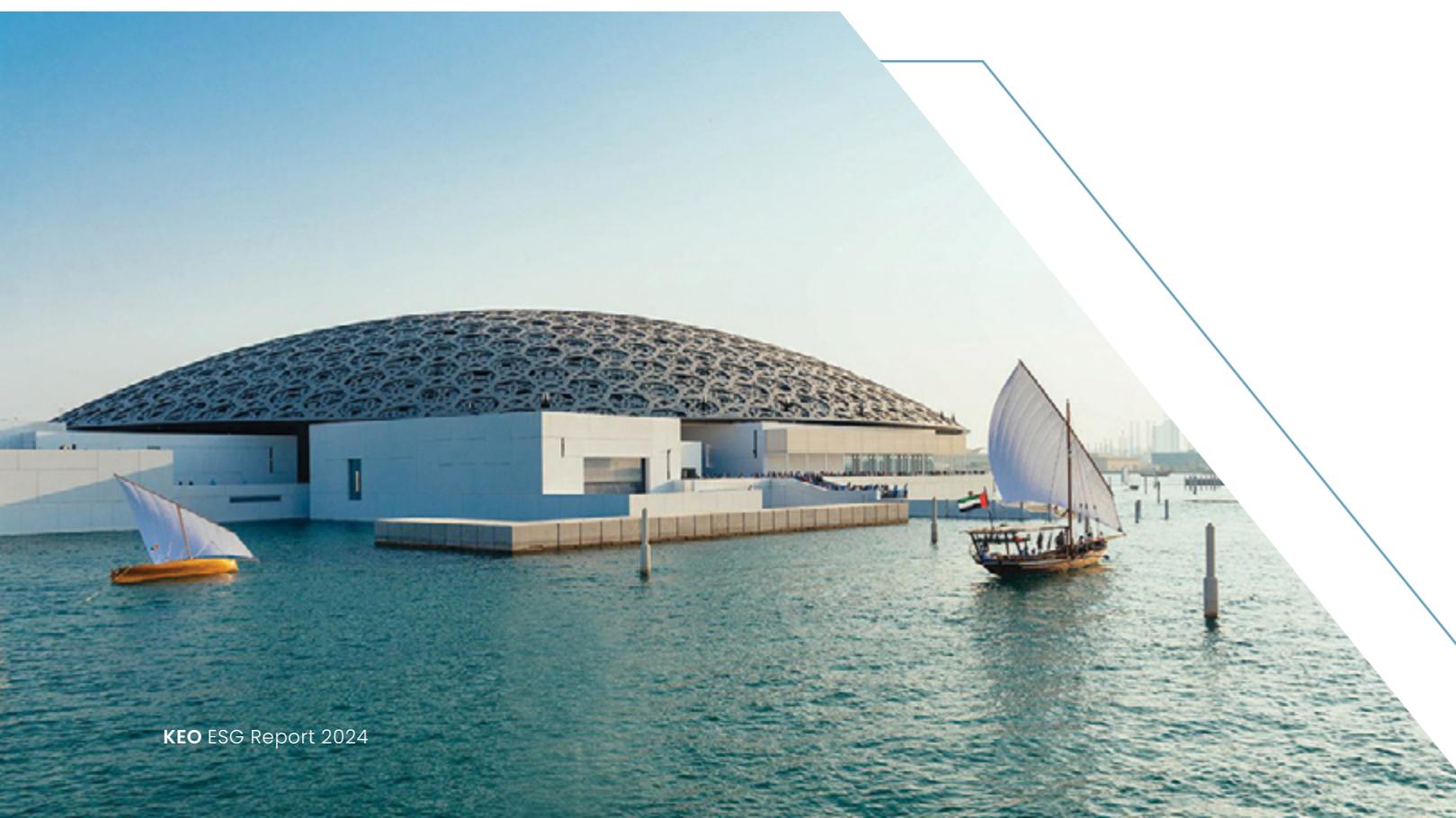
For over 60 years, we have contributed to some of the world's most ambitious projects, helping shape iconic places, enriching experiences, and supporting the development of vibrant communities.

Innovation is stitched into the fabric of how we work. As a multidisciplinary enterprise, we offer an integrated service model, guiding clients from vision and concept through to delivery across both built and natural environments.

Operating across ten countries and drawing on the expertise of many highly respected specialists, we have earned a global reputation for delivering complex, high-profile projects with precision and excellence. Our teams approach every challenge as an opportunity, bringing deep experience and fresh thinking to every stage.

Our services span Architecture, Engineering, Infrastructure, Project and Construction Management, Sustainability and Environment, and Specialist Services. We also deliver additional expertise through our Allied Practices, including Planning and Landscape Architecture, Independent Cost Consultancy, and Management Consultancy.

We are proud to be recognized among ENR's Top 225 International Design Firms and Top 20 Non-US PM/CM Firms. We are also ranked 57<sup>th</sup> in World Architecture's Global WA100 Survey and continue to hold the top spot in the Middle East.



## Welcome OPTIMA: Our Newest Allied Practice

OPTIMA builds on our six-decade legacy, offering facilities management (FM) services shaped by our deep industry insight, cross-sector expertise, and longstanding client partnerships. This new Allied Practice strengthens our integrated service model while responding to the growing demand for strategic, high-performance FM Solutions.

As facilities management becomes increasingly vital to operational efficiency and ESG performance, OPTIMA delivers solutions that support sustainability, energy efficiency, and cost control. By involving FM professionals early in the planning phase, we help influence smarter material choices and system designs that prioritize long-term value and performance.

OPTIMA reflects our ongoing commitment to evolving with our clients' needs, providing forward-thinking services that drive measurable impact across the lifecycle of the built environment.

**“OPTIMA marks an exciting milestone for KEO. As we diversify our services, we remain focused on anticipating market needs and delivering value in new and impactful ways.”**

**Donna Sultan**  
President & Chief Executive Officer

# KEO Professional 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

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



## Allied Practices



### Planning + Landscape Architecture

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



### Strategic Cost Consultants

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



### Redevelopment Experts

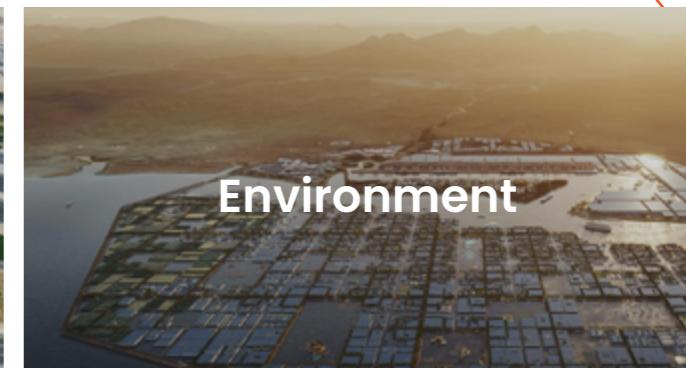
- Real Estate Investment & Advisory
- Transaction & Capital Structuring
- Restructuring Consulting
- Investment Strategies
- Project Management
- Redevelopment Design & Engineering Solutions



### 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



## Global Reach, Local Impact

Delivered Projects in 30+ Nations  
Middle East, Africa, Asia & Europe

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

# Our People

**Our governance structure is designed to uphold the highest standards of corporate conduct.**

The Senior Leadership Team holds overarching responsibility for managing the company's operations and ensuring alignment with both regional and international benchmarks.

While each leader brings unique expertise to their role, together they operate as a unified team, committed to guiding our strategic direction with integrity and accountability. Their leadership reflects our core values and reinforces our commitment to long-term sustainability and responsible growth.

These principles guide every decision we make and are embedded throughout the organization. With the support of the entire Senior Leadership Team, we continue to integrate sustainable practices across all aspects of our operations, driving performance and delivering value.



# Sustainability + Environment Services

## Embracing Sustainability for a Brighter Tomorrow.

KEO actively integrates planning, analysis, technology, and public policy to forge a future beyond green buildings.

Our Sustainability + Environment team prioritizes respect for long-term societal and environmental wellbeing while balancing economic viability.



### Multidisciplinary Team

Engineers, biologists, scientists, architects, and policymakers, each with respected credentials, are driving green progress through continuous research and a shared passion for innovation. We are pushing sustainability boundaries, delivering solutions that not only exceed benchmarks but also drive measurable improvements for communities and the planet.



### Management Expertise

Sustainability projects from concept to completion, including policy development, project execution, and technical audits. KEO's team comprises experts who help clients minimize their environmental impact and achieve sustainability goals. Our services include ESG advisory, sustainability strategy, certifications, impact assessments, waste management, regulatory guidance, and end-to-end energy management strategies.



### Proven Track Record

Includes developing and implementing sustainability policies and procedures that have been adopted at regional, governmental, and corporate levels.



### KEO Sets New Industry Standards

Influencing global Corporate Sustainability practices throughout development and operational lifecycles.



### Market Leadership

KEO rises beyond the traditional consultancy, rather as a strategic partnership built on trust, transparency, and a shared vision for sustainability excellence.



# Sustainability + Environment Services: Our Capabilities

**KEO's Sustainability + Environment practice helps clients turn sustainability ambition into measurable progress, supporting smarter decisions, stronger performance, and lasting environmental value.**

Our integrated services span the full spectrum of sustainability, environmental consulting and waste management. Whether it's embedding ESG into business strategy, designing national waste systems, or securing regulatory approvals for major developments, we work across dozens of sectors to deliver results that are grounded, scalable, and future-proof.

Our multidisciplinary teams of over 150 engineers, biologists, scientists, architects, and policy specialists, bring together global credentials and regional insight to tackle complex challenges. Their work is driven by research, shaped by innovation, and focused on implementation.

Our capabilities are organized into three core disciplines:

- **Sustainability**, where we lead on sustainability advisory, ESG strategy, whole life carbon, energy management, sustainability certification and technical studies and audits.
- **Environment**, where we support clients across environmental permitting, biodiversity, natural capital, and compliance, ensuring that sustainability is embedded from the outset.
- **Waste**, where we deliver full lifecycle solutions from national waste strategy and infrastructure design to circular economy planning and landfill remediation.

This integrated end-to-end support model allows clients to make more sustainability-influenced decisions, from policy development and planning to project execution and performance optimization.

Clients choose us to reduce risk, improve efficiency, unlock access to sustainable finance, and strengthen relationships with investors, regulators, and communities.

Our policies and procedures have been adopted at national, regional, and corporate levels. Our audits, plans, and infrastructure meet and often exceed international benchmarks. And through the release of our own ESG Reports in recent years, we continue to lead by example.

We're here to shape systems, guide strategies, and help organizations build a more sustainable future – on their terms, and with outcomes that last.

At KEO, sustainability isn't a bolt-on, it's a built-in. We help clients turn ambitious goals into practical outcomes: lower emissions, stronger compliance, and long-term operational resilience.

Our Sustainability team brings deep expertise and regional experience to every engagement. Whether we're developing sustainability strategies, compiling ESG reports, mapping decarbonization pathways, or optimizing building performance, we align environmental ambition with business reality.



## Membership Organizations



# Sustainability Services: Our Team

Our expert team, guided by experienced leadership, is focused on maximizing efficiency, reducing carbon emissions, and advancing sustainability initiatives for organizations committed to sustainable growth.

## Executive Management

- Approves and monitors policies and strategic initiatives.
- Sanctions the ESG strategy and final report.

## Senior Management (Directors)

- Leads ESG vision and strategy at a senior level.
- Oversees the implementation of sustainability initiatives across the firm.

## Regional & Team Managers

- Manages the delivery of operational services.
- Develops ESG-aligned plans and supports reporting efforts.

## ESG Team

- Leads ESG reporting, strategy development, and company-wide initiatives.



# Our Sustainability Journey

**A Conversation with Christian Millar,  
Managing Director, KEO Sustainability + Environment.**



## Reflections on Our Sustainability Journey

“Our approach to sustainability is driven by measurable action and complete transparency. Internally, this marks our third consecutive year issuing a formal corporate ESG report, serving as a consistent benchmark for our own performance.

As the only Middle East-incorporated partners of GRESB, we help our clients evaluate and improve the ESG performance of their real estate portfolios in a credible and strategic manner. Our role in the Aldar Climate Pledge, highlighted at COP28, further demonstrates our contribution to shaping a carbon-resilient built environment in support of the UAE’s Net Zero ambitions.”

## Key Challenges and Strategic Responses

“Driving sustainability in a region as diverse and dynamic as the Middle East comes with unique obstacles. One core challenge is elevating client awareness and preparing for mandatory sustainability requirements.

We support clients through education, strategic advice, and data-driven roadmaps, helping shift perceptions from short-term compliance to long-term value creation.”

## Initiatives with Exceptional Impact

“A flagship initiative is GreenPort™, an award-winning proprietary environmental analytics platform developed by our Digital and Sustainability teams. This tool offers near real-time data, enabling proactive risk mitigation and streamlined compliance.

With over 1,000 risks mitigated and a notable reduction in incident reporting time, GreenPort™ sets a new standard for environmental stewardship.”

## Adapting Sustainability Strategies for Global Expansion

“As KEO enters new markets across Europe and beyond, we acknowledge that sustainability demands are not uniform. Each region has its own regulatory frameworks, climate conditions, and stakeholder expectations.

Our team customizes solutions based on regional context, aligning compliance and value creation strategies.

The Middle East’s hot and arid climate also presents challenges that require region-specific answers, such as passive cooling designs, water-sensitive urban planning, and renewable energy systems.”

# Sustainability Services: Our Engagement

To maintain alignment with cutting-edge practices and innovation, and to actively participate in global thought leadership within our advisory sectors, KEO holds several key corporate memberships.

This is further amplified by our active involvement in industry peer events, where our experts contribute to panels, serve as judges, and engage in knowledge exchange.

## KEO and Johnson Controls Collaborate to Spearhead Decarbonization Drive

KEO, leveraging its 60 years of experience and a commitment to sustainability in the Middle East, partnered with Johnson Controls Middle East and Africa, a global leader in smart buildings for over 140 years, to accelerate the journey towards a Net-Zero future.

The collaboration was formalized at a signing ceremony on May 9<sup>th</sup> in Dubai, with representation from Greg Karpinski, COO of KEO, and Devrim Tekeli, General Manager for Service GCC, Johnson Controls.

This alliance will focus on empowering clients across the region to achieve significant and measurable carbon reductions.



## KEO Takes the Spotlight at Construction Week's Leaders in Construction 2024

Nermeen Asfour, Sustainability Manager at KEO participated in the panel discussion "Achieving Net Zero: Strategies for Carbon Neutrality in Construction", at Construction Week's Leaders in Construction event. She shared KEO's approach to reducing environmental impact, offering insights into actionable strategies for reaching net zero goals.



## KEO Awards Future Talent at the 3<sup>rd</sup> Annual Energy Science Seminar

KEO actively supported global energy innovation as the main sponsor of the 3<sup>rd</sup> Annual Energy Science Seminar at Trinity College Dublin. We sponsored awards for top master's theses, with Louise Comtat winning the KEO Research Award for her sustainability-focused project.

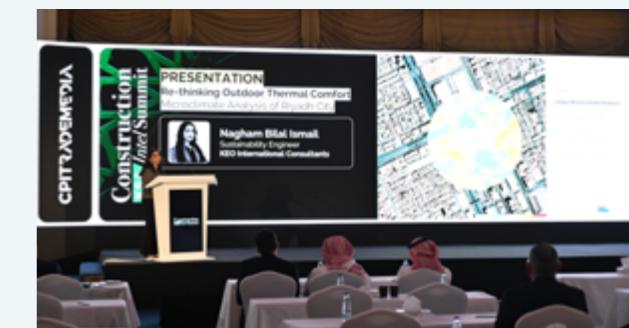
KEO's Regional Manager for Sustainability, Ahmed Labeeb, contributed to knowledge sharing by presenting on digitalization's role in the building sector's Net Zero transition. This event provided a valuable platform for international collaboration and connected KEO with future leaders in energy science.



Featured on the October 2024 Middle East Consultant Magazine Cover



Vash Singh, Sustainability Director, was a judge at the Gulf Sustainability Awards 2024



Nagham Ismail presented the KEO Whitepaper "Outdoor Thermal Comfort for the City of Riyadh" at the Construction Intel Summit in KSA

# Sustainability + Environment Awards & Recognitions

## World ESG Summit

### Best Sustainability & Environment Consulting Company

A KEO team led by Sustainability Director Vash Singh, attended the World ESG Summit in Saudi Arabia. They participated in thought-provoking discussions and earned the prestigious “Best Sustainability & Environmental Consulting Company” award, reinforcing our leadership in the region.



## Construction Week Middle East Awards

### Inspiring Woman of the Year [Highly Commended]

Vash Singh was recognized as Highly Commended in the “Inspiring Woman of the Year” category by Construction Week Middle East. This award celebrates her exceptional leadership and lasting impact on our sustainability initiatives.



