# EGA 2024 Sustainability Report

Together, innovating aluminium to make modern life possible

EGA
الإمارات العالمية للألمنيوم
EMIRATES GLOBAL ALUMINIUM

# Together, innovating aluminium to make modern life possible

Aluminium makes modern life possible, from the smartphone in your hand to the plane you fly in, to the buildings where you live and work. As economies grow and living standards rise, industry experts expect that demand for aluminium will increase. The unique properties of aluminium, its strength, lightness, durability, conductivity, and infinite recyclability, make it the ideal solution for many of the challenges that we need to address for a more sustainable future.

But the production of aluminium is not without the potential for negative impacts. At EGA we recognise that, to be part of a sustainable future, it is important we consider both how aluminium is made and how aluminium is used.

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# 01

# Introduction


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# Introduction

## About this report

### Welcome to Emirates Global Aluminium's 2024 Sustainability Report.

EGA recognises businesses play a crucial role in building social cohesion and protecting our planet. We are dedicated to transparency in how we fulfil our responsibilities through our sustainability initiatives.

We aim to build stakeholder trust and clearly demonstrate our commitment to sustainability. Our annual sustainability report provides a comprehensive account of our ongoing efforts in this domain.

## Scope of reporting

This report has been prepared in accordance with the:

- Global Reporting Initiative (GRI) Standards[1]
- Disclosure requirements identified by the Aluminium Stewardship Initiative (ASI) Performance Standards[2]

Additionally, it reflects some disclosures from the European Sustainability Reporting Standards (ESRS), as we begin to take steps towards future compliance with the requirements of the EU Corporate Sustainability Report Directive (CSRD).

It covers EGA's operational facilities in 2024, including our aluminium recycling plant, EGA Leichtmetall[3], which was acquired in May 2024. EGA Spectro Alloys, our secondary foundry alloy producer in Minnesota, United States, is not covered, since we acquired our 80 per cent stake in that entity in September 2024. EGA Spectro Alloys will be included in subsequent sustainability reports. The operations at our bauxite mine in Guinea have been suspended since October 2024. We will provide further updates in next year's report.

The reporting period of this report is January 1st 2024, to December 31st 2024. In some instances, we have also incorporated data and initiatives outside of this timeframe to illustrate trends in performance. EGA's sustainability reporting cycle is conducted on an annual basis[4].

## Assurance and further information

To ensure appropriate content and data quality, the professional auditing firm Bureau Veritas (BV) independently assured disclosures from selected key performance areas, including our most material sustainability topics. BV's assurance statement is provided in the appendix of this report.

For more information on EGA's sustainability activities and performance, please contact sustainability@ega.ae

This icon indicates that the corresponding KPI has been externally assured for the year 2024. The assurance statement can be found at the end of this report.

## Topics in this report

Our report covers the three aspects of sustainability vital to meeting the expectations of our stakeholders and ensuring a sustainable business: safeguarding the environment, social responsibility, and good governance (referred to as ESG).


1 GRI is an independent, international organisation that helps businesses and other organisations take responsibility for their impacts by providing a global common language to communicate those impacts.

2 The ASI Performance Standards define environmental, social, and governance performance standards for sustainability issues specific to the aluminium value chain.

3 Leichtmetall Aluminium Giesserei Hannover GmbH.

4 EGA has published an annual sustainability report every year since 2017. Each report is available on our website at: https://www.ega.ae/en/sustainability

# Managing Director's statement

**Aluminium is an essential material for the development of a more sustainable society. Global demand for aluminium is expected to grow significantly over the decades ahead. Through our financial strength, operational performance, and sustainability, EGA has earned the right to participate in this growth.**

Our metal is essential to reducing energy consumption, making transport more efficient, and increasing the lifespan of products. Aluminium can be recycled an infinite number of times without reducing its quality, meaning our industry can help lower the demand on natural resources.

It also matters how sustainably aluminium is made. EGA works with its stakeholders across the value chain, alongside other industry leaders and innovators, to safeguard our planet and its communities and enable people and nature to thrive, now and for the long term.

Our ambitious growth strategy to 2040 is focused on low-carbon primary and recycled aluminium. In 2024, we made our first major acquisitions since the formation of EGA through the merger of Dubai Aluminium and Emirates Aluminium more than a decade ago. Adding EGA Leichtmetall in Germany and EGA Spectro Alloys in the United States gives us our first production in Europe and North America and a strong foothold in global aluminium recycling.

During 2024, we continued construction of the UAE's largest aluminium recycling plant in Al Taweelah, with a planned annual processing capacity of 170,000 tonnes.

In the UAE, we began construction of 10 pilot EX reduction cells. EX is our tenth generation aluminium smelting technology, which produces more metal with less energy and lower emissions. The pilot is a key step in readying this technology for large-scale industrialisation, making this project a strategic foundation for future low-carbon primary aluminium growth as well as the further strengthening of our position as the technology provider of choice in the global aluminium industry.