## Gulf Sustainability Awards

### Two Silver Awards

We earned two silvers at the Gulf Sustainability Awards 2024: one for Sustainability Team of the Year (Over 1,000 Employees) and another for Best Solution for Environmental Monitoring (GreenPort™).



## Global Sustainability & ESG Awards

### Sustainability Team of the Year [Highly Commended]

At the 2024 Global Sustainability & ESG Awards in London, we earned a Highly Commended nod in the Sustainable Consultancy category, highlighting the international impact of our Sustainability + Environment team.



## Sustainability Innovation Awards

### Sustainable Initiative of the Year (GreenPort™)

Our in-house Sustainability + Environment team received the Sustainable Initiative of the Year award at the Sustainability Innovation Awards (CBN Middle East) for GreenPort™. This tool is transforming environmental monitoring on construction sites across the Middle East.



# About this Report

This ESG Report reflects our operations across two continents and ten countries in the Middle East and Europe, covering our core business as well as Allied Practices including InSite, C-Quest, Black Mule, and OPTIMA.

## Reporting Standard

The report has been prepared with reference to the 2021 Global Reporting Initiative (GRI) Standards and follows the Greenhouse Gas Protocol (GHG Protocol) for calculating greenhouse gas emissions. Emissions are reported in metric tonnes of carbon dioxide equivalent (tCO<sub>2</sub>e), covering carbon dioxide (CO<sub>2</sub>), methane (CH<sub>4</sub>), and nitrous oxide (N<sub>2</sub>O).

## Limitations and Exclusions

As most of our offices are in leased premises, obtaining precise metered data on water use remains a challenge. Therefore, water consumption is estimated using accepted industry benchmarks and best-practice methodologies.

## Base Year

The environmental baseline year is 2022. Establishing this year as a reference point supports our Decarbonization Pledge and enables us to measure year-over-year progress in resource management and emissions reduction.

## Reporting Year

Unless otherwise stated, this report covers ESG activities conducted during the 2024 calendar and financial year.

## Appendix

The report includes a GRI Index that aligns our disclosures with specific GRI standards, maps them to Sustainable Development Goals (SDGs), and includes detailed data tables on emissions, water usage, waste, and social performance.

## External Assurance

While this reporting cycle did not include third-party assurance, a robust internal review and validation process has been undertaken to ensure data accuracy and integrity.

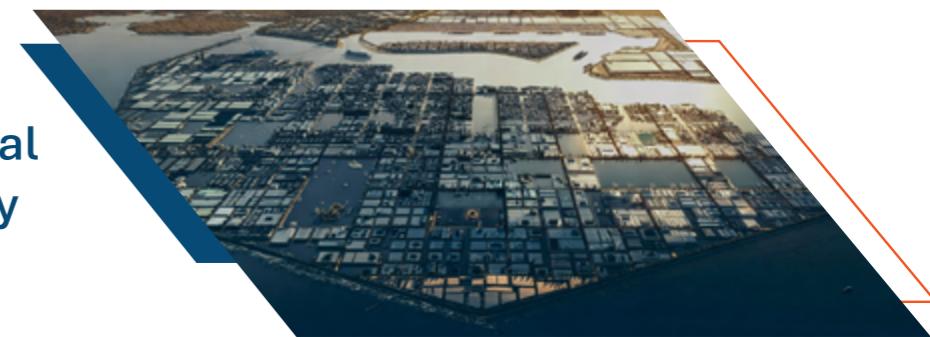
## Contact

For any queries regarding the contents of this report, please contact:  
Vash Singh, Sustainability Director  
urvashni.singh@keo.com

## Our Approach



## Environmental Sustainability



## Social Responsibility



## Governance Excellence



## Appendix



# 2

# Our Approach

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# Making a Difference

Our approach to making a meaningful impact is anchored in three strategic pillars that reflect our values and multidisciplinary strengths.



# Stakeholder Engagement & Materiality

## Understanding what matters to our stakeholders is fundamental to shaping our ESG strategy.

We maintain a broad and inclusive approach to engagement, reaching clients, partners, employees, regulators, and community representatives to gather insights that inform our decision-making and performance metrics.

As our footprint expands into new regions, we continue to refine how we assess materiality, ensuring our sustainability priorities remain relevant, regionally attuned, and aligned with global expectations.

### Continuous Improvement

We've also strengthened our ESG framework with enhanced KPIs and metrics at both policy and operational levels. Our next phase includes a more detailed stakeholder mapping and engagement plan, defining channels and communication frequency to ensure accountability and transparency.

We also plan to phase-in Double Materiality into our process for next reporting cycles. This approach will allow us to complement our assessment of our impacts on the environment, economy, and people with an understanding of how factors like the evolving business landscape, climate events, industry trends, and the regulatory outlook affect our business.



### Our Approach to Materiality

For this reporting cycle, our materiality assessment included:

- **Contextual Analysis of Business:** Using internal expertise and sector insights to define ESG relevance within our business model.
- **Benchmarking:** Comparing performance and disclosures with regional and international peers to identify best practices and emerging trends.

- **Data Analysis:** Evaluating past report data to identify patterns and evolving priorities.
- **Internal Stakeholder Engagement:** Consulting our internal stakeholders to align ESG focus areas with operational realities and strategic direction.

This process resulted in a refined list of material topics. While waste and water management were not identified as core material topics this year, they remain integrated into our broader ESG strategy. Additionally, due to overlapping governance themes, Business Ethics now consolidates prior categories related to integrity and anti-corruption.

As part of our ongoing commitment to continuous improvement and the deeper integration of ESG across our operations, we are taking clear, structured steps forward. **By establishing a robust baseline and engaging stakeholders through a more coordinated approach, we aim to gather meaningful insights that shape how ESG is embedded into our decision-making.** This process allows us to address challenges, seize opportunities, and foster a culture of collaboration, ensuring our actions are inclusive, informed, and aligned with long-term value.



# Stakeholder Engagement & Materiality

Our materiality assessment allowed us to identify the ESG issues that have the most significant current or potential impact on our business and stakeholders. As a result, we have prioritized a focused list of material topics.

While Waste Management and Water Management were previously considered material, they were not identified as such for this reporting cycle.

However, we continue to address these important issues as part of our comprehensive ESG Strategy.

Additionally, owing to the interconnectedness of Business Ethics & Integrity and Anti-Corruption & Anti-Bribery, and KEO's integrated approach to governance, these two are consolidated under the umbrella of Business Ethics for this year.

## The topics identified are:

### Environmental

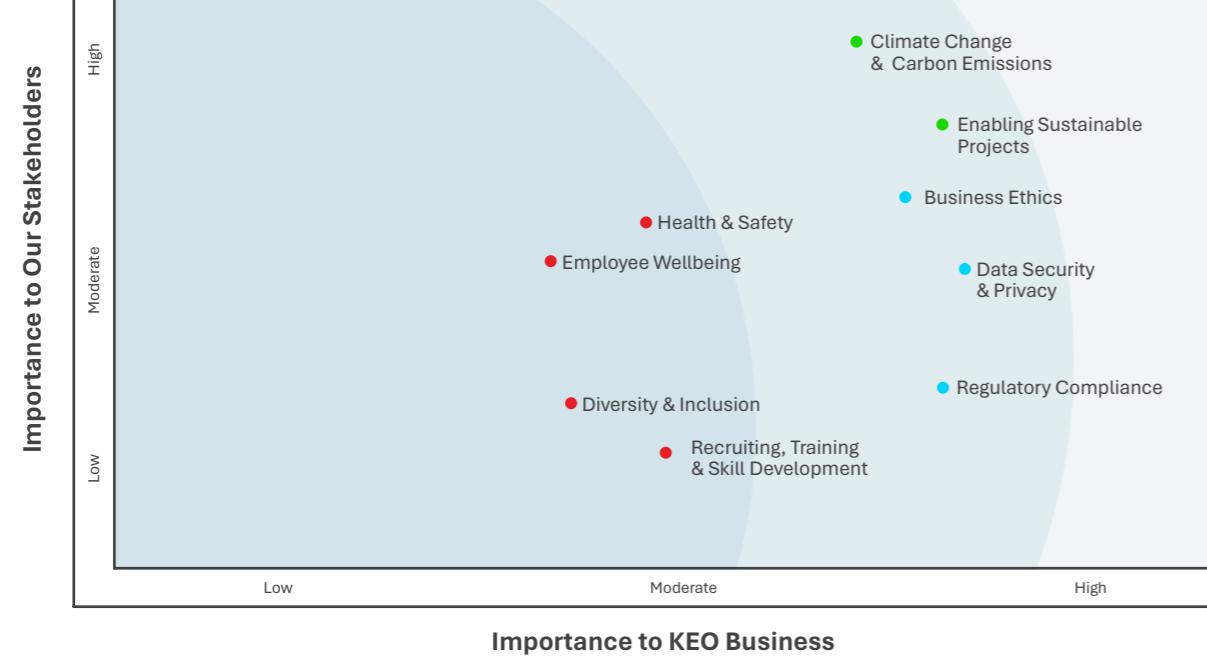
- Climate Change & Carbon Emissions
- Enabling Sustainable Projects

### Social

- Recruiting, Training & Skills Development
- Diversity & Inclusion
- Health & Safety
- Employee Wellbeing

### Governance

- Data Security & Privacy
- Business Ethics
- Regulatory Compliance



# Materiality Assessment

| Material Topic  | Impact Summary   | Material Topic   | Impact Summary   |
|---|--|--|--|
| <br>Climate Change & Carbon Emissions          | <p>With our focus on design, infrastructure, and sustainability, carbon emissions and climate change are a priority. We are finalizing our Decarbonization Plan to guide measurable progress across operations.</p> <p><a href="#">Click here for more information</a></p> | <br>Health & Safety           | <p>Considering our various services that require on the field work, we identify Health &amp; Safety as a topic material to our organization. Our ISO 45001-certified systems ensure high standards for safety across field-based and office operations.</p> <p><a href="#">Click here for more information</a></p> |
| <br>Enabling Sustainable Projects             | <p>We embed sustainability in every project lifecycle, helping clients meet their environmental goals through resource efficiency, green certifications, and resilient design.</p> <p><a href="#">Click here for more information</a></p>                                  | <br>Employee Wellbeing       | <p>A positive culture is an essential component of service excellence. We invest in employee wellbeing through targeted programs and inclusive workplace practices.</p> <p><a href="#">Click here for more information</a></p>   |
| <br>Recruiting, Training & Skill Development | <p>We invest in continual learning and skill development through training to build a future-ready workforce. Skill development is a core metric in our talent strategy.</p> <p><a href="#">Click here for more information</a></p>   | <br>Data Security & Privacy | <p>With expansion into new markets, data protection is increasingly critical. We align with local compliance requirements and global best practices.</p> <p><a href="#">Click here for more information</a></p>  |
| <br>Diversity & Inclusion                    | <p>We build inclusive teams that reflect local talent and diverse perspectives, supported by across the board mentorship programs and inclusive hiring practices.</p> <p><a href="#">Click here for more information</a></p>   | <br>Business Ethics         | <p>Ethical behavior underpins trust with clients and stakeholders. We maintain this through policies, training, and measurable KPIs.</p> <p><a href="#">Click here for more information</a></p>  |
|   |  | <br>Regulatory Compliance   | <p>As we grow into new jurisdictions, we prepare teams with targeted training and adapt our frameworks to meet evolving regulatory demands.</p> <p><a href="#">Click here for more information</a></p>   |

# Our Alignment with the UN SDGs

The United Nations Sustainable Development Goals (UN SDGs) provide a shared framework for global progress and a roadmap for how KEO aligns its sustainability ambitions with international benchmarks.

In 2024, we enhanced our reporting by including SDGs mapping to specific metrics and disclosures within the GRI Content Index.

This enables us to better assess and communicate our impact areas while identifying opportunities to expand our contribution across the sustainability spectrum.



# Looking Ahead

Sustainability is a continuous journey, and we remain committed to raising our ambition and deepening our impact across every aspect of ESG.

## Sustainability as a Business Imperative

We recognize that sustainable practices are fundamental to long-term success. Our Decarbonization Pledge marks a key step, and as we grow into new regions, we will align with local net-zero targets, regulatory frameworks, and international reporting standards. From 2024 onward, we will enhance sustainability operational integration and increase transparency through enhanced disclosures.

## Expanding Stakeholder Engagement

We are committed to deepening engagement with clients, employees, investors, and communities. Proactive communication allows us to identify shared priorities and collaborate on initiatives that create mutual value.



# 03

## Environmental Sustainability

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# Overview

**At KEO, we are committed to measuring our environmental performance in robust ways with the ultimate goal of reducing the impact.**

In 2024, we continued to enhance our approach to measuring and mitigating our environmental impact through improved data collection, analysis, and various initiatives related to resource efficiency.

We improved our data collection for Scope 3 emissions specifically, strengthening our understanding and management of our broader value chain impact.

Beyond our internal operations, KEO actively contributes to creating sustainable communities through our comprehensive expertise in environmental management, waste management, ESG related services, energy and decarbonization services, and green certifications.

This environmental leadership extends across our Infrastructure and Design services, which increasingly incorporate sustainable practices into project delivery.

We share our environmental knowledge widely while continuously building future-ready skills within our team, with strategic acquisitions and growth planned to further amplify our positive contributions to communities and their natural environments.

In this section, we highlight our performance on energy, GHG emissions, water, waste and environmental management.



# GHG Emissions

## 2024 Performance

In 2024, KEO's total GHG emissions reached 12,230 tCO<sub>2</sub>e, from its scope-1,2 as well as all relevant scope-3 categories.

Scope 3 emissions is comprise around 92% of the total emissions inventory, with approximately 58% of that amount associated with the Purchased Goods & Services (PG&S).

Scope 1 and Scope 2 emissions have achieved a significant decrease of 21.8% from the previous year's emissions, this reduction is partially driven by the reduction initiatives taken:

- Energy efficiency upgrades in our Qatar offices (replacement of Lighting and AC units with higher efficiency technologies).
- Reduction in office areas as a result of a strategic redistribution of offices areas to achieve more effective use of spaces in Kuwait.
- More effective use of the company's operated fleet which allowed the reduction of the number of vehicles used.

Scope 3 emissions have marked an increase of 9%, primarily driven by the substantial rise in the PG&S categories mainly attributed to the company's business expansions.

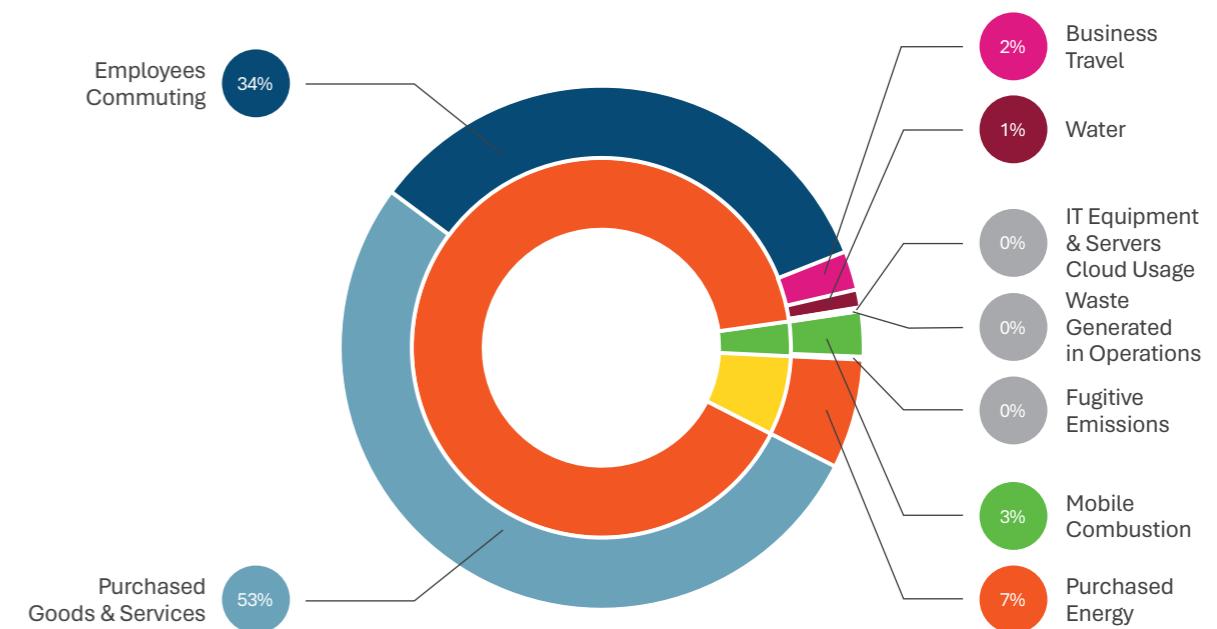
This distribution reinforces the importance of addressing indirect emissions across KEO's value chain and operations, guiding the company's decarbonization focus toward procurement practices, employee mobility, and responsible supply chain engagement.

Scope-1 & 2  
Reductions during 2024

**21.8%**

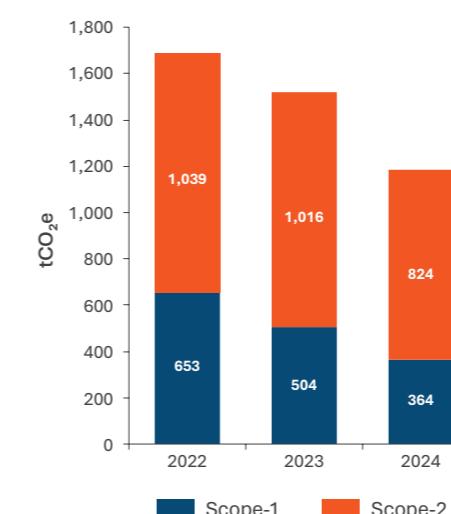


### 2024 Emission Sources



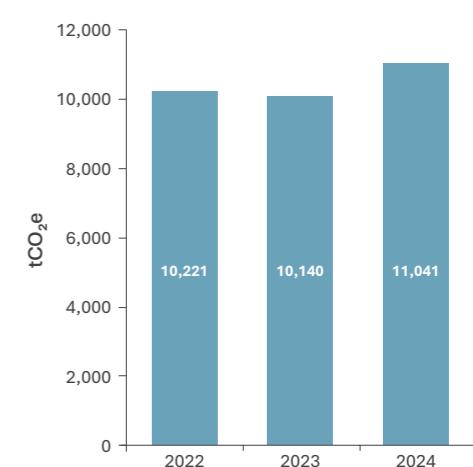
### Emission Inventory Changes

2022-2024



### Scope 3 Emissions Inventory

2022-2024



#### Notes:

\* In 2024, the methodology for calculating Employee Commuting was revised to reflect actual commuting patterns, public holidays, remote work, and annual leave assumptions. A three-year weighted average emission intensity was applied per country to improve accuracy. Additionally, the methodology for Purchased Goods & Services was enhanced to include all purchases across KEO offices based on actual records. Unlike previous years, the updated process allowed for detailed tracking and categorization of all goods and services in line with EPA classifications, enabling more precise emission reporting per office.

# Energy

## Total energy use across offices dropped from 2.1 GWh to 1.7 GWh in 2024; an 18% reduction.

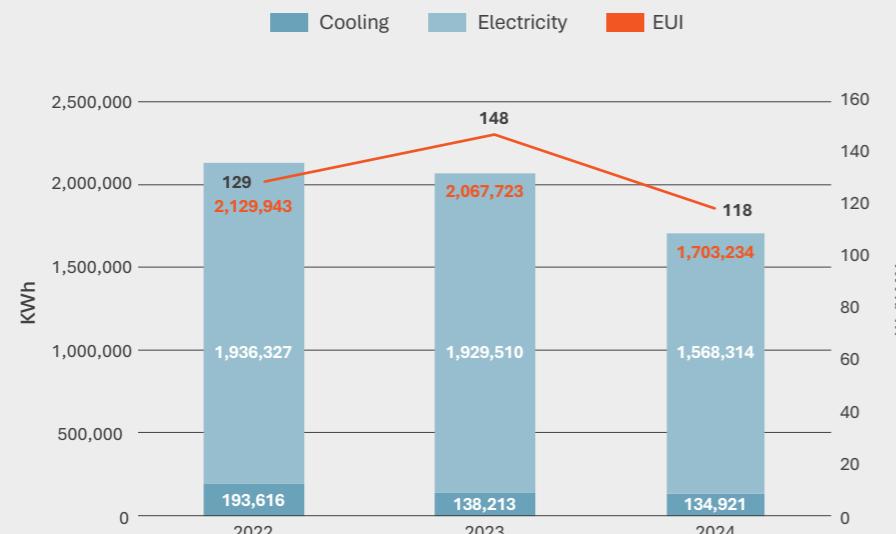
In 2024, total energy consumption across all offices reached approximately 1.7 GWh (including office electric and cooling consumption), marking an 18% reduction compared to 2.1 GWh in 2023.

Electricity consumption dropped by 18.7%, from 1.9 GWh in 2023 to 1.5 GWh in 2024.

This reduction was primarily driven by:

- Kuwait Office: A strategic reduction in occupied floor area contributed to a 34% drop in electricity use, from 708,063 kWh to 470,993 kWh.
- Qatar Office: Implementation of HVAC and lighting upgrades led to a 18% decrease in electricity consumption, from 858,237 kWh to 705,957 kWh.

### Energy Performance (KWh)



#### Notes:

- EUI - Energy Use Intensity.
- The energy performance is the aggregate of electric and cooling energy.
- The emission factor for cooling energy equals the electric grid factor divided by a Coefficient of Performance (COP) of 4 – which is the minimum efficiency level allowed for the district cooling sector according to a report by the Department of Energy (2021 Annual Technical Report For the Water, Wastewater, Electricity and District Cooling Sector in the Emirate of Abu Dhabi).

### Energy Consumption during 2024

**-18%**

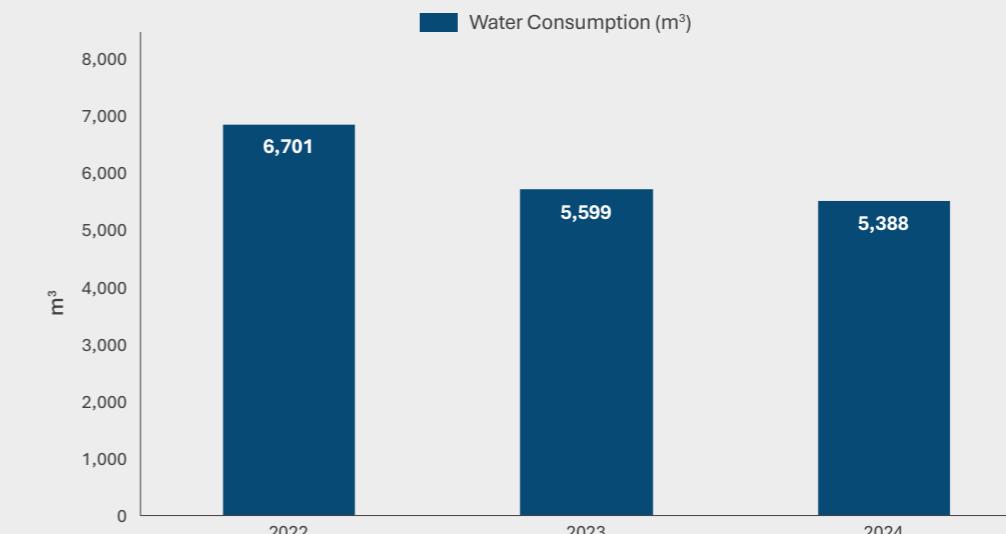
# Water

## KEO's total water consumption dropped by 3.7%, from 5,599 m<sup>3</sup> in 2023 to 5,388 m<sup>3</sup> in 2024.

Water consumption estimates are based on effective FTE\*, considering hybrid work arrangements.

This method allows for a consistent approach across all offices where direct metering is not available.

### Water Consumption & Associated Emissions



#### Notes:

- FTE-based estimates were used due to the unavailability of metered data in most KEO offices.

### Water Consumption during 2024

**-3.7%**

# Waste

In 2024, we strengthened our regional waste management efforts through structured segregation practices across all operational sites.

KEO offices continued to implement structured waste segregation practices across its regional locations as part of its ongoing commitment to sustainable operations.

In 2024, the overall diversion rate has increased to 38%, up from 24% primarily due to improved recycling and reduced material efforts in offices such as Kuwait, Jordan, and Saudi Arabia, as well as the integration of new reporting locations including Lisbon and Porto.

Despite a rise in the total reported waste from 29,452 kg in 2023 to 51,337 kg in 2024, the higher diversion rate underscores our improved waste tracking and reporting capabilities.

The expansion of our geographic reporting scope and the refinement of internal processes have contributed to more comprehensive data capture and better performance visibility.

Looking ahead, KEO remains committed to aligning its waste management approach with international best practices and advancing circular economy principles through continuous education, digital reporting enhancements, and cross-office collaboration.

## Environmental Management

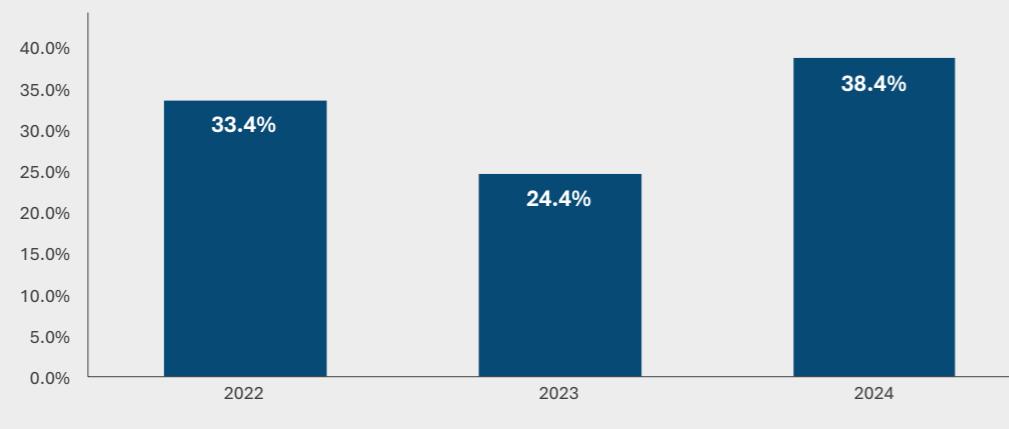
Environmental Management is integrated within our comprehensive Business Management System that houses quality (ISO 9001) and HSE management (ISO 45001) systems as well.

Our ISO 14001:2015 Environmental Management System certification covers the majority of our offices. All KEO locations globally employ consistent practices stipulated by our Environmental Management System ensuring a unified approach to environmental stewardship and quality throughout our organization.

Our dedicated team regularly reviews the performance indicators and protocols and communicates progress updates across the company.

Looking forward, we aim to bring all the offices within the scope of our ISO 14001 certification during the next recertification cycle. This will further solidify our commitment to best practices and extend the seal of authenticity across all KEO locations.

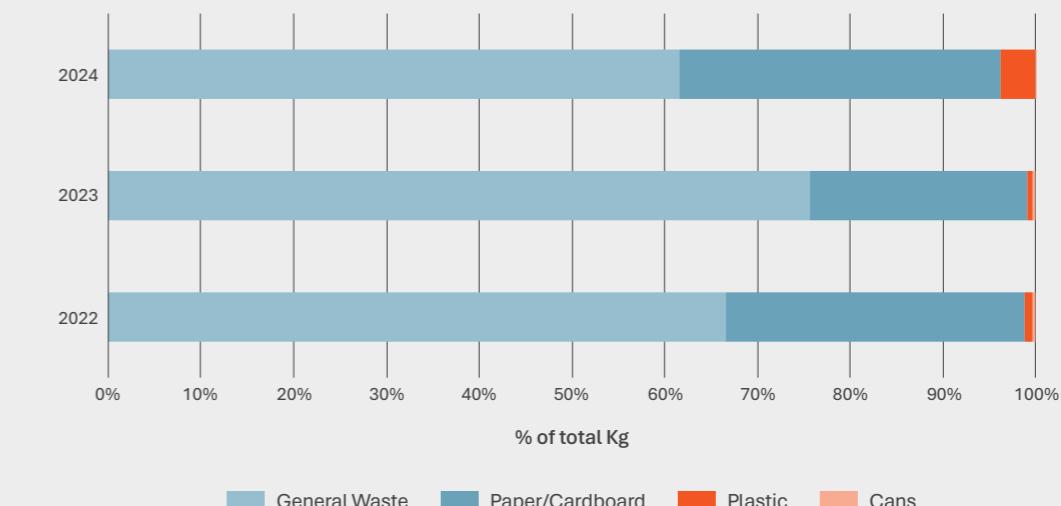
### Waste Diversion Rate



#### Notes:

Waste streams are categorized in alignment with EPA standards and include aluminum cans, mixed plastics, office paper/cardboard, and general waste. Recyclable materials are processed accordingly, while general waste is directed to landfill.

### Waste Streams



# Our Environmental Impact on Communities

## Qatar Sustainability Week

KEO's Qatar office hosted Sustainability Week in October, as our own initiative during the nationwide Qatar Sustainability Week campaign. The Qatar Social Group partnered with the Sustainability + Environment team to promote environmental responsibility through engaging activities. The week featured a Sustainability Quiz to enhance ecological knowledge, a creative Green Fashion Day, and friendly competitions including the Greenest Commuter and Green Advocate recognitions that celebrated environmental leadership among our team members.



Practical initiatives like the Eco Swap Shop encouraged swapping everyday use items for reuse; the distribution of plants to both head office and site locations brought literal greenery to our workspaces. These initiatives went beyond simply beautifying our surroundings; they reinforced our collective commitment to sustainability and environmental stewardship.

To bring added value to the external market, KEO participated as Community Partner to the national drive, with free seminars held on ESG and Decarbonization, both held in conjunction with strategic partners. We also mentored, educated and judged youth in the "Your Sustainability Challenge" competition.



## UAE Beach Clean 2024

KEO Team combined Environmental Action with Family Fun with our team and their family/friends from Dubai and Abu Dhabi offices. Beginning with an educational briefing on microplastic pollution and marine ecosystem protection, volunteers equipped with gloves and collection bags tackled coastal debris with determination.

The team's efforts yielded impressive results: over 650kg of waste removed from mangrove and beach areas, including oil drums, rope, plastic bottles, and even boat fragments.

The day balanced environmental action with family enjoyment, featuring a biodiversity survey alongside recreational activities like tug-of-war, sack races, lunch and treats.

This well-rounded activity engaged participants of all ages, creating lasting memories while making a tangible difference to our coastal environment.



# Enabling Sustainable Projects

**The built environment continues to be a significant contributor to global carbon emissions, accounting for more than one-third of the worldwide total.**

As climate imperatives grow more urgent, the industry faces mounting pressure to transform its practices and embrace genuine sustainability across all phases of development.

We partner with forward-thinking clients to develop projects that go beyond compliance, creating buildings and infrastructure that actively regenerate environments, enhance communities, and establish new benchmarks for resource efficiency.

We recognize that true sustainability must be integrated from the earliest conceptual designs through construction, operations, and eventual renewal.

Our core divisional heads recognize this and continue to incorporate this ethos into the work they and their teams deliver.

The following section showcases how our integrated expertise transforms sustainability ambitions into tangible results.

These completed projects, expert insights shared in industry publications and through podcasts, and case studies are a reflection how our thought leaders across different divisions are shaping sustainable practices throughout the industry.



# CASE STUDY

## DEWA Headquarters

### Net-Zero Carbon Design

**Mohamad Ballout, Director of MEP Engineering, shares insights on Net-Zero Carbon Design with MEP Middle East Magazine.**

Mohamad Ballout shares his insights into one of the region's most innovative projects, the Dubai Electricity & Water Authority (DEWA) Headquarters.