### Solar and recycling innovation

In 2024, we were pleased to extend our supply agreement for CelestiAL-R – the world's first aluminium blend made using solar power and recycled metal – with the BMW Group, which was the first customer to source our CelestiAL solar aluminium in 2021. In the coming years, we will continue to supply tens of thousands of tonnes of CelestiAL-R annually to the BMW Group, with a focus on significantly increasing the proportion of recycled metal in future deliveries.

Our total production of CelestiAL solar aluminium, including the metal for BMW Group, grew by 21 per cent to reach a record 80,000 tonnes in 2024.

### Decarbonisation and digital tracking

EGA is committed to reaching net zero greenhouse gas emissions by 2050.

In 2024, we announced a new decarbonisation collaboration with Masdar, the UAE's flagship clean energy company, to work together on aluminium decarbonisation and low-carbon aluminium growth opportunities. We also became the first company to participate in the UAE's national digital MRV (monitoring, reporting, and verification) tracking system for GHG emissions, promoting data transparency and supporting continuous improvement in emissions management.

### Giving back

Community relations and corporate social responsibility teams continued to work hard in the past year. With many valuable partnerships, these programmes span a range of issues, from promoting aluminium recycling, to encouraging students in the UAE into STEM careers and encouraging used beverage can recycling.

To EGA's employees, contractors, suppliers, industry partners, and shareholders, I express my sincere gratitude for their unwavering support for EGA's continued success.

**Abdulla Kalban**
Managing Director

# Chief Executive Officer's statement

**Prioritising safety**

As I told all our staff in our year-end virtual townhall, when we think about our performance in 2024, what should come first to our minds is our biggest collective failure. Tragically a contractor lost his life in a work-related incident at EGA's Jebel Ali site in June 2024.

We engaged an independent, third-party expert to fully investigate this incident and we have implemented findings from the investigation across our operations. More details can be found later in this report.

I again extend my sincere condolences to our colleague's family, colleagues, and friends.

This tragedy means we cannot celebrate 2024, despite EGA's strong financial performance and record alumina and hot metal production. We significantly advanced our strategy to grow in low-carbon aluminium, both laying the foundations for low-carbon primary expansion and taking material steps in the development of a global recycling business.

**Talent, diversity, and investment in UAE Nationals**

EGA's progress depends on the hard work, dedication, and commitment of all our people. We aim to attract and retain the best local and overseas talent, and develop our people over the long term to fulfil their potential.

EGA has a bold aspiration to become a talent-driven organisation and the industrial employer of choice in the countries where we operate. We recognise both that diverse organisations perform better and that we have a responsibility to drive localisation.

In 2024, EGA hired more than 220 UAE Nationals, including 113 women. More than half of our Emirati new recruits joined our long-standing National and Graduate Training programmes. I see the future growth of EGA, and our nation, depends on developing the next generation of UAE National leaders. As such, we are committed to empowering our young talent, both women and men, to contribute to advancing the UAE's industrial growth.

We finished 2024 with an in-focus Emiratisation rate of 44.5 per cent. EGA has one of the highest Emiratisation rates of any major company on a like-for-like basis, accounting for the high proportion of blue-collar roles in heavy industry. More than 1,300 UAE Nationals now work at EGA, including over 700 under the age of 35. Our goal is to reach 50 per cent in-focus Emiratisation by the end of 2027.

We also made progress in gender diversity during 2024. Women held 23.3 per cent of supervisory roles at EGA at the end of the year, and 9.6 per cent of all positions. Our goal is to reach 25 per cent of supervisory roles by the end of 2025, and 15 per cent of all roles by the end of 2026.

**Supporting communities, creating opportunities**

One way we fulfil our purpose at EGA – together, innovating aluminium to make modern life possible – is driving sustainable economic growth. We actively aim to support and create opportunities for socio-economic advancement in the communities and countries where we operate.

In the UAE, EGA is at the heart of the aluminium industry, which is one of the country's most important economic sectors. In 2024, we sold a record 310,000 tonnes of primary aluminium to local companies that make products for both local use and global export using our metal. We procured some USD 2.2 billion of goods and services from local suppliers, over 44 per cent of EGA's total global procurement spend and our highest ever.

In Guinea, earlier in the year and before the Government suspended exports of bauxite from GAC, we launched a broad range of public consultations with 31 village communities to increase transparency and collaboration in our decision making. This helped EGA understand the community's priorities for economic development, beyond access to basic infrastructure, particularly with opportunities for women and young people. We began a new partnership with two NGOs to help women and young people enhance their livelihoods.

**Operational excellence and environmental progress**

Also in 2024, we further demonstrated our commitment to operational excellence, industrial innovation and climate leadership throughout our value chain by securing ASI Chain of Custody Certification for our UAE operations. All EGA's operational assets around the world are certified to the ASI Performance Standard, with the exception of our most recent acquisition EGA Spectro Alloys.

In the UAE, we began the construction of a pilot project for our next generation EX reduction cell technology, which produces more aluminium with less energy and lower emissions. The pilot is a key step in readying this technology for large-scale industrialisation, making the project an important foundation of EGA's future low-carbon aluminium growth and the further strengthening of EGA's position as the technology provider of choice in the global aluminium industry.