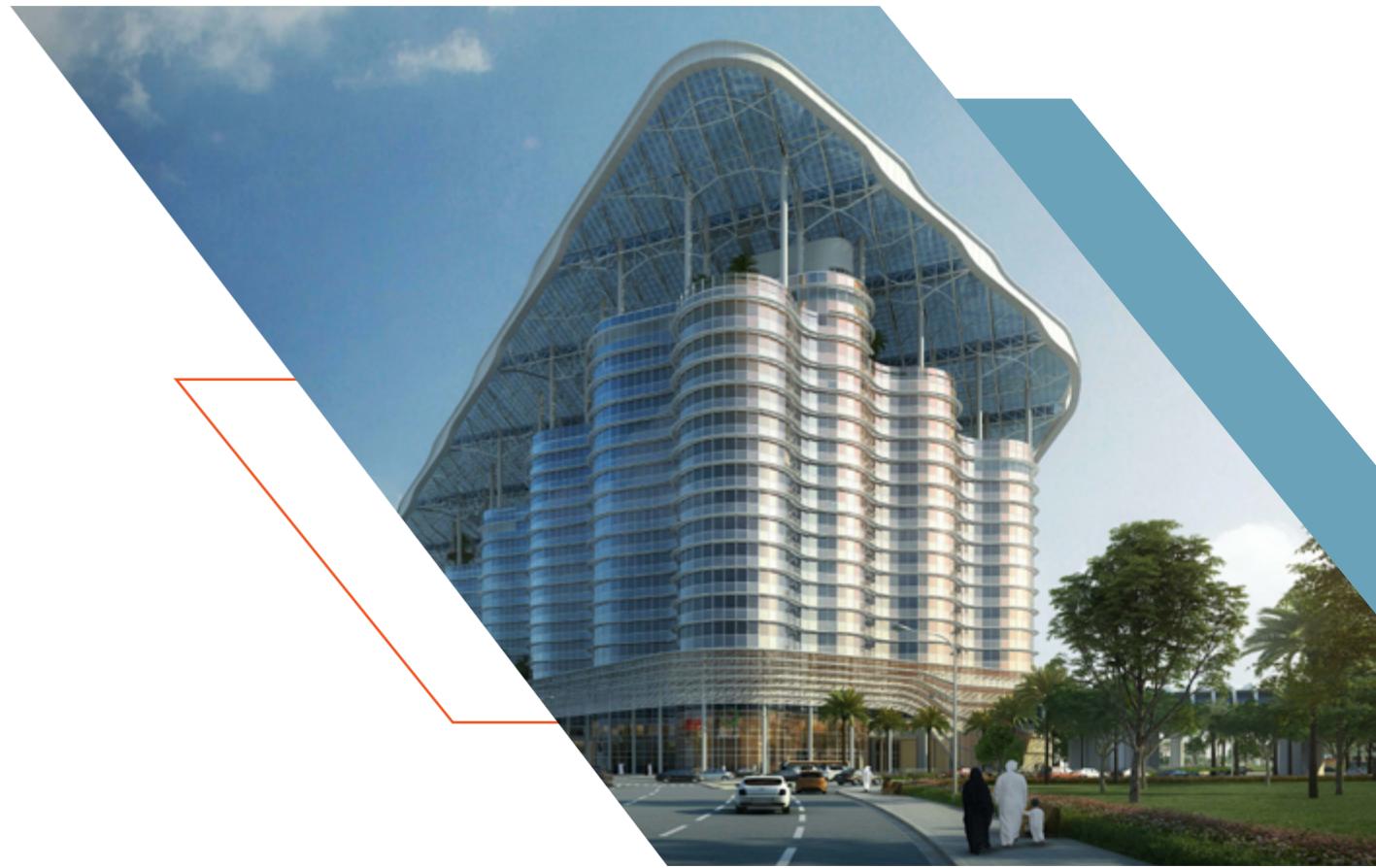
"We designed DEWA HQ with three core principles: efficient energy generation, energy use optimization, and advanced monitoring systems," Ballout explains. In a region traditionally dependent on conventional cooling technologies, the DEWA HQ project sets a new sustainability benchmark through innovative engineering approaches.

The Design team conducted comprehensive analysis of various renewable energy options. "We looked at various energy generation options, from photovoltaic plants to wind turbines, and determined that maximizing solar energy production was the best approach for Dubai's climate," Ballout states. This led to the installation of high-efficiency photovoltaic (PV) cells on both the roof and façade, significantly enhancing on-site renewable energy generation.

Efficiency stands at the core of the project's success. "The efficiency of the MEP systems was a major priority from the outset," emphasizes Ballout. Every element, from energy controls to HVAC optimization, was carefully selected to maximize performance while minimizing environmental impact.

The project implements sophisticated smart grid load management to reduce energy use, along with customized air handling units designed specifically for Dubai's hot and humid climate. These systems continuously track the building's energy consumption, allowing maintenance teams to make real-time adjustments.

"This project sets a new standard for net zero buildings in the Middle East and will serve as a blueprint for future sustainable developments," notes Ballout. With the completion of DEWA HQ, KEO has not only demonstrated technical excellence but also established its place as a regional leader in sustainable design.



# Darryl Custer Shares KEO's Design Vision on Construction Week Podcast

Darryl Custer sat down with Construction Week for their latest podcast episode “Building the Future: Inside KEO’s Design Philosophy.” In this discussion, Darryl shared his expertise on sustainable design innovations and the future of architecture across the Middle East.



Darryl emphasized that sustainability is a key benefit of mixed-use developments, which KEO is increasingly focusing on. These projects promote the smart use of land, reducing the need for extensive infrastructure and minimizing travel, ultimately lowering energy consumption. “smart development that tries to use less green land” is the ultimate objective.

When discussing how to balance aesthetics with sustainability, Custer highlighted two key aspects: design that naturally uses less energy and the careful selection of local materials.



“Philosophically, we always try to design projects that have meaning to the communities who are in, and one of the great ways to do that is to use materials that are local,” Darryl explained.

He also touched on the growing trend of modular construction, which KEO is exploring for its potential to enhance efficiency and sustainability. “Using that type [of technique] of putting buildings together, I think if it’s done properly, is a great way to look at this, because if it’s done well, it can also be sustainable,” said Darryl.

Furthermore, he mentioned that KEO is actively building relationships with companies that provide modular construction products and fostering a collaborative environment within its team to drive innovation in sustainable design.



# CASE STUDY

## Microclimate Analysis for Sustainable Urban Development

Delivering sustainable outdoor environments in arid climates, microclimate analysis has become a cornerstone of climate-responsive urban development.

Through advanced simulations and integrated assessments, the service begins with a thorough analysis of climatic conditions (temperature, humidity, and prevailing winds) followed by detailed shading studies to evaluate solar exposure across key pedestrian zones.

Building on this, wind analysis and Universal Thermal Climate Index (UTCI) evaluations provide a clear picture of thermal comfort levels, informing targeted design interventions such as trees, canopies, and shaded structures. These strategies not only mitigate heat stress but also enhance livability and resilience.

In projects like Qiddiya-Riyadh, this methodology supports compliance with environmental performance standards while shaping outdoor spaces that prioritize comfort, accessibility, and long-term sustainability.

Across multiple projects, outdoor thermal comfort has been rigorously evaluated using a robust microclimate analysis framework developed specifically for arid environments.

This framework has been instrumental in informing climate-responsive design strategies, ensuring each project meets high standards of environmental performance.

The consistent application of this methodology highlights its critical role in shaping thermally comfortable, user-focused public realms, as demonstrated in developments in the Kingdom of Saudi Arabia.



# CASE STUDY

## AMAALA Community

### Triple Bay & Staff Village

Situated along Saudi Arabia's Red Sea coast, Amaala is an ultra-luxury destination developed by Red Sea Global (RSG).

The development includes Triple Bay, a luxury wellness and sports retreat hub, and the Staff Village, a sustainable residential development designed to accommodate RSG's working population and their families.

KEO is the primary sustainability consultant for the Amaala Triple Bay & Staff Village project, which is a truly sustainable development, incorporating innovative design and technologies to create a luxurious yet environmentally responsible destination.

It has already achieved a LEED Platinum pre-certification, the highest tier under the LEED for Cities and Communities rating system, demonstrating a global benchmark for excellence in sustainable design and construction.



The key sustainability goals and objectives of the development include the following:

#### Net Zero Carbon Emission



100% of energy is sourced from on-site renewables, saving nearly half a million tons of CO<sub>2</sub> annually.

#### Water Management



Potable water is produced using reverse osmosis powered entirely by renewable energy. All wastewater is treated and reused for irrigation.

#### Waste Management



A comprehensive material separation system is supported by a Waste Management Center housing a Material Recovery Facility, Composting Plant, and Waste-to-Energy facility, all aimed at diverting waste from landfills.

#### Walkability & Low-Carbon Transit



Designed as a car-light community, amenities are located within an 800-meter walk radius. Mobility is supported by shaded bike paths and electric vehicle infrastructure.

#### Climate Change Resilience



Flood mitigation measures, passive cooling techniques, and generous green landscaping provide protection from heat. Real-time sensors ensure air and water quality, while a zero-discharge policy safeguards marine ecosystems.

# CASE STUDY

## College of Medicine & Health Sciences

### KEO team's award-winning work at College of Medicine and Health Sciences (CMHS) at Qatar University.

Situated within the Qatar University campus, the CMHS development exemplifies a forward-thinking approach to sustainable construction. Guided by a comprehensive sustainability framework, the project aligns with Qatar National Vision 2030 and its National Development Strategy, with a strong commitment to reducing its environmental footprint.

Stakeholder engagement and knowledge-sharing efforts further reinforced the project's commitment to cultivating a culture of environmental responsibility throughout all phases of construction.

Collectively, these integrated strategies contributed to a more resilient and sustainable project delivery framework.



The project's performance has been formally recognized under the Ashghal PWA-BDP Environmental and Sustainability Annual Awards 2024, securing the following accolades:

- **1<sup>st</sup> Place**  
Best Performance in Water Management & Conservation Initiatives
- **2<sup>nd</sup> Place**  
Best Performance in Energy Management & Conservation Initiatives
- **2<sup>nd</sup> Place**  
Best Performance in Sustainability Initiatives
- **Overall Champion**  
Best Performance in Environmental and Sustainability Awards 2024

These achievements underscore the CMHS project's role as a benchmark for sustainable design and construction, reinforcing its contribution to a resilient, environmentally conscious future for the State of Qatar.

As a result of circular economy initiatives, the project resulted in significant resource savings and reuse during 2024:

**93%** **92%** **16%** **53%**

of excavated / fill materials were recycled

of non-hazardous waste was reused and recycled

savings in energy (Diesel) usage

savings in potable water use



# CASE STUDY

## Supporting Qatar's Circular Economy

KEO helped Qatar Foundation and its research center Earthna address growing PET plastic waste challenges through innovative circular economy approaches.

KEO's methodology included comprehensive stakeholder engagement, rigorous data collection on PET plastic flows, detailed lifecycle assessment modeling, evidence-based policy development, and targeted awareness campaigns.

The project will help Qatar develop sustainable solutions that align with national environmental objectives while building transferable circular economy capabilities for future resource management challenges.



# 4

# Social Responsibility

## In this section

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# Overview

**Social responsibility is embedded in how we support our people, structure our workplace, and shape our culture.**

Our social responsibility pillar is built upon talent development, inclusion, safety, and wellbeing. This following section provides an overview of our management approach and progress across the critical areas of Talent Management, Learning and Skills Development, Diversity and Inclusion, Health, Safety and Environment, and Employee Health and Wellbeing.

We are dedicated to creating a workplace where all employees can thrive and contribute to our shared success. For this purpose, we have dedicated policies, structured Standard Operating Procedures and processes that enable us to execute these policies in spirit. In the following sections, we highlight our achievements, challenges, and management approach related to these key areas.



# Talent Management

**As a firm committed to excellence in sustainable design and consultancy, we recognize that our continued success depends on the people behind our work; their skills, values, and drive to deliver. Talent is therefore central to everything we do.**

## Talent Acquisition

In today's competitive landscape, attracting and retaining top talent is paramount to KEO's continued success. We recognize that our employees are our most valuable asset, and their skills, knowledge, and dedication are crucial to driving innovation and achieving our strategic goals. Our performance is founded on the principles of people, integrity, empathy, results and innovation.

Based on the foundation of our approach of "Leading with vision and resourced to respond", the strategic priority of our award-winning Talent Acquisition team is to attract and select the highest caliber of people. We do so by embracing a merit-based process which is fair, systematic, efficient, effective and designed to maximize the potential for welcoming the best talent globally to join KEO.

## Employee Recognition

We value the contributions of our employees and have implemented several programs to recognize and appreciate their dedication and achievements. We celebrate and acknowledge service milestones for 5, 10, 15, 20 and 25 years for our employees.

A well-cherished tradition of excellence is embodied in our KEOskars awards that recognize outstanding achievements and contribution of our valuable employees and reflects KEO's dedication to celebrating and nurturing talent across the organization.

## Supporting Inclusivity in Talent Acquisition

We continue to create an inclusive candidate experience by using technology to remove gender bias from job descriptions, tailoring interviews to individual preferences and where possible, acknowledging cultural considerations. We continue to partner with various external partners to ensure inclusion of differently-abled persons as well.

## Transition Support

For seamless employee transitions, we have established dedicated policies and procedures for onboarding, re-deployment, promotions and role changes. Our overarching guideline document provides detailed information on roles, responsibilities, hierarchies, timeframes, and procedural steps, ensuring the smooth implementation of these policies and facilitating effective change management.

## Employee Referral Program

To attract top talent aligned with our culture and needs, we've established an employee referral program. Our employee referral policy stipulates the process and rewards successful referrals with monetary compensation and capitalizes on our employee's ability to identify and recommend suitable candidates.

## Performance Reviews

KEO's Talent Management program is strategically designed to attract, retain, and develop top talent, ensuring both our company and our clients benefit from the best skills available. This program focuses on building employee commitment, filling critical positions, creating a talent pipeline for future needs, addressing skills shortages, and facilitating employee re-deployment.

An integral part of this is Performance Reviews that is a key tool to ensure open communication and feedback conversations to develop both technical and behavioral competencies, career potential and subsequent resource and succession planning.



## 2024 Highlights

Through our KEO Connect system, we achieved the successful completion of 1,761 performance reviews in 2024. **While representing 82% of total FTE, this figure reflects 100% completion among all employees eligible for a performance review in 2024.** These reviews included meaningful conversations, the setting of SMART goals, and the development of personal and technical growth plans.

## Performance Appraisal Policy

KEO's Performance Appraisal Policy emphasizes meaningful conversations between employees and their Line Managers. This policy mandates that all employees have a development plan as part of the appraisal discussion and process.

It is also aimed to align personal aspirations with organizational opportunities. This structured approach ensures continuous development, clear goal alignment, and proactive career management within KEO.

To further support continuous improvement, mid year reviews serve as a checkpoint to gauge progress against goals and any need for adjustment while end year reviews are aimed at a comprehensive assessment and goal setting.

# Learning & Skill Development

**Learning and skill development is essential as it directly impacts employee retention and satisfaction, facilitates the achievement of personal and professional goals, and is integral to effective risk assessment and management within the constantly evolving skills landscape.**

## Learning & Development Policy

We strive for a culture of continuous learning and development, empowering all employees to reach their full potential. Our tailored L&D policy outlines various streams and options of learning and personal development available and sets guidelines for accessing learning and development opportunities within the organization. The policy is applicable to all permanent employees and ensures a focused and strategic approach to employee growth.

## Learning Streams

Recognizing that employee development is crucial for organizational success, KEO adopts a needs-based approach to training.

Learning and development needs are identified by analyzing the skills required to achieve corporate and functional objectives. Training priorities are then established within budgetary constraints, utilizing the most appropriate internal and external resources. Human Resources actively promotes and supports these learning initiatives.

We offer a comprehensive range of development interventions beyond traditional courses. These encompass practical experience and on-the-job learning, mentorship and observation, Self-directed and independent learning, and group or collaborative learning.

A comprehensive non-exhaustive list is provided in our L&D Policy that is accessible to all employees.

## Learning Management System

Our Learning Management System, Litmos, is designed to support the unique growth and development needs of each employee by delivering and managing ongoing learning content. This includes courses that directly support KEO's daily operations, policies, and procedures, enabling employees to access knowledge from anywhere, cultivating an interactive online learning environment.

Litmos facilitates tailored upskilling programs that target specific competencies essential for comprehensive professional development, covering behavioral, cognitive, interpersonal, strategic, and technical skills.

## Office 365

In addition to LMS, KEO IT also offers Office 365 Learning Portal which serves as a resource for the latest Office 365 tools and tips, designed to assist staff in their daily activities.

## Study Assistance Program

KEO is committed to supporting the professional development of its employees through the Study Assistance Program which is governed by our Study Assistance Policy. This initiative aims to alleviate the financial burden associated with further education by offering financial assistance and / or study leave, enabling permanent employees to enhance their skills and knowledge.

The program of study must be offered by an accredited educational institution and directly contribute to the employee's current or potential future role within KEO.

There are various levels of courses; based on the level, employee gets Time-off Allowance and varying degree of support from work. The levels are:



**Bronze**

Diplomas and short courses



**Silver**

Executive level courses



**Gold**

Executive level courses with strategic focus

**Total internal and external training delivered in 2024 (average per employee)**

**30**  
min./month



# Learning & Skill Development

## KEO Graduate Program

A flagship initiative, the KEO Graduate Program, was launched in KSA in 2023 to continue our commitment to developing top talent. We are preparing to roll out the program in the UAE as part of our 2025 roadmap.

The program is a testament to our commitment to fostering the next generation of designers, engineers, architects, project managers, planners and business leaders.

It is thoughtfully designed to integrate theoretical learning with hands-on practical experience on real-world projects.

The KEO Graduate Program provides a structured and comprehensive development experience for fresh graduates. The Graduates can choose between:

- **Technical Divisions** – including Architecture, Engineering, and Landscape Architecture
- **Business Management & Support Services**

It features two core one-month rotations across essential technical and business divisions, tailored to individual study areas and career aspirations. Participants also engage in site rotations, shadowing project managers and resident engineers for practical, on-site experience.

Support division participants receive on-the-job training within their hiring division. Additionally, the program includes training and certifications in Microsoft Suite, Business Communication, Building Information Management (BIM) for technical roles, KEO Master Classes led by in-house professionals, and Adobe Creative Cloud, equipping graduates with a diverse skill set and a deep understanding of KEO's operations.

*“My experience with the KEO Graduate Program has been truly valuable.*

*The rotations in Design, Project Management, C-Quest and other departments provided me with a clear understanding of the project life cycle. The guidance and collaboration enhanced my skills.*

*While working in my background of Electrical Engineering, I actively engaged in several projects taking on roles such as Planner, Proposal Development, and working in the Strategy Department. This involvement not only enhanced my own technical experience, but also allowed me to develop strong understanding of Project Management and Strategy Planning.”*

**Abdulaziz Alsheikh**  
KEO Infrastructure Division

4 graduates enrolled in previous year's inaugural cohort and successfully completed the program in 2024

**67%**  
retention rate



Microsoft Office  
Training



Business  
Workshops



BIM  
Training



Adobe Creative  
Cloud Tutorials



KEO Master  
Classes

# Diversity & Inclusion

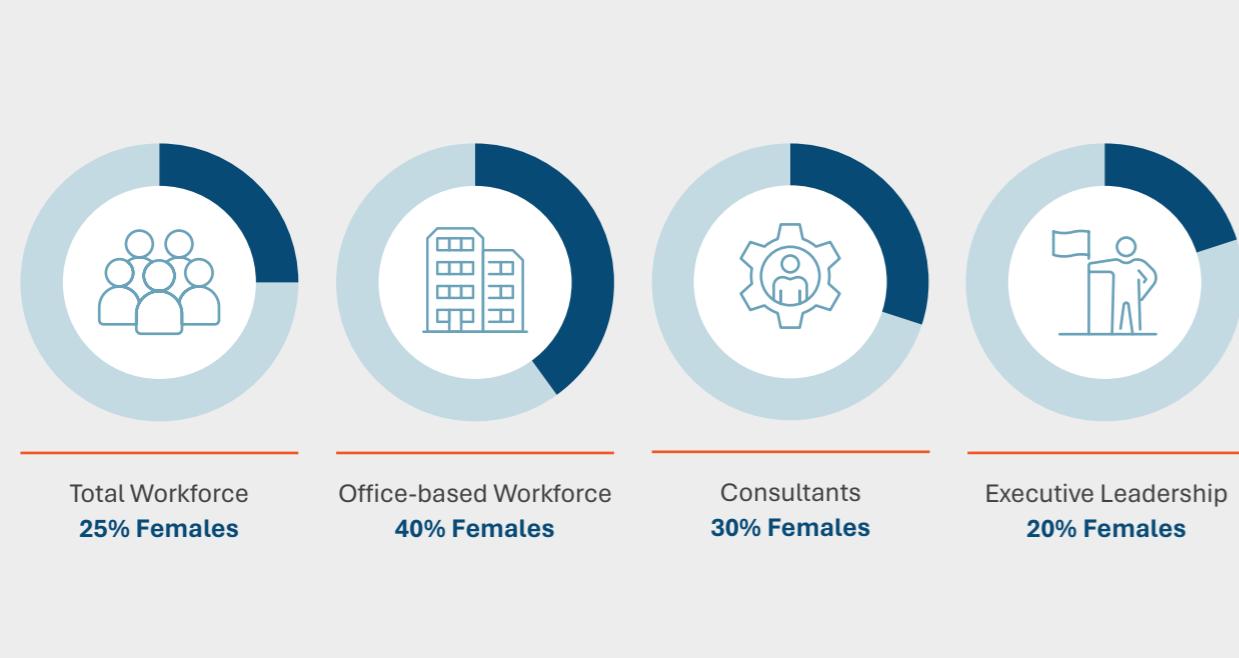
We believe a diverse and inclusive workplace drives our competitiveness, sustains our success, and enhances long-term value for the company and its stakeholders.

Acknowledging that diversity is understood, experienced and addressed within specific regional and cultural nuances, we are dedicated to building an inclusive environment that values differences, promoting a sense of belonging for all members of our team.

## Gender Representation

The gender breakdown of our workforce at various levels is as follows; more detail can be found in Data Tables at the end of the Report.

|        | Executive Management |      | All Employees |      |
|--------|----------------------|------|---------------|------|
|        | 2023                 | 2024 | 2023          | 2024 |
| Gender | Male                 | 80%  | 80%           | 76%  |
|        | Female               | 20%  | 20%           | 24%  |
| Age    | <30                  | 0%   | 0%            | 15%  |
|        | 31 -50               | 33%  | 20%           | 64%  |
|        | 51 and Over          | 67%  | 80%           | 21%  |
|        |                      |      |               | 22%  |



## Demographic Representation

Our workforce is represented by 59 nationalities that bring a vibrant diverse experience and perspective into the workplace and the work they perform. This rich array of backgrounds directly fuels our values of Agility, Empathy, Advocacy, Pragmatism, Dedication, and Integrity. We aim and work to cultivate a culture of agility and advocacy in line with our ethos, allowing our professionals to approach client needs with enthusiasm and ownership.

## Discrimination

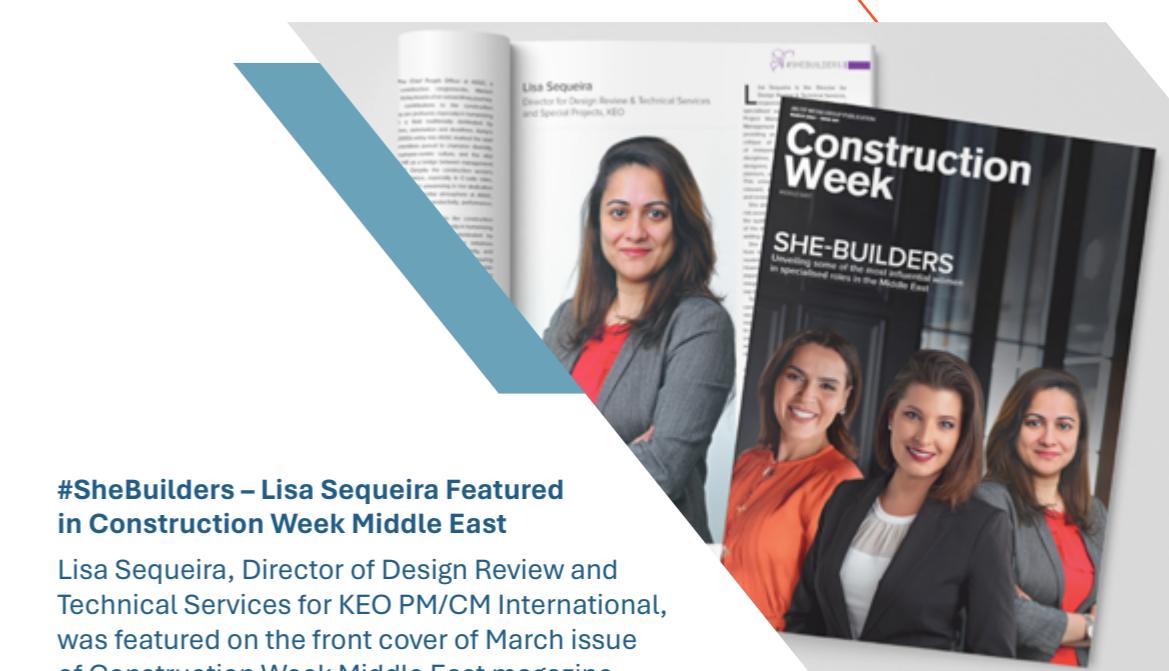
Our Code of Conduct establishes ethical and professional standards, encompassing comprehensive Bullying & Harassment and Disciplinary Management policies. These policies govern all disciplinary matters, including discrimination, and outline clear procedures and escalation channels.

## Remuneration & Benefits Committee

KEO is committed to fair and equitable remuneration, ensuring that compensation is based on job weight, skills, performance, experience, and market value, and not on personal characteristics like gender, race, or nationality.

The Remuneration and Benefits Committee oversees this process, ensuring gender pay equality and avoiding bias through market benchmarking and industry best practices. This commitment is reflected in our annual report on remuneration policy and practices, demonstrating our dedication to transparent and equitable compensation.

Additionally, the Committee is also responsible for reviewing and approving Executive Compensation including base salary, incentives, and supplemental benefits.



# Diversity & Inclusion Highlights

## Onam Celebration

At KEO, our celebration of Onam beautifully showcased the rich cultural tapestry that makes our organization special. This time-honored Indian celebration marks the homecoming of the legendary King Mahabali with a spirit of prosperity and unity that we brought directly into our offices.

Our teams embraced Kerala's harvest festival traditions by dressing in elegant sarees and traditional mundus, creating stunning pookalams (floral designs), and enjoying the highlight: a vegetarian Onam Sadhya feast.



These festivities honored our colleagues from the region and also provided an opportunity for team members from diverse backgrounds to experience this significant cultural tradition, reinforcing our commitment to an inclusive workplace where all cultures are celebrated.

## Iftar 2024

Ramadan is a special time of year and breaking fasts with friends and colleagues is a lovely way to share this occasion. KEO kept up with its annual tradition of celebrating this special month with vibrant get togethers across its locations.

These Iftar gatherings provided meaningful opportunities for team members to connect beyond professional interactions, honoring cultural traditions while fostering deeper understanding and appreciation among our diverse workforce.



# Health, Safety & Environment

**Building on our foundational commitment to the health and safety of our office employees and site personnel, KEO continues to prioritize the creation of safe and thriving work environments.**

We recognize that maintaining a culture of safety requires proactive measures and constant attention. Therefore, we are dedicated to continually enhancing our HSE policies, procedures, and training programs, ensuring they remain relevant and effective in safeguarding the wellbeing of our workforce.

## Health & Safety Policy

KEO's Health and Safety Policy provides an overarching framework for our commitment to occupational health and safety. It encompasses the key principles of cultivating a positive safety culture, maintaining a best-practice HSE management system, proactively identifying and mitigating risks, delivering effective employee training, rigorously monitoring safety procedures, and providing comprehensive health and safety support. The policy is published on the KEO website.

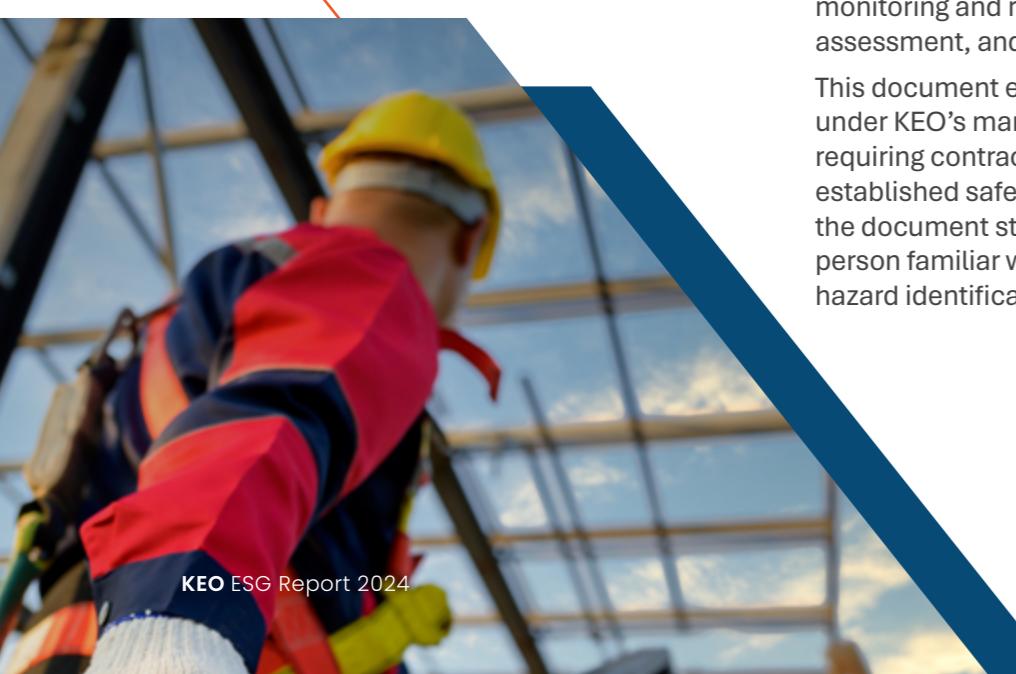
## Health & Safety Management System

Our Health, Safety, and Environment Management System (HSEMS) is a critical part of our risk assessment and management and is certified to ISO 45001:2018, the globally recognized standard and best practice for occupational health and safety management systems. This certification shows our dedication to maintaining the highest standards in workplace safety and underscores our commitment to continuous improvement in our HSE performance. The HSEMS encompasses procedures, roles & responsibilities, reporting and management of the incidents and is the key tool to develop a culture where management of risk is a priority. The document is reviewed annually and revised as needed.

## Risk Assessment

KEO maintains Hazard Identification & Risk Assessment Guidelines that detail the procedures for identifying risks, scoring, determining and implementing controls, monitoring and review, recording risk assessment, and communication of the same.

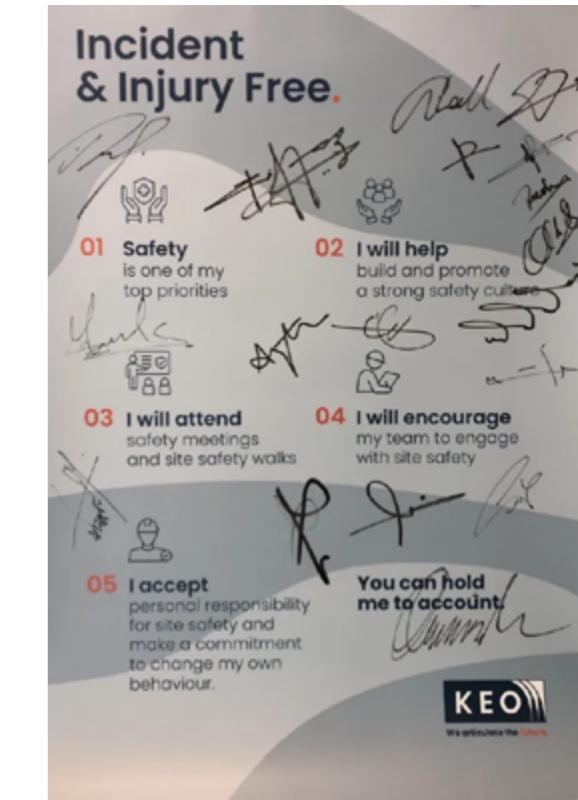
This document ensures the safety of all projects under KEO's management or supervision by requiring contractors to proactively implement established safety procedures. For the purpose, the document stipulates that a competent person familiar with the work carries out the hazard identification and risk assessment.



## Building a Culture of Safety Through IIF

The Incident & Injury Free (IIF) initiative forms the cornerstone of KEO's approach to health and safety across our Project Management and Construction Supervision Services. Rather than a rigid protocol or unrealistic zero-risk promise, IIF represents our aspirational vision to transform safety culture by placing it on equal footing with all other project deliverables, regardless of time or budget pressures.

The program's implementation began with securing commitment and buy-in from our project leaders across the region. Focused sessions were organized in Qatar, UAE, and Saudi Arabia offices, with emphasis on accountability, encouraging project leaders to make a personal commitment to elevate safety to the same level of importance as project progress and cost management.



# Health, Safety & Environment

## Our 5-step Risk Assessment Approach



## Health, Safety & Environmental Management System (HSEMS)



# Health, Safety & Environment

## Staff Training

Our HSEMS addresses training, communication and participation in detail and defines committee, oversight and individual responsibilities. It mandates HSE induction eLearning for the Project & Construction Management staff who are directly involved with the site related work.

Additionally, regular 'HSE Awareness' eLearning, and specialized training for First Aiders and Fire Marshals is conducted. Project-specific and ongoing training is provided to project teams and contractors, ensuring site safety.

KEO HSE staff skill development is managed through the KEO Connect process which is part of performance reviews and goal setting.

## Participation & Communication

KEO maintains a culture of active worker participation and consultation in HSE through various mechanisms. This begins with induction training to introduce the procedures, HSE Suggestion form that facilitates reporting of potential issues and improvements, with submissions routed to the HSE Director. Further to that, HSE Committee meetings are held periodically in different locations and offices and includes members from all Divisions to ensure maximum engagement.

Employees are protected against reprisals for reporting HSE incidents. To further encourage participation from employees, awards are held quarterly to reward those employees who contribute the most in terms of identifying and resolving identified HSE issues.