We also began constructing a pilot plant, called Ra'ed (pioneer in Arabic), to produce conduct large-scale field trials of a soil manufactured from bauxite residue. This ground-breaking process is one result of nearly a decade of research into productive uses for bauxite residue – a significant waste stream from alumina refining.

**Progress in partnership**

At EGA, we are committed to remaining transparent, collaborative and respectful of our role in progressing the aluminium industry for the benefit of all.

**Abdulnasser Bin Kalban**
Chief Executive Officer

# 2024 sustainability key metrics

## Global developments

80% stake acquired in EGA Spectro Alloys, US-based aluminium recycler

100% of EGA Leichtmetall, aluminium recycler in Hannover, Germany

All UAE, Guinea, and German facilities ASI Performance Standards certified

## Growing solar aluminium

Increase in production of CelestiAL solar aluminium to 80,000 tonnes, including nearly 8,000 tonnes of recycled materials[5]

[5]Net weight CelestiAL is 72,470 tonnes (excluding alloys and recycled weight).

## Progress on environmental goals

1st Company to participate in the UAE's national digital MRV (Measurements, Reporting, and Verification) tracking system for GHG emissions

21.2% reduction in water consumption in UAE

## Inclusive, local employment

71%+ recruits to EGA's 2024 UAE National Programme gained permanent roles

Exceeded our Emiratisation goals for 2024

50% new target for Emiratisation rate by the end of 2027

87.5% employees in Guinea are Guinean nationals

23% supervisory and management roles in UAE held by women

58% supervisory and management roles in Guinea held by women

## Biodiversity restoration

122 hectares of plant biodiversity restored across 2 districts in Guinea

## Developing the UAE's largest aluminium recycling facility

170,000 tonnes planned annually

## Safety

11,827 attendees across all SafeStart training sessions in the UAE

1 fatality

1.05 per million hours worked Total Recordable Injury Frequency Rate (TRIFR) in the UAE, our lowest ever

# About Emirates Global Aluminium

## Emirates Global Aluminium is the world's largest 'premium aluminium' producer

EGA is an integrated aluminium producer, with operations from bauxite mining to the production of primary and recycled metal.

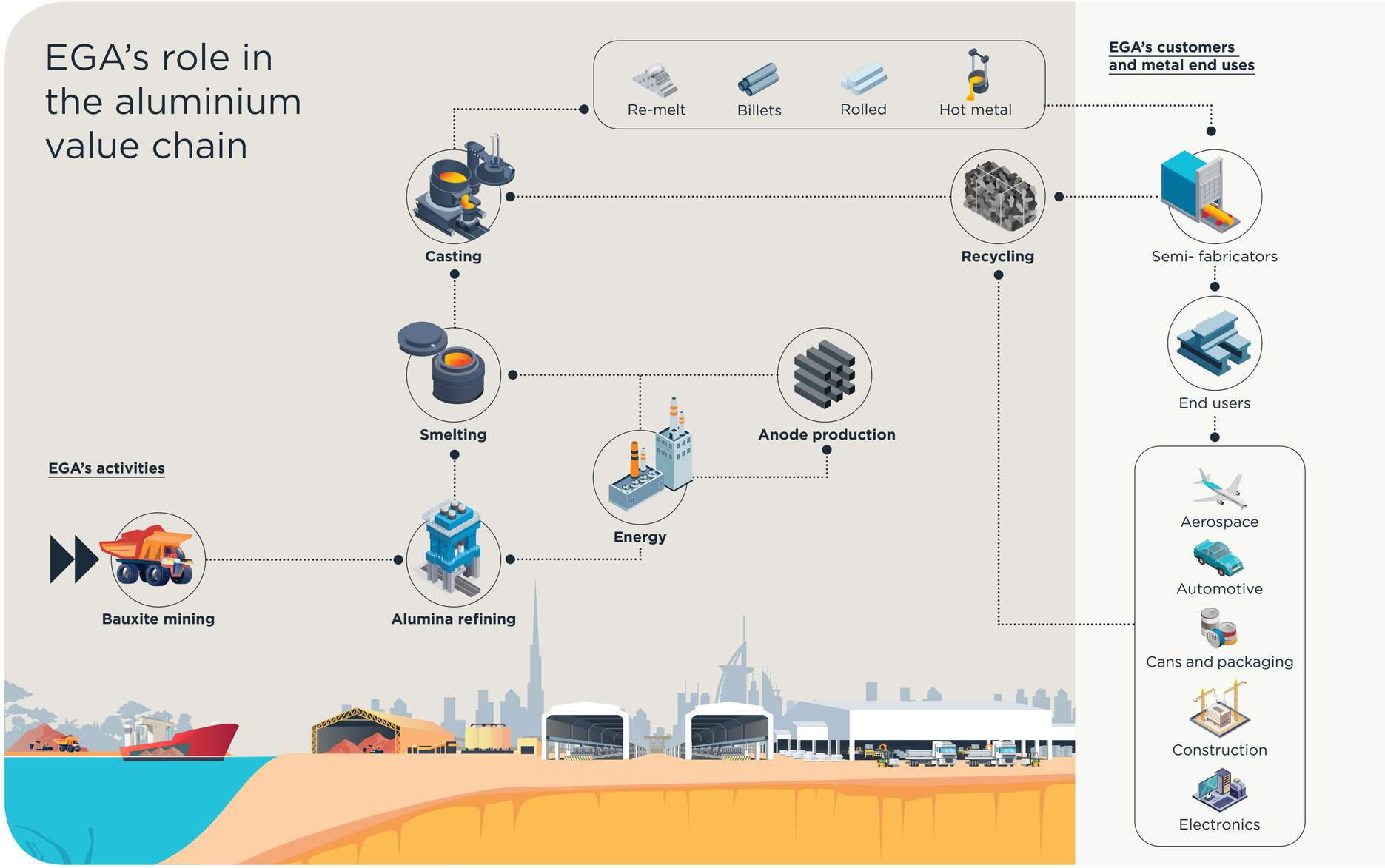
EGA operates two smelters in the UAE, one in Abu Dhabi and one in Dubai, each equipped with its own anode production facilities, casthouses, and captive power plants. These smelters are connected to the grid, allowing access to solar energy. Additionally, we operate:

- An alumina refinery in UAE
- A bauxite mine in Guinea
- A specialty foundry in Germany
- An aluminium recycling plant in the United States

## EGA history

EGA was established in 2014 through the merger of Emirates Aluminium and Dubai Aluminium, with our history dating back to the 1970s when Dubai Aluminium was founded. Headquartered in the UAE, EGA is jointly owned by Mubadala Investment Company of Abu Dhabi and Investment Corporation of Dubai. Today we operate throughout the value chain from bauxite mining to rolled, billet, and re-melt aluminium products and hot aluminium metal.

## EGA's role in the aluminium value chain



# From bauxite mining to aluminium recycling


## 1. Bauxite mining

The aluminium production process starts with the mining of bauxite ore. Layers of bauxite are typically found near the surface, so it is generally extracted through opencast mining. Around 90 per cent of the world's bauxite resources are in tropical and sub-tropical regions.

**Guinea Alumina Corporation (GAC), bauxite mining and export facilities**

GUINEA

- 10.81 million tonnes of bauxite exported in 2024.
- Includes mine, rail infrastructure (shared with existing operators), and an export port.
- One of the largest greenfield investments in Guinea in the last 40 years.
- 1st bauxite mine in Africa to be certified to the ASI Performance Standards.

## 2. Alumina refining

Bauxite is refined into alumina using the Bayer process. Two to three tonnes of bauxite are required to produce one tonne of alumina. In the digestion stage, hot caustic soda is added to the bauxite to dissolve the aluminium-bearing minerals in the bauxite. Clarification separates the bauxite solids from the pregnant liquor through sedimentation.

In the precipitation stage, alumina crystals are recovered from the liquor by crystallisation. Calcination is a roasting process to remove remaining water.

### EGA, alumina refinery

AL TAWEELAH, UAE

- Met 49 per cent of EGA's alumina requirements in 2024.
- The site is the size of 200 football fields.
- 1st alumina refinery in the UAE.
- Certified to ASI Performance Standards in 2023.

## 3-4. Aluminium smelting & casting

A significant amount of energy is required to break the chemical bond between aluminium and oxygen in alumina. It takes approximately two tonnes of alumina to produce one tonne of aluminium.

Molten aluminium is then transferred to the casthouse, where it is made into products using several different methods. Alloys are added in many of our products, according to customer specifications, before the solidification stage.

### EGA, smelting, casting, anode production, power, and water

AL TAWEELAH, UAE

- Commissioned in 2009, second phase in 2013.
- 1,266 reduction cells in three potlines.
- Nine casting stations producing more than 1.6 million tonnes of aluminium.
- 3,500 MW natural gas power plant.
- 6.25 million gallons of seawater reverse osmosis capacity installed.
- The site is the size of 555 footballs fields.
- The site includes our head office.
- 1st site in Middle East certified to the ASI Performance Standards, in 2019.

JEBEL ALI, UAE

- Commissioned in 1979, with eight separate expansions since then.
- 1,577 reduction cells in seven potlines.
- 12 casting stations producing more than 1.1 million tonnes of aluminium.
- 2,990 MW natural gas power plant.
- 30 million gallon capacity of multi-stage flash distillation.
- 10.5 million gallons of seawater reverse osmosis capacity installed since 2021.
- The site is the size of 250 football fields.
- Certified against the ASI Performance Standards since 2021.

## 5. Aluminium recycling

Aluminium recycling involves the collection and processing of of pre- and post-consumer scrap from various sources, including old vehicles, building materials, and packaging. Once collected, the scrap is sorted using advanced sorting and analysis technology to produce the wide variety of alloys required by customers. Advanced melting technology, liquid metal treatment, and casting processes then transform aluminium scrap into high-grade aluminium used by various industries including automotive, aerospace, construction, and consumer goods.