## Scope

KEO HSEMS is developed with particular focus on the Project & Construction Management and Construction Supervision services.

Nevertheless, offices within these divisions are also included in it and the requirements set out in the dedicated Office Safety document and is managed through KEO's Facilities Management & Administration function.

## 2024 Highlights

### Incident Handling & Investigation

KEO maintains a good track record of lost work time and recordable incident rate and is consistently recognized by our Clients as well as Safety Organizations. We work hard to keep our people, projects and reputation safe aiming for zero incidents, injuries and illnesses.

In 2024, we maintained a strong health and safety performance, rewarded by recognition from clients and safety bodies. Our Qatar office received the British Safety Council's "Best in Country" award, a testament to our operational diligence and preventative culture.

We understand that Safety is a function of constant vigilance. KEO's HSEMS outlines detailed procedures for managing all work-related incidents. Contractors are required to report incidents according to our HSE manual.

Each reported incident triggers an immediate investigation, involving team assembly, information gathering, analysis, and control assessment. The investigation culminates in an incident report with corrective and preventive actions, followed by the development and implementation of an improvement plan. Findings are then disseminated as Safety Alerts via KEO's i-Port online HSE Management system to all KEO HSE professionals.



# Employee Health & Wellbeing

## KEO's commitment to employee health and wellbeing extends to both mandated and voluntary programs.

We provide all employees with access to medical and healthcare services, fulfilling our legal obligations. In addition, we offer a suite of voluntary health promotion services aimed at enhancing employee wellbeing.

### Rewards Package

KEO prioritizes employee wellbeing by offering a competitive rewards package, with benefits that are both comprehensive and regionally relevant. Full-time employees, and part time employees on a pro-rated basis, are granted benefits compliant with local government guidelines and legal requirements, which may vary by region. Temporary employees are not eligible for benefits.

Understanding that employee wellbeing extends beyond the workplace, we strive to create an environment that supports a healthy integration of work and personal life and have implemented comprehensive systems and policies to facilitate this balance. We have a dedicated policy for maternity, paternity, and family leave to support employees in caring for their children. Parental leave varies by region according to local laws and can be extended on medical grounds. Furthermore, mothers are granted stipulated paid hours per day for nursing newborns upon their return to work.

### Employee Assistance Programs

We understand that employee wellbeing is fundamental to a successful workplace, we are committed to creating an environment that empowers individuals to achieve their full potential. To that purpose, beyond our mandated healthcare provisions, KEO voluntarily extends comprehensive counseling and wellness programs to support our employees' holistic wellbeing.

We offer Employee Assistance Program through various providers, offering face-to-face counseling, financial, and legal guidance. To address specific health concerns, such as heart disease and breast or prostate cancer, we organize targeted awareness sessions, initiatives, and events. Our global wellness calendar, encompassing physical, mental, financial, and social wellbeing, reinforces this commitment.

### Employee Social Groups

Underscoring the vital role of social connection in employee wellbeing, our country offices actively bring a sense of community through diverse social groups. We aim to create opportunities for employees to connect beyond the workplace, offering a variety of activities and events catering to diverse interests. We encourage employee participation and welcome their ideas to shape our social calendar, ensuring that our activities reflect the passions and interests of our team and contribute to a vibrant and inclusive work environment.

### Employee Wellbeing Initiatives

KEO maintains a steadfast commitment to our employees' mental and physical wellbeing through comprehensive initiatives designed to support our diverse workforce. Several initiatives and programs are run by various teams and divisions in this regard. A few of them are mentioned here:



#### Certified Mental Health First Aiders



#### BetterHelp & A New Me Programs



#### Health Awareness Campaigns



First Aiders across all locations provides immediate, confidential support for colleagues experiencing mental health challenges, creating a responsive support system throughout the organization.

These complementary initiatives provide employees and their families access to licensed therapists for confidential counseling while offering personalized coaching on nutrition, exercise, and lifestyle enhancement, creating a comprehensive approach to mental and physical wellbeing.

Throughout the year, we conduct targeted awareness initiatives on critical health topics, combining educational resources with preventive screening opportunities to empower proactive health management.



# Employee Health & Wellbeing Highlights

## Mentl Awards 2024

Our Human Resources team was recognized at the Mentl Awards 2024 with six industry accolades. These include “Best Mental Health Care in Human Resources & Recruitment” and “Outstanding Mental Health Support in Construction.”

The team was also recognized for excellence in workplace mental health initiatives across the UAE, Kuwait, and Qatar, along with a highly commended mention in Saudi Arabia.

These achievements underscore our belief that organizational excellence begins with employee wellbeing. Through regionally tailored, innovative programs, we are proud to lead the way in promoting mental health across the built environment sector.



## KEO Jordan Takes on the Wadi Rum Marathon

The KEO Jordan team demonstrated remarkable endurance at the 11<sup>th</sup> International Wadi Rum Marathon, challenging themselves across the breathtaking UNESCO-listed desert terrain. The two-day event showcased our team's determination and solidarity, with Senior Mechanical Engineer Hilmil Aljamal achieving an outstanding 3<sup>rd</sup> place finish in his age category.



## KEO Kuwait Table Football Tournament

Our Kuwait team brought a new level of excitement to the office by launching its inaugural Table Football Tournament. Held over several weeks during lunch breaks, the tournament infused the workplace with friendly rivalry and team spirit. This initiative not only provided a fun outlet for employees but also strengthened camaraderie and cross-team engagement.



## Bows & Mows Raising Awareness



KEO embraced Pink October with company-wide initiatives supporting breast cancer awareness and research. Our offices united through donation drives benefiting patients and families affected by breast cancer. Educational sessions in partnership with the King Hussein Cancer Center enhanced understanding of this prevalent health challenge. The month culminated in a spirited KEO Bake Sale, where team members showcased their culinary talents while also raising additional funds.

## KEO Design Duels Season 2



KEO had an amazing weekend at the Design Duels Season 2, the UAE's largest multi-sport event for the design industry, with 126 companies competing in a weekend of fun and friendly competition.

The team's energy and talent were on full display across multiple sports, with victories in football, padel, cricket, volleyball, table tennis, basketball, and badminton, plus a second-place finish in chess. Beyond athletic achievements, the KEO team captured the “Most Creative Social Media Video Award”, showcasing the vibrant workplace culture that defines our organization.

# Giving Back to the Community

At KEO, community engagement represents a core pillar of our organizational identity.

We recognize that our responsibility extends beyond delivering exceptional professional services to actively contributing to the social fabric that surrounds us.

Through strategic initiatives, employee-driven programs, and targeted philanthropy, we channel our collective energy toward creating meaningful impact where it's needed most.

Whether supporting local causes or addressing international humanitarian needs, our teams consistently demonstrate that compassion and action are fundamental to who we are.



## KEO Visits CURE International Hospital in Addis Ababa

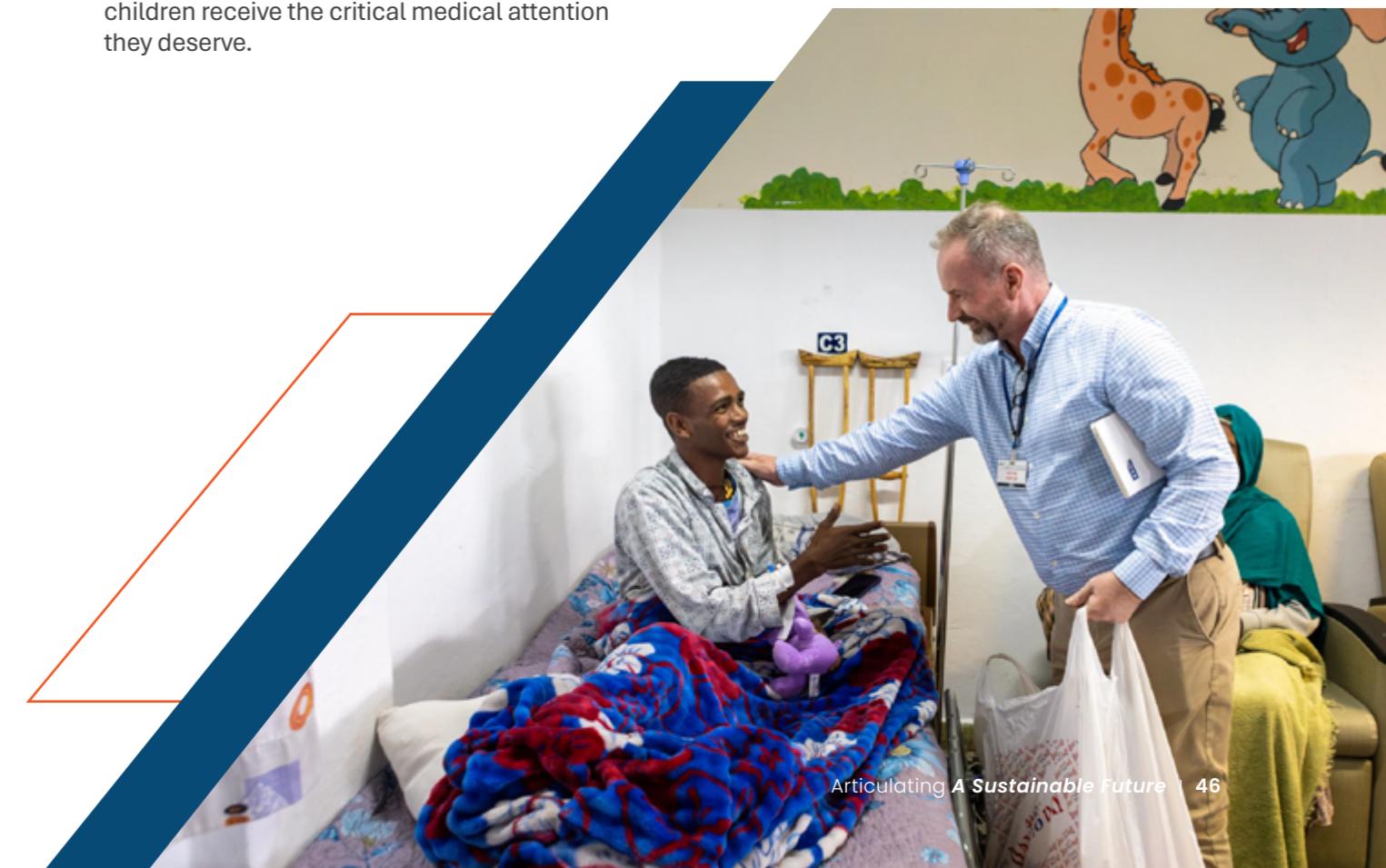
KEO team had the privilege of visiting the incredible CURE International hospital, a facility dedicated to providing life-changing medical care to children with musculoskeletal conditions.

CURE International is doing phenomenal work, but their facilities need to adapt to serve an ever-growing number of patients. This is where KEO comes in. Our team spent their time learning about the hospital's current operations, future goals, and the unique challenges they face in delivering high-quality pediatric care.

By understanding CURE's needs firsthand, our design experts will be able to develop a comprehensive masterplan to optimize their facilities. This plan will focus on improving patient flow, creating a more efficient use of space, and ultimately, ensuring that even more children receive the critical medical attention they deserve.

### Beyond Design

This trip was more than just architecture. It was an opportunity for our team to connect with the dedicated staff at CURE and witness firsthand the impact their work has on countless young lives. We are inspired by their commitment and look forward to working with them to create a future where even more children can access the care they need.



# Giving Back to the Community

## KEO's Cycling Challenge

In a display of solidarity and fitness, The KEO and Allied Practices teams participated in a Cycling Challenge in April 2024, rallying behind the cause of supporting children in Gaza.

Their collective efforts resulted in raising AED 20,601 (USD 5,609), all of which directly benefited the children of Gaza.

Teams from across the Middle East pedaled 50-150 kilometers, while our Portugal team completed an impressive 333-kilometer single-day journey from Porto to Lisbon.

Together, our cyclists covered an extraordinary 6,867 kilometers, nearly the distance from Dubai to the North Pole.



## Friendship Day Celebration with a Cause

KEO teams celebrated International Friendship Day on July 30th with a special fundraising initiative supporting UNHCR Refugee Children in Egypt. Our Facilities team organized trolley sales featuring delicious food items, handmade friendship bands, and raffles across multiple locations.

The event brought employees together in the spirit of friendship and giving, raising over \$1,100 USD to fund five refugee children organizations through the end of the year. All proceeds were donated directly to UNHCR to support their vital work with child refugees in Egypt.





# Governance Excellence

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# Overview

**At KEO, robust governance is the foundation of our operations, ensuring transparency, accountability, and ethical conduct.**

We maintain a comprehensive suite of policies, covering crucial areas like Health, Safety and Environment (HSE), data protection, sustainability, environmental, anti-corruption, conflict of interest, quality, and HR-related policies, to mitigate risks and drive sustainable value. These policies are communicated to employees through onboarding, global communication, trainings and are available on our internal open channels. KEO is currently not publishing on its website policies that include specific references to internal governance and hierarchy structures.

The policies include definitions, scope, processes and hierarchy of reporting and approval. Individual policies are mentioned in the relevant report sections as applicable.

Also recognizing the dynamic nature of the business landscape, we prioritize continuous improvement through periodic policy reviews and enhancements, adapting to evolving regulations and best practices as well as seeking excellence in our procedures and operations.

This commitment to a strong governance framework has been a significant component in building stakeholder trust and enabling our regional and international expansion.

We have maintained our external certifications for quality (ISO 9001), environment (ISO 14001) and health & safety (ISO 45001). To build on this foundation of good practices, we are working on a comprehensive ESG strategy and operational level KPIs to track our progress in a more efficient and impactful way.



# Data Security & Privacy

**Building upon our established commitment to data security and privacy, KEO continues to prioritize the protection of client and employee information.**

Recognizing the rapid pace of digital landscape evolution and increasing complexity of new threats, we have continued our efforts in developing, executing, and reviewing our data security policies, procedures, and training programs, ensuring we remain at the forefront of data protection.

## Processes & Management Approach

As part of our commitment to data security, we have continued to maintain a comprehensive data security and privacy program built upon robust processes and a proactive management approach. We employ a multi-layered security framework, incorporating Zero Trust connectivity, to protect data throughout its lifecycle. KPIs are tracked to measure and improve our security position including security incident rates, response times to incidents, employee training completion rates, and the timely remediation of identified vulnerabilities. Our policies, which are regularly reviewed and updated, cover critical areas such as access control, incident response, and data retention, ensuring compliance with relevant regulations and industry best practices.

## Incident Response System

We receive detailed notifications in our Security Information and Event Management (SIEM) and Defender dashboards for potential threats and breach attempts. Fortunately, our proactive monitoring and robust defense mechanisms have ensured that we have not experienced a successful data breach in the past year.

## Training & Data Privacy Compliance

We believe that a proactive approach to employee training plays a crucial role in mitigating risks. To that end, all new employees receive mandatory onboarding training focused on data protection, covering topics such as confidential data handling, secure communication, phishing email reporting, and privacy regulation compliance. In 2024, 100% of new inductees received onboarding training.

To further enhance this, our IT Division conducts monthly data entry phishing campaigns targeting over 2500 employees. Those who fall for these simulated attacks are subsequently enrolled in targeted training sessions, reinforcing their awareness of phishing tactics and best practices for data protection.

## 2024 Highlights

Our commitment to data security and privacy is reflected in our incident record for 2024. We are pleased to report that we received no substantiated complaints concerning breaches of client privacy, no complaints from external parties regarding data security and privacy, and no complaints from regulatory bodies. Furthermore, there were no identified leaks, thefts, or losses of client data during the reporting period.

## Looking Ahead

Our focus for the coming year is to further enhance our Information Security governance. To achieve this, we will conduct a thorough review to pinpoint high-priority control areas for immediate documentation or updates, targeted for completion by Q4 2025.

This initiative will be complemented by the development and approval of refined policies that prioritize clarity and adherence to leading industry standards.



Number of Employees Who Received IT Onboarding Training (100% of new inductions)

**588**

# Technology & Innovation Highlights

## Summer of Innovation 2.0

Building on the success of its inaugural year, KEO's Summer of Innovation 2.0 once again ignited a spark of knowledge, creativity, and collaboration across the organization.

With a focus on fostering a culture of continuous learning, the program offered two engaging sessions each month, showcasing presentations and demonstrations by external market leaders and our own internal experts.



### Key Highlights



Focused on AI productivity tools, showcasing how AI can automate tasks, analyze data, and assist in decision-making.



Explored the intersection of sustainability and technology, with real-life case studies on how technology can contribute to a greener future.



Highlighted innovative management tools and methodologies to optimize project workflows and improve team collaboration.



Introduced AI-powered personal assistants, time management apps, and smart task organizers to enhance personal productivity.

## Innovative Solutions: Our Bespoke Apps

We continue to drive internal innovation through the development of bespoke digital tools that support efficiency and consistency across design and project workflows.



Worksets Management  
by KEO



Views Synchronizer  
by KEO



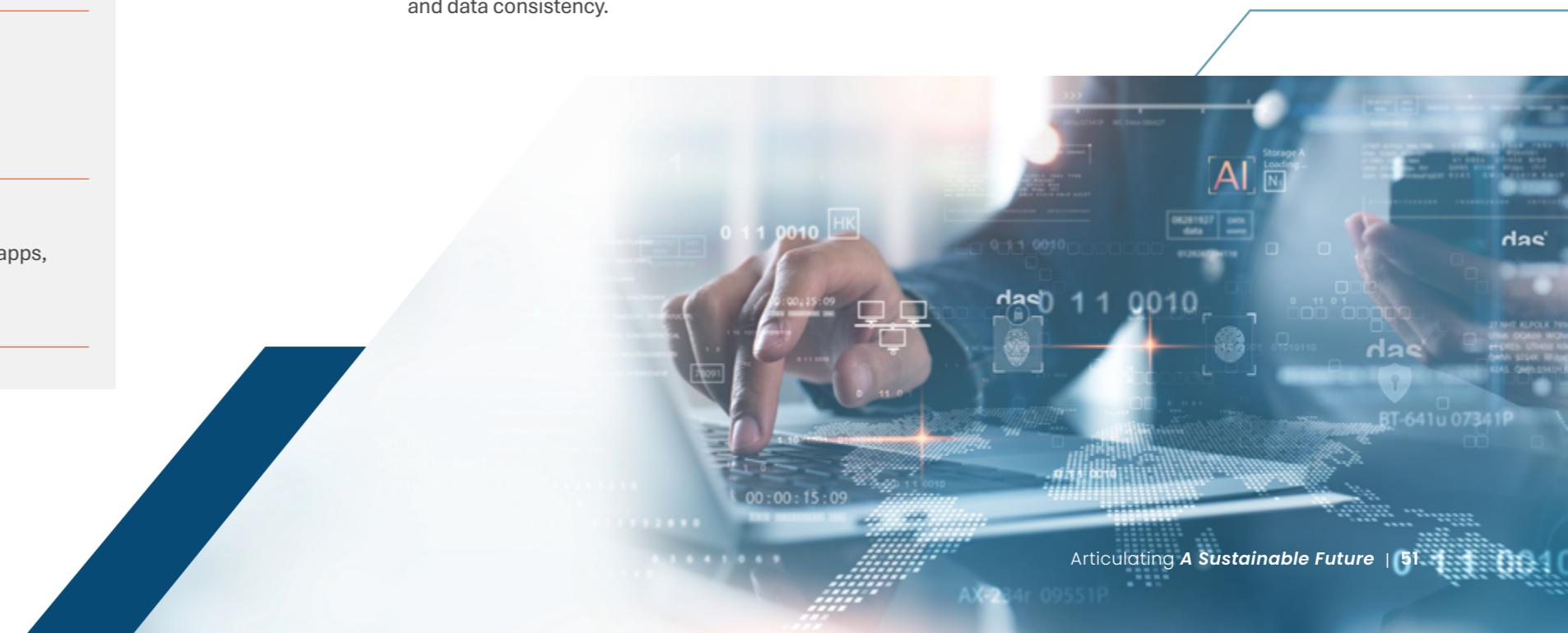
Sites Management  
by KEO



**Worksets Management** is a free plugin for Autodesk® Revit® developed to streamline various worksets related activities. It has 6 useful tools to boost daily productivity and ensure project requirements compliance and data consistency.

**Views Synchronizer** is a free plugin for Autodesk® Revit® to link, manage and synchronize views across multiple Revit models.

**Sites Management** streamlines site locations related activities with its useful tools to boost productivity and enhance consistency.



# Technology & Innovation Highlights

## Innovative Solutions in Sustainability + Environment GreenPort™

GreenPort is KEO's internally developed, award winning tool, designed to enhance environmental monitoring across KEO projects.

This tool exemplifies KEO's commitment to sustainability, offering robust features such as site inspections, fence line monitoring, and data analysis capabilities that are essential for maintaining compliance with environmental regulations.

GreenPort™ is scalable, adaptable, and inclusive, offering multilingual and multi-device compatibility.

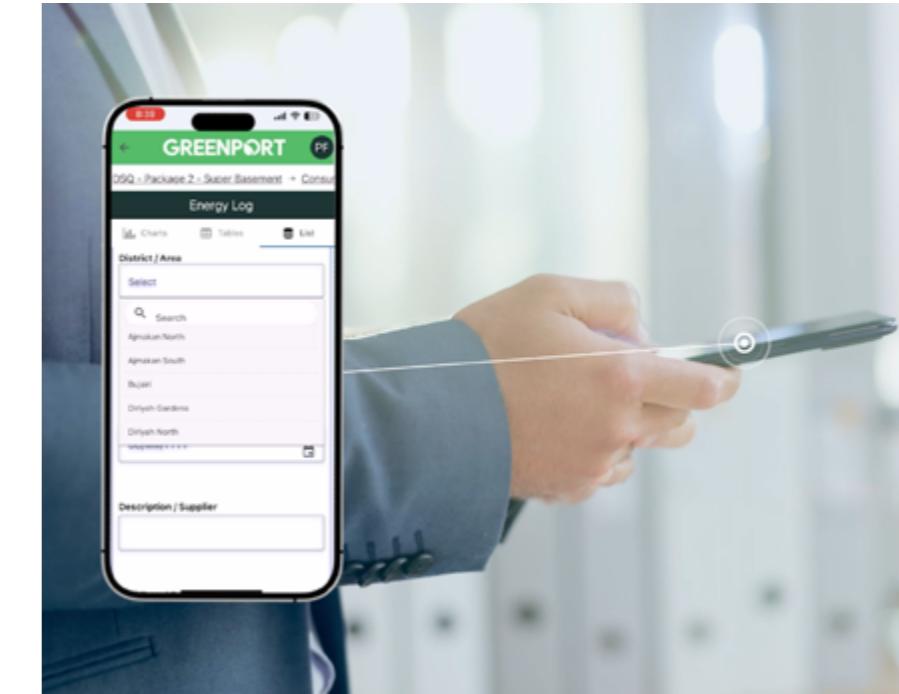
The app's success in supporting over 200 users, particularly in high-profile projects, illustrates KEO's capacity for innovation in environmental management.



## Awards

GreenPort™ has been recognized regionally for its impact at the intersection of sustainability and digital transformation.

- Sustainability Innovation Awards Sustainable Initiative of the Year
- Gulf Sustainability Awards Best Solution for Environmental Monitoring (Silver Medal)



## Capabilities

### Environmental Performance & Risk Mitigation

Incident resolution time decreased by 50%.  
Observation resolution time decreased by 60%.  
Environmental risks mitigated: 1,000+ and counting.



### Enhanced Data Availability & Reporting

Tracks water use, fuel consumption, hazardous materials, waste, air quality, noise, and vibration in real time.  
Exceeds industry standards with exemplary compliance tracking.



### Cost Efficiency & Operational Excellence

Reduces the number of dedicated environmental supervisors, cutting costs while maintaining high standards.  
Increased trend analysis, proactive site management, and project lifecycle sustainability.



# Technology & Innovation Highlights

## Building the Future through IACES's Spaghetti Bridges

KEO partnered with the International Association of Civil Engineering Students (IACES) in Porto for the 18th Edition of the Spaghetti Bridge and Structure Competition, an innovative challenge that transforms simple pasta into complex engineering marvels.



Our Director for Europe, João Sales, enhanced the educational experience by delivering a masterclass on bridge design and construction, while Raffaella Lepore brought architectural expertise to the jury panel, evaluating the aesthetic dimensions of the students' creations.

This multidisciplinary approach reflects KEO's commitment to nurturing well-rounded engineering talent that considers both technical excellence and design aesthetics.



## KEO CFO talks AI

Ayub Ibrahim, our CFO, took center stage at Construction Week's Leaders in Construction event in Dubai, showcasing KEO's commitment to innovation in the industry.

Ayub delivered an insightful presentation on how AI and technology are reshaping project efficiency, emphasizing the real-world benefits that smart tech can bring to construction.

From cutting costs to optimizing project timelines, he highlighted the tangible ways KEO is leading the charge in leveraging digital tools for better outcomes.



# Business Ethics

Our successful business operation and esteemed reputation are fundamentally built on unwavering principles of honesty, fair dealing, ethical conduct, and compliance with all applicable laws and regulations across every location in which we operate.

We believe that this strong ethical foundation is and has been essential for KEO's long-term sustainability, competitive advantage, and the confidence of our stakeholders.

To maintain the highest level of accountability, transparency and a culture of integrity, we apply our comprehensive Business Ethics Code of Conduct and associated risk assessment and management processes consistently across all our operations.

## Employee Code of Conduct & Business Ethics Policies

KEO's commitment to ethical conduct is underscored by a framework of policies and procedures. Our overarching Code of Conduct includes essential workplace policies covering areas from bullying and harassment to attendance, disciplinary management, and dispute resolution.

Complementing this, our comprehensive Code of Business Ethics and Professional Conduct has dedicated policies addressing critical areas such as Anti-Corruption and Anti-Bribery, Conflict of Interest, Confidentiality and Proprietary Information, and our "Speak Out" Policy (Whistleblowing).

## Communication & Training

As part of our commitment to ethical conduct, KEO ensures all employees are well-informed about our anti-corruption and anti-bribery policies. The communication is achieved through global communication channels as company-wide emails directed to all employees. Follow-up email communication from the Legal team ensures that the employees acknowledge and understand their compliance obligations.

The specific training is imparted as:

- **Onboarding Training:** As part of the onboarding process, all new employees are automatically enrolled in the anti-corruption and anti-bribery compliance training through the Learning Management System (LMS). They receive a notification upon assignment and must complete the training within two weeks.
- **Annual Compliance Training:** To ensure ongoing awareness and compliance, all employees are required to complete the training on an annual basis. A notification is sent each year, reminding employees to complete the course within the designated two-week period.
- **Tracking and Reporting:** Compliance with this mandatory training is monitored through the LMS. Reports on training completion and compliance status are submitted to the CEO to ensure accountability and adherence to company policies.

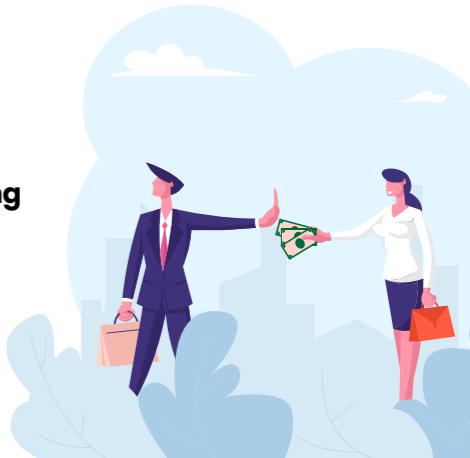
Percentage of Employees who Received Business Ethics Training

100%

## Anti-Corruption & Anti-Bribery Training Refresher



Allied Practices  
IN SITE C-QUEST black mule OPTIMA



## Conflict of Interest

KEO is committed to ethical conduct and stakeholder trust through its Conflict of Interest Policy. This policy requires all employees to prioritize the company's best interests, free from any situations compromising their judgment, objectivity, or loyalty in business activities.

Clear guidelines define and address potential or actual conflicts, applicable to all employees and covering unusual gains and gifts.

The policy ensures integrity in external transactions via executive oversight, and mandates prompt disclosure of any conflicts involving personal gain or related-party influence to defined channels, allowing for appropriate safeguards.

## Raising Concerns & Whistleblowing

KEO's 'Speak-Out Policy' provides clear guidelines and encourages employees who have genuine concerns about potential wrongdoings within KEO to raise them with confidence and without fear of reprisal.

This policy applies to all employees at every level, outlining accessible channels for reporting suspected misconduct via various defined channels including Line Manager, HRM, General Counsel, ensuring that concerns are addressed promptly and effectively.

In line with the Speak-Out Policy, any employee who takes action to report suspected wrongdoing through the proper channels will be protected from any form of detriment because of the allegations they make.

**"Consistent with our core value of integrity, KEO acts in all things with honor and the highest standards of ethical, law-abiding and professional behavior and operates with a zero-tolerance towards bribery or any other form of corrupt practice."**

**Donna Sultan**  
President & Chief Executive Officer

# Business Partners Management

We believe in extending our commitment to ethical conduct to all our business partners.

KEO operates with unwavering ethics, legality, security, and environmental and social responsibility, and expects the same commitment from all vendors. We believe that these partnerships contribute to a more positive and responsible wider business environment and landscape.

## Vendor Code of Conduct

Our Vendor Code of Conduct establishes the ethical and responsible business practices expected of all KEO vendors. This framework guides vendors on identifying and addressing ethical issues, reporting misconduct, and fostering transparency and accountability, covering key areas such as business ethics (including anti-corruption, fair competition, and labor practices), data protection, confidentiality, and intellectual property. Acceptance of this Code is mandatory for all KEO business partners.

## Prequalification & Registration

Prior to registration, prospective KEO vendors are onboarded based on met criteria, which includes the availability of Code of Ethics, certifications such as OHSAS 18001 and ISO 14001, and an ESG report.

KEO is committed to enhancing the criteria and processes of vendor assessment to incorporate more in-depth information, which makes the ESG and social related assessment an initiative to be implemented in the long run.



06

# Appendix

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# Emissions Calculation Methodology

**KEO prepares its environmental disclosures in alignment with the GHG Protocol Corporate Standard, using the operational control approach to define organizational boundaries.**

The reporting period runs from January 1 to December 31, in line with the calendar year. ESG data is reported separately from financial disclosures. Newly established offices, such as those in Jordan and Lisbon, 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. Scope 2 emissions are limited to permanent office locations<sup>(1)</sup> and exclude temporary site offices. The GHG base year is 2022, re-stated 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:

- 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:
  1. Historical office-specific data
  2. Proxy data from comparable offices
  3. Regional benchmarks
  4. 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 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

We report Scope 3 emissions across the following categories:

- Purchased Goods and Services (PG&S): Estimated using spend-based methods, refined in 2024 through updated procurement records improving estimation accuracy.
- Employee Commuting: Based on staff survey data, with revised travel distance estimates and updated transport mode assumptions.
- Business Travel: Includes air travel (all classes), hotel stays, and a single taxi journey per trip to and from the airport. Land-based travel is currently excluded.
- Cloud Services: Calculated using vendor-specific emissions disclosures.
- Waste: Emissions reflect actual weights and are differentiated by disposal type (landfill or recycling).
- Water Use: Estimated by employee count; no water stress indicators assessed.
- Remote Working: Calculated using fixed per-employee emission factors.

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

## Emission Factors & Global Warming Potential (GWPs)

All GHG emission calculations are based on EPA emissions factors and IPCC AR6 GWPs to ensure consistency and scientific accuracy.

## Methodological Revisions & Recalculation Policy

We actively improve data integrity and calculation methods. In 2024, revisions included:

- Updated methodology for estimating commuting emissions.
- 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.

## Planned Improvements

Future enhancements include:

- Transitioning from spend-based to activity-based Scope 3 calculations.
- Implementing a dedicated ESG data management system.
- Enhancing data completeness and automation.
- Developing and disclosing science-based emissions reduction targets.
- Engaging third-party assurance and verification services.

<sup>(1)</sup> Permanent locations: Bahrain, Jordan, Kuwait, Oman, Portugal (Lisbon and Porto), Qatar, Saudi Arabia, UAE (Dubai and Abu Dhabi).