### EGA Spectro Alloys, secondary foundry alloy producer

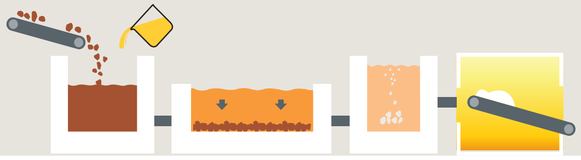
ROSEMOUNT, MINNESOTA, USA

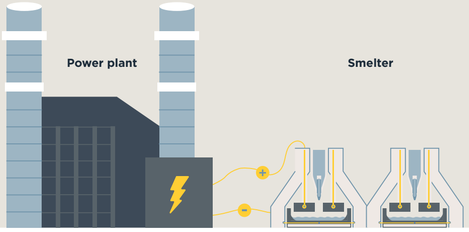
- Produces around 110,000 tonnes per year of aluminium ingots.
- Expansion project at Rosemount site will add approximately 55,000 tonnes per year of secondary billet production capacity in the first phase, which is expected to be completed in 2025.
- Uses advanced sorting and analysis technology to produce the wide variety of alloys required by customers with high proportions of scrap.

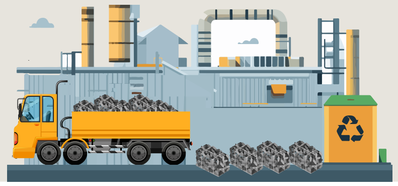
### EGA Leichtmetall, high-strength recycled aluminium plant

HANNOVER, GERMANY

- Up to 30,000 tonnes of aluminium billets produced every year using renewable energy.
- 80% of secondary material is scrap metal.
- Uses proprietary inductive melting technology, liquid metal treatment, and casting processes developed over more than four decades.
- Certified against the ASI Performance Standards since 2023.



# EGA products and end-users

## Bauxite ore

Bauxite is the ore from which aluminium is derived. It is refined into alumina, the feedstock for aluminium smelters. GAC's bauxite has one of the highest ratios of alumina to silica, as well as relatively low boehmite. These properties make it suitable for processing in a wide range of refinery operating conditions, from low to high temperatures as well as double-digestion refineries, at comparably low operating costs.

## Casthouse aluminium

In re-melt casting, liquid aluminium at over 700 degrees Celsius is poured into moulds. The moulds are cooled and the aluminium solidifies, ready to be shipped to customers. EGA primarily supplies high-purity and foundry-remelt products to manufacturers in the aerospace, automotive, and electronics industries.

**Re-melt purity products**[6]

- Standard ingots
- T-ingots
- Low profile sow ingots
- Standard profile sow ingots
- High profile sow ingots

**Re-melt foundry products**

- Standard ingots
- T-ingots
- B-ingots
- HDC small ingots
- Properzi ingots

## Rolled products

We produce rolled products as sheet ingots. Sheet ingot casting involves heating aluminium, then either passing it through a series of rollers or cutting it into plates. Sheet ingots are used by the:

- Packaging and printing industries, to make foil and lithographic printing plates.
- Automotive industry, which uses EGA's lightweight aluminium sheet ingots to manufacture vehicles.

## Billets

Billet casting heats cast aluminium billets, then either extrudes them through a steel dye to produce profiles or forges them into other products. EGA supplies billets to end-users in industries including transportation and automotive, construction, engineering, and consumer durables.

## Molten metal

EGA delivers molten metal to nearby customers including Ducab Aluminium Company in Khalifa Economic Zone Abu Dhabi (KEZAD). Molten metal is delivered in sealed crucibles via a dedicated hot metal road. The preheated 14.5 tonne crucibles can keep the metal liquid, at around 780 degrees Celsius, for up to 18 hours. This direct delivery of molten metal means customers do not need to re-melt the metal, thereby significantly reducing their energy consumption and emissions.

## Low-carbon products[7]

CELESTIAL SOLAR ALUMINIUM

Made using solar power

MINIMAL LOW-CARBON ALUMINIUM

Made using other low-carbon power e.g. nuclear

REVIVAL RECYCLED ALUMINIUM

Recycled aluminium, produced from pre- and post-consumer scrap

CELESTIAL-R
MINIMAL-R

Low-carbon aluminium blended with recycled aluminium

6 For a full list of re-melt purity products, visit our website: https://www.ega.ae/en/products

7 The quantification and reporting of EGA's product carbon footprint including our primary aluminium ingot, CelestiAL, and CelestiAL-R can be found at: https://www.ega.ae/en/about-us/our-policies-and-certifications

# Quality products

EGA is the world's largest producer of 'premium aluminium', known in the industry as value-added products. These include ingots, billets, and sheets that have been alloyed or enhanced, or are of a very high purity.

We create these products to customer specifications for use in the automotive, aerospace, electronics, packaging, and construction industries. We use our technical expertise to help customers determine the right specifications and alloys for the best cost-performance balance for intended applications.

EGA produced 72,470 tonnes of CelestiAL solar aluminium in 2024. BMW Group remained the largest customer for this low-carbon metal. During 2024, all CelestiAL supplied to BMW Group was CelestiAL-R, solar aluminium enriched with recycled metal.

> EGA is making significant investments in sustainability, including recycling with EGA Leichtmetall, EGA Spectro Alloys, and the largest aluminium recycling plant in the UAE. This underlines EGA's commitment to a sustainable future and view that sustainable products are core in a successful, future-proof portfolio.

**Adel Rajab Abdulrahman Mohd Abubakar**
Chief Marketing Officer, EGA

At EGA's wholly owned bauxite mining and export subsidiary in Guinea, we exported a total of 10.81 million metric tonnes of bauxite ore. EGA is one of the largest bauxite suppliers in the world to the third-party market, exporting to Asia and Europe as well as shipping some bauxite to EGA's alumina refinery in the UAE. Volumes are lower than in 2023 due to an operational suspension at the mine since October 2024.

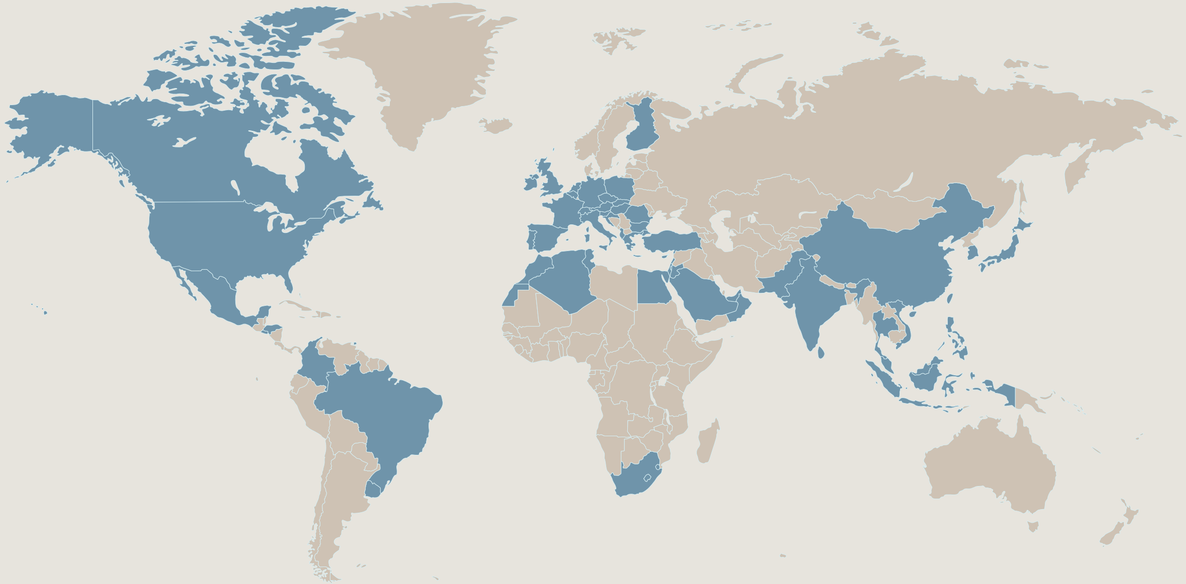
Our Al Taweelah alumina refinery exceeded its nameplate capacity in 2024, delivering 2.54 million tonnes of alumina.

| 2024 metal production | |
|---|---|
| **CAST METAL PRODUCED IN THE UAE** (million tonnes) | 2.76 |
| **VALUE ADDED PRODUCTS IN THE UAE** | 82% |
| **AVERAGE PURITY IN THE UAE** | 99.9% |
| **CAST ALUMINIUM IN GERMANY** (tonnes*) | 19,500 |

| 2024 raw material production | |
|---|---|
| **ALUMINA PRODUCED IN UAE** (million tonnes) | 2.54 |
| **BAUXITE EXPORTED FROM GUINEA** (million tonnes) | 10.81 |

*Figure is referring to the full year.

## EGA's primary aluminium was shipped to 440 customers in more than 55 countries around the world in 2024.



# Our vision, mission, and values

A clearly defined purpose, mission, and values are essential for long-term success. It is essential to provide internal and external stakeholders with clarity on intent and how an organisation plans to achieve its objectives.

At EGA, wherever we work and whatever our task, we are united by our purpose and our mission.

## Our purpose

**Together, innovating aluminium to make modern life possible.**

## Our mission

**To generate value from mining to metal.**

The concept of the UAE becoming a major aluminium producer was a bold and innovative vision. In 1979, Sheikh Rashid united experts from both our country and around the world to turn this vision into reality.

## What do our purpose and mission mean today?

They mean we have more to do – for the world, for societies in which we operate, for us all as EGA's people, and for our shareholders.

We have bold aspirations in each of these areas, which we must fulfil in the decades ahead.

Our culture is the bedrock on which we build. Everyone at EGA helped define the values that we believe are essential.

### For the world

- Building deep customer partnerships to grow the use of the metal of the future.
- Embedding sustainability in everything we do.

### For our societies

- Driving sustainable economic growth.
- Innovating the future of aluminium production.

### For our people

- Always putting safety first
- Becoming a talent-driven organisation.

### For our shareholders

- Delivering competitive returns.
- Growing our business for the future.

### Safety & sustainability

- We always put safety first. We care for our people, our workplace, our communities, and our planet.

### Integrity & fairness

- We act with integrity and fairness with our stakeholders and each other at all times.

### Ownership & teamwork

- We deliver results through personal ownership and effective team collaboration.

### Innovation & continuous improvement

- We create value through innovation and continuously improve our business, operations, and ourselves.