# ESG Data Table

| ESG Aspect  | Unit                              | 2022                    | 2023                    | 2024                    |
|---|-----------------------------------|-------------------------|-------------------------|-------------------------|
| <strong>Environment</strong>                                |                                   |                         |                         |                         |
| <strong>Energy</strong>                                     |                                   |                         |                         |                         |
| Total Fuel Consumption within the Organization              | MJ                                | 10,303,370              | 7,623,029               | 6,148,209               |
| Total Gasoline Consumption within the Organization          | MJ                                | 9,675,076               | 6,552,121               | 5,934,335               |
| Total Diesel Consumption within the Organization            | MJ                                | 628,293                 | 1,070,908               | 213,874                 |
| Electricity Consumption                                     | kWh                               | 1,936,327               | 1,929,510               | 1,568,314               |
| Cooling Consumption   | kWhc                              | 193,616                 | 138,213                 | 134,921                 |
| Total Energy Consumption within the Organization            | MJ                                | 7,667,795               | 7,443,802               | 6,131,644               |
| Energy Intensity Ratio for the Organization                 | kWh/m <sup>2</sup> /year          | 129                     | 148                     | 118                     |
| Amount of Reductions in Energy Consumption                  | MJ                                | -                       | 223,993                 | 1,312,158               |
| <strong>Water</strong>                                      |                                   |                         |                         |                         |
| Water Consumption   | m <sup>3</sup>                    | 6,701                   | 5,599                   | 5,388                   |
| <strong>Emissions (tCO<sub>2</sub>e)</strong>               |                                   |                         |                         |                         |
| <strong>Scope-1</strong>                                    | <strong>tCO<sub>2</sub>e</strong> | <strong>653</strong>    | <strong>504</strong>    | <strong>364</strong>    |
| Mobile Combustion   | tCO <sub>2</sub> e                | 574                     | 427                     | 340                     |
| Fugitive Emissions  | tCO <sub>2</sub> e                | 79                      | 77                      | 25                      |
| <strong>Scope-2</strong>                                    | <strong>tCO<sub>2</sub>e</strong> | <strong>1,039</strong>  | <strong>1,016</strong>  | <strong>824</strong>    |
| Purchased Energy  | tCO <sub>2</sub> e                | 1,039                   | 1,016                   | 824                     |
| Total Operational Emissions                                 | tCO <sub>2</sub> e                | 1,692                   | 1,520                   | 1,189                   |
| <strong>Scope-3</strong>                                    | <strong>tCO<sub>2</sub>e</strong> | <strong>10,221</strong> | <strong>10,140</strong> | <strong>11,041</strong> |
| Purchased Goods & Services                                  | tCO <sub>2</sub> e                | 4,872                   | 5,628                   | 6,441                   |
| Employees Commuting   | tCO <sub>2</sub> e                | 5,004                   | 4,064                   | 4,142                   |
| Business Travel   | tCO <sub>2</sub> e                | 160                     | 288                     | 295                     |
| Water   | tCO <sub>2</sub> e                | 168                     | 140                     | 135                     |
| Waste Generated in Operations                               | tCO <sub>2</sub> e                | 12                      | 15                      | 21                      |
| IT Equipment & Servers Cloud Usage                          | tCO <sub>2</sub> e                | 5                       | 6                       | 7                       |
| Total Gross Emissions                                       | tCO <sub>2</sub> e                | 11,913                  | 11,660                  | 12,230                  |
| Scope 2 – Location-Based GHG Emissions-United Arab Emirates | tCO <sub>2</sub> e                | 261                     | 146                     | 141                     |
| Scope 2 – Location-Based GHG Emissions - Portugal           | tCO <sub>2</sub> e                | 9                       | 8                       | 10                      |
| Scope 2 – Location-Based GHG Emissions - Bahrain            | tCO <sub>2</sub> e                | 21                      | 31                      | 17                      |
| Scope 2 – Location-Based GHG Emissions - Kuwait             | tCO <sub>2</sub> e                | 407                     | 406                     | 292                     |
| Scope 2 – Location-Based GHG Emissions - Oman               | tCO <sub>2</sub> e                | 14                      | 15                      | 5                       |
| Scope 2 – Location-Based GHG Emissions - Qatar              | tCO <sub>2</sub> e                | 308                     | 377                     | 292                     |
| Scope 2 – Location-Based GHG Emissions - Saudi Arabia       | tCO <sub>2</sub> e                | 19                      | 35                      | 56                      |
| Scope 2 – Location-Based GHG Emissions - Jordan             | tCO <sub>2</sub> e                | 0                       | 0                       | 13                      |
| GHG Emissions Intensity per Employee                        | tCO <sub>2</sub> e/employee/year  | 7                       | 5                       | 6                       |

| ESG Aspect  | Unit        | 2022       | 2023       | 2024       |
|---|-------------|------------|------------|------------|
| <strong>Other GHG Gases</strong>                            |             |            |            |            |
| Carbon Dioxide (CO <sub>2</sub> )                           |             |            |            |            |
| Carbon Dioxide (CO <sub>2</sub> )                           | Kg          | 11,913,142 | 11,659,857 | 10,977,667 |
| Carbon Tetrafluoride (CF <sub>4</sub> )                     | Kg          | N/A        | N/A        | 1          |
| Hexafluoroethane (C <sub>2</sub> F <sub>6</sub> )           | Kg          | N/A        | N/A        | 0          |
| HFC-125   | Kg          | N/A        | N/A        | 19         |
| HFC-134a  | Kg          | N/A        | N/A        | 49         |
| HFC-143a  | Kg          | N/A        | N/A        | 7          |
| HFC-23  | Kg          | N/A        | N/A        | 5          |
| HFC-236fa   | Kg          | N/A        | N/A        | 0          |
| HFC-32  | Kg          | N/A        | N/A        | 12         |
| HFCs and PFCs, unspecified                                  | Kg          | N/A        | N/A        | 19         |
| Methane (CH <sub>4</sub> )                                  | Kg          | N/A        | N/A        | 23,077     |
| Nitrogen Trifluoride (NF <sub>3</sub> )                     | Kg          | N/A        | N/A        | 0          |
| Nitrous Oxide (N <sub>2</sub> O)                            | Kg          | N/A        | N/A        | 768        |
| Perfluorocyclobutane (c-C <sub>4</sub> F <sub>8</sub> )     | Kg          | N/A        | N/A        | 0          |
| Perfluoropropane (C <sub>3</sub> F <sub>8</sub> )           | Kg          | N/A        | N/A        | 0          |
| Sulfur Hexafluoride (SF <sub>6</sub> )                      | Kg          | N/A        | N/A        | 0          |
| <strong>Waste</strong>                                      |             |            |            |            |
| Total Weight of Aluminum Can Waste Generated                | Metric tons | 0          | 0          | 0          |
| Total Weight of Mixed Municipal Solid Waste (MSW) Generated | Metric tons | 19         | 22         | 32         |
| Total Weight of Mixed Paper Waste Generated                 | Metric tons | 9          | 7          | 18         |
| Total Weight of Mixed Plastics Waste Generated              | Metric tons | 0          | 0          | 2          |
| Total Weight of Recycled Non-Hazardous Waste                | Metric tons | 9          | 7          | 20         |
| Total Weight of Non-Hazardous Waste Sent to Landfill        | Metric tons | 19         | 22         | 32         |



| ESG Aspect  | Unit   | 2022 | 2023  | 2024  |
|---|--------|------|-------|-------|
| <b>Diversity &amp; Inclusion</b>  |        |      |       |       |
| Permanent Staff (FTE)*  |        |      |       |       |
| Male Staff  | Number | --   | 1,699 | 1,613 |
| Female Staff  | Number | --   | 535   | 529   |
| UAE   | Number | --   | --    | 511   |
| KSA   | Number | --   | --    | 580   |
| Jordan  | Number | --   | --    | 118   |
| Qatar   | Number | --   | --    | 584   |
| Oman  | Number | --   | --    | 2     |
| Bahrain   | Number | --   | --    | 14    |
| Kuwait  | Number | --   | --    | 238   |
| Portugal  | Number | --   | --    | 95    |
| Consultants (non-guaranteed hours employees)  | Number | --   | 290   | 252   |
| Male Consultants  | Number | --   | 194   | 176   |
| Female Consultants  | Number | --   | 96    | 76    |
| Percent of Women in Executive Leadership  | %      | 20   | 20    | 20    |
| Percent of Individuals under 30 years of age in Executive Leadership  | %      | --   | 0     | 0     |
| Percent of Individuals under 30-50 years of age in Executive Leadership                                       | %      | --   | 33    | 20    |
| Percent of Individuals above 50 years of age in Executive Leadership  | %      | --   | 67    | 80    |
| Percent of Females in Total Workforce   | %      | --   | 24    | 25    |
| Percent of Office-based Female Workforce  | %      | 40   | 41    | 40    |
| Percent of Employees under the age of 50  | %      | 77   | 79    | 78    |
| Number of New Hires - Male  | Number | --   | 691   | 486   |
| Number of New Hires - Female  | Number | --   | 302   | 195   |
| <b>Training &amp; Development</b>   |        |      |       |       |
| Percent of Employees Getting Performance Reviews**  | %      | 89   | 80    | 82    |
| <b>Parental Leave</b>   |        |      |       |       |
| Percent Employees Entitled to Parental Leave  | %      | --   | 100   | 100   |
| Number of Male Employees Who Took Parental Leave in 2024  | Number | --   | 58    | 69    |
| Number of Female Employees Who Took Parental Leave in 2024  | Number | --   | 12    | 14    |
| Number of Male Employees that Returned after Parental Leave and Still Employed 12 months after Their Return   | Number | --   | 56    | 63    |
| Number of Female Employees that Returned after Parental Leave and Still Employed 12 months after Their Return | Number | --   | 11    | 10    |

| ESG Aspect  | Unit   | 2022 | 2023 | 2024 |
|---|--------|------|------|------|
| <b>Governance</b>   |        |      |      |      |
| <b>Data Security</b>  |        |      |      |      |
| Number of Employees Who Received IT Onboarding Training                         | Number | 207  | 508  | 588  |
| <b>Ethics</b>   |        |      |      |      |
| Employee Training on Business Ethics and Compliance (percent of employees)      | %      | 100  | 100  | 100  |
| Percent Members of Executive Leadership Receiving Anti-Corruption Communication | %      | --   | 100  | 100  |
| Percent Employees Receiving Anti-Corruption Communication                       | %      | --   | 100  | 100  |
| Percent Members of Executive Leadership Receiving Anti-Corruption Training      | %      | 100  | 100  | 100  |
| Percent Employees Receiving Anti-Corruption Training                            | %      | 100  | 100  | 100  |

\*Employee numbers reported as “at the end of reporting period” across diversity & region categories.

\*\*This year's performance review data is shown as a percentage of eligible employees (excluding those in probation, notice, etc.). All eligible staff receive reviews, accounting for 100% of that group, not the total workforce.





# GRI Content Index

| Statement of Use                      | KEO International Consultants has reported the information cited in this GRI content index for the period January 1, 2024 to December 31, 2024 with reference to the GRI Standards. |  |  |          |
|---------------------------------------|---|--|--|----------|
| GRI 1 Used                            | GRI 1: Foundation 2021  |  |  |          |
| GRI Standard                          | Disclosure  | SDG  | SDG Target                                   | Location |
| GRI 2:<br>General Disclosures<br>2021 | 2-1 Organizational details  |  | 5  |          |
|                                       | 2-2 Entities included in the organization's sustainability reporting  |  | 5  |          |
|                                       | 2-3 Reporting period, frequency and contact point   |  | 14   |          |
|                                       | 2-4 Restatements of information   |  | None   |          |
|                                       | 2-5 External assurance  |  | 14   |          |
|                                       | 2-6 Activities, value chain and other business relationships  |  | 5  |          |
|                                       | 2-7 Employees   | SDG 8<br>SDG 10  | 8.5<br>10.3                                  | 59       |
|                                       | 2-13 Delegation of responsibility for managing impacts  |  | 11   |          |
|                                       | 2-15 Conflicts of interest  | SDG 16   | 16.6   | 54       |
|                                       | 2-16 Communication of critical concerns   |  | 54   |          |
|                                       | 2-19 Remuneration policies  |  | 39   |          |
|                                       | 2-22 Statement on sustainable development strategy  |  | 4  |          |
|                                       | 2-23 Policy commitments   | SDG 16   | 16.1   | 49       |
|                                       | 2-24 Embedding policy commitments   |  | 49   |          |
|                                       | 2-25 Processes to remediate negative impacts  |  | 54   |          |
|                                       | 2-26 Mechanisms for seeking advice and raising concerns   | SDG 16   | 16.3   | 54       |
|                                       | 2-27 Compliance with laws and regulations   |  | 54   |          |
|                                       | 2-28 Membership associations  |  | 12   |          |
|                                       | 2-29 Approach to stakeholder engagement   |  | 17   |          |
|                                       | 3-1 Process to determine material topics  |  | 17   |          |
|                                       | 3-2 List of material topics   |  | 19   |          |
|                                       | 3-3 Management of material topics   |  | Included<br>within each<br>material<br>topic |          |
|                                       | GRI 205:<br>Anti-Corruption<br>2016   | 205-2 Communication and training about anti-corruption policies and procedures |  | 54       |
| GRI 302:<br>Energy 2016               | 302-1 Energy consumption within the organization  | SDG 7<br>SDG 8<br>SDG 12<br>SDG 13   | 7.2, 7.3<br>8.4<br>12.2<br>13.1              | 24<br>58 |
|                                       | 302-3 Energy intensity  | SDG 7<br>SDG 8<br>SDG 12<br>SDG 13   | 7.3<br>8.4<br>12.2<br>13.1                   | 24<br>58 |
|                                       | 302-4 Reduction of energy consumption   | SDG 7<br>SDG 8<br>SDG 12<br>SDG 13   | 7.3<br>8.4<br>12.2<br>13.1                   | 24<br>58 |
|                                       | 303-5 Water consumption   | SDG 6  | 6.4  | 24<br>58 |
|                                       |   |  |  |          |

| GRI Standard   | Disclosure  | SDG                       | SDG Target                | Location  |
|--|---|---------------------------|---------------------------|---|
| GRI 305:<br>Emissions<br>2016                            | 305-1 Direct (Scope 1) GHG emissions  |                           |                           | 23  |
|  | 305-2 Energy indirect (Scope 2) GHG emissions   |                           |                           | 58  |
|  | 305-3 Other indirect (Scope 3) GHG emissions  |                           |                           | 23  |
|  | 305-4 GHG emissions intensity   |                           |                           | 58  |
| GRI 306:<br>Waste<br>2020                                | 306-3 Waste generated   | SDG 3<br>SDG 11<br>SDG 12 | 3.9<br>11.6<br>12.4, 12.5 | 25  |
|  | 306-4 Waste diverted from disposal  | SDG 3<br>SDG 11<br>SDG 12 | 3.9<br>11.6<br>12.4, 12.5 | 25  |
|  | 306-5 Waste directed to disposal  | SDG 3<br>SDG 11<br>SDG 13 | 3.9<br>11.6<br>12.4, 12.6 | 58  |
|  | 308-1 New suppliers that were screened using environmental criteria   |                           |                           | 55  |
| GRI 308:<br>Supplier<br>Environmental<br>Assessment 2016 | 401-1 New employee hires and employee turnover  | SDG 5<br>SDG 8<br>SDG 10  | 5.1<br>8.5, 8.6<br>10.3   | 58  |
|  | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees            | SDG 3<br>SDG 5<br>SDG 8   | 3.2<br>5.4<br>8.5         | 44  |
|  | 401-3 Parental leave  | SDG 5<br>SDG 8            | 5.1, 5.4<br>8.5           | 44<br>58  |
|  | 403-1 Occupational health and safety management system  | SDG 8                     | 8.8                       | 41  |
| GRI 403:<br>Occupational<br>Health & Safety<br>2018      | 403-2 Hazard identification, risk assessment, and incident investigation  | SDG 8                     | 8.8                       | 41  |
|  | 403-3 Occupational health services  | SDG 8                     | 8.8                       | 43  |
|  | 403-4 Worker participation, consultation, and communication on occupational health and safety                       | SDG 8                     | 8.8                       | 43  |
|  | 403-5 Worker training on occupational health and safety   | SDG 8                     | 8.8                       | 43  |
|  | 403-6 Promotion of worker health  | SDG 3                     | 3.3, 3.5, 3.7             | 44  |
|  | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | SDG 8                     | 8.8                       | 41  |
|  | 403-8 Workers covered by an occupational health and safety management system  | SDG 8                     | 8.8                       | 43  |
|  | 404-1 Average hours of training per year per employee   | SDG 4<br>SDG 8            | 4.4<br>8.2                | 37  |
| GRI 404:<br>Training & Education<br>2016                 | 404-2 Programs for upgrading employee skills and transition assistance programs                                     | SDG 8                     | 8.2, 8.5                  | 37  |
|  | 404-3 Percentage of employees receiving regular performance and career development reviews                          | SDG 5<br>SDG 8<br>SDG 10  | 5.1<br>8.5<br>10.3        | 36<br>58  |
|  | 405-1 Diversity of governance bodies and employees  | SDG 5<br>SDG 8            | 5.1<br>5.5                | 39<br>58  |
|  | 405-2 Ratio of basic salary and remuneration of women to men  | SDG 5<br>SDG 8<br>SDG 10  | 5.1<br>8.5<br>10.3        | Not disclosed;<br>addressed in<br>Remuneration<br>Committee |
| GRI 413: Local<br>Communities 2016                       | 413-1 Operations with local community engagement, impact assessments, and development programs                      |                           |                           | 46  |



## Environmental, Social & Governance Report 2024

[info@keo.com](mailto:info@keo.com) | [keo.com](http://keo.com)