## Challenges and opportunities

Aluminium production is energy intensive. Electricity generation, generally mostly from fossil fuels, is responsible for over 60 per cent of the global aluminium industry's GHG emissions[8].

Moving towards solar energy would significantly reduce emissions associated with aluminium smelting. The UAE's sunny climate and expansive desert landscapes present an excellent opportunity for large-scale development of solar power. With very high average hours of sunlight per day and minimal impacts from land use change compared to more temperate regions, the UAE is well-suited for solar energy generation.

### Solar in action

EGA produced 72,470 tonnes of CelestiAL solar aluminium in 2024, up from 66,000 in 2023 and 57,000 in 2022. BMW Group remained the largest customer for this low-carbon metal. EGA also supplies CelestiAL to:

- Mercedes-Benz parts-maker Hammerer Aluminium Industries
- Kobe Steel for manufacturing automotive body sheets for Nissan
- Mohammed Bin Rashid Space Centre for use in the region's most advanced commercial satellite in the field of high-resolution satellite imagery. This was launched in January 2025.

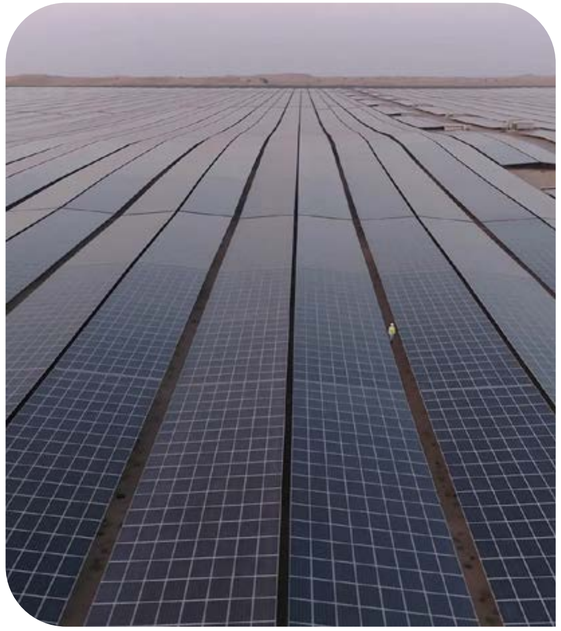
To produce CelestiAL, EGA secures renewable energy certificates from Noor Abu Dhabi, one of the world's largest standalone solar power plants, located in Sweihan and operated in partnership with the Emirates Water and Electricity Company (EWEC).

### Solar and recycling

Combining solar power with recycling has an even bigger impact. Recycling aluminium requires 95 per cent less electricity than producing new metal.

Our CelestiAL-R is a world-first blend of aluminium made with solar power and recycled metal. It launched in 2023, with BMW Group as the first customer and all the aluminium we have supplied to them since then has been CelestiAL-R. In 2024, we renewed that relationship with an extended supply agreement.

We are currently constructing the UAE's largest aluminium recycling plant at our Al Taweelah site. Using pre-consumer scrap and post-consumer waste, it will supply local and global markets with low-carbon, high-quality aluminium under the product name RevivAL.



8 Aluminium industry net zero-tracker 2024, World Economic Forum, available at: https://reports.weforum.org/docs/WEF_Net_Zero_Industry_Tracker_2024_Aluminium.pdf

# Our sustainability approach

Aluminium will remain essential to our society's future. EGA's sustainable development approach ensures we play our role in providing that aluminium with as much respect for people and planet as possible.

## The aluminium context

Aluminium is used in renewable energy solutions, for improving transport and energy efficiency, increasing product longevity, and reducing demand on natural resources.

Yet its production is not without challenges. These challenges require rigorous and, in some cases, innovative management by producers to contribute to a sustainable society. Challenges include:

- Land use change associated with mining activities.
- Production of high volumes of by-products during alumina refining.
- Energy intensity of the smelting process.
- Generation of industrial emissions, discharges, and potentially hazardous waste.

Our sustainable development approach addresses these challenges as well as the wellbeing of people at our facilities, in our supply chain, and in the communities we are a part of.

## Industry best practice

To ensure we cover all the industry's relevant environmental, social, and governance challenges, we have aligned our sustainability management approach with the ASI Performance Standards.

Developed specifically for our industry, through multi-stakeholder engagement over more than a decade, the ASI Performance Standards represent a consensus on best practice for safeguarding the environment, social responsibility, and good governance throughout the aluminium value chain.

Aligning with the ASI Performance Standards means conducting our business with a high level of integrity and ensuring we have effective policies and procedures to manage environmental, social, and governance issues. It includes:

- Being transparent and reporting on our sustainability performance in accordance with internationally recognised standards.
- Taking a life cycle perspective and promoting resource efficiency.
- Reducing our GHG emissions to mitigate climate impact.
- Minimising emissions and waste that can impact human health and the environment.

**2017**

EGA was the first organisation in the Middle East to join ASI.

**2019**

EGA achieved facility-level certification for our smelting and casting facilities in Al Taweelah, making EGA the first organisation in the Middle East to achieve facility-level certification.

**2021**

EGA achieved facility-level certification for our smelting and casting facilities in Jebel Ali, meaning that now all EGA smelting and casting facilities are ASI certified.

**2023**

EGA's bauxite mining subsidiary, GAC, achieved the first certification in Guinea.

EGA's recycling aluminium plant, EGA Leichtmetall, achieved ASI certification for its remelting, casting and semi-fabrication operation prior to acquisition by EGA.

**2024**

ASI assessed EGA's UAE facilities for Chain of Custody certification, which was awarded in January 2025.

## Our bold aspirations

EGA aspires to be measured among the world's most responsible metals and mining companies. To achieve this, we aim to embed sustainability in everything we do and set time-bound commitments. These commitments not only drive innovation and collaboration that make change possible, but also keep us accountable for progress.

### By 2030

**produce only ASI certified products**

### By 2050

**net zero greenhouse gas emissions**

- 1st aluminium producer in the Middle East to join ASI
- 1st bauxite mine for both Guinea and Africa as a whole to be ASI certified
- UAE, Guinea, and German operations certified to the ASI Performance Standard
- UAE operations certified to the ASI Chain of Custody Standard

## The ASI Performance Standards set requirements for numerous sustainability topics applicable to EGA, including:

- Greenhouse gas emissions
- Emissions, effluents, and waste
- Water stewardship
- Biodiversity
- Occupational health and safety
- Human rights
- Labour rights
- Business integrity
- Policy and management
- Transparency
- Material stewardship

## EGA's 2050 commitment

net zero greenhouse gas emissions from our operations and supply chain

25% reduction in cradle-to-gate GHG emissions intensity (vs. 2020) by 2030.

> Our goal is to contribute meaningfully to the UAE's and global decarbonisation efforts, while providing clarity and reassurance to our customers and stakeholders that addressing climate change is one of our top priorities.

**Dr Jasminka Jaksic**
Lead – Sustainability, UAE

# Net zero commitment

### A transition to net zero

To avoid the most severe impacts of climate change, we must all work together to limit global warming to less than 1.5 degrees Celsius above pre-industrial levels. Achieving this goal requires net zero GHG emissions worldwide by mid-century.

The UAE has announced a national strategic initiative to reach net zero by 2050, and EGA is contributing with our own commitment to achieve that goal. This commitment encompasses scope 1 and 2 emissions associated with our operational facilities while EGA is measuring, reporting, and managing scope 3 emissions as part of the corporate disclosures.

### Our roadmap

At EGA, decarbonisation is a core part of our strategy to build a more sustainable future for aluminium. We are committed to reducing greenhouse gas emissions across our operations, in alignment with both national and global climate goals.

In 2025, EGA defined its decarbonisation strategy, including emission intensity reduction targets aligned with a 1.5 degrees Celsius warming scenario. By 2030, EGA is committed to reducing cradle-to-gate emissions intensity by 25 per cent compared to the 2020 base year. This includes scope 1 and 2 emissions, as well as upstream scope 3 emissions, in accordance with the 2024 ASI Entity-Level GHG Pathways Method. We are fully committed to the ambition of our decarbonisation pathway and actively monitor our progress against defined targets.

In 2024, our emissions intensity was 10.7 $tCO_2e/t$ Al, similar to the prior year and within the range of our ASI method-derived target of 10.1 $tCO_2e/t$ Al. We continue to refine our roadmap and implement targeted initiatives to strengthen this alignment. While achieving full alignment remains a significant challenge, we are dedicated to making measurable progress and contributing to industry-wide transformation*.

Our roadmap focuses on improving energy efficiency, increasing the use of renewable energy, advancing technological innovation, and exploring circular economy opportunities. By taking decisive action today, EGA aims to produce lower-carbon aluminium while supporting the broader transition to a net-zero economy.

Not all solutions rest with EGA alone. We will work in partnership with others. The UAE's ambitious plans to decarbonise its electricity generation are critical to achieving our commitments, as is the development of 'green' hydrogen.

> Decarbonising alumina refining starts with rethinking how we use energy and identifying opportunities at every step of the process. Whether it's improving heat recovery or exploring alternative fuels, we are working to transform a traditionally carbon-intensive process into a model of sustainable production.

**Emilio Dal Pai Neto**
Director – Process Engineering
Refinery, UAE

> Working at the heart of the aluminium smelter, I see every day how innovation and operational efficiency can drive real change. From testing carbon capture technologies to optimising our energy use, we are committed to decarbonising our operations without compromising performance. It is a challenge – but also a responsibility we're proud to lead.

**Mustafa Anwar Abdulla Mustafa**
Senior Manager – Technology Development and Transfer
Midstream, UAE

* EGA's decarbonisation statement can be found here:
https://www.ega.ae/en/about-us/our-disclosures

# Key aspects of our net zero roadmap

NET ZERO
GREENHOUSE GAS EMISSIONS

### Energy- and emissions-efficient mining

Our bauxite mining subsidiary GAC is reviewing how to reduce energy needs and find more sustainable sources of electricity. It currently generates electricity from two small diesel-fired package power plants for fixed equipment. Mobile mining equipment is diesel powered, as are trains we use to transport bauxite for export, where we are already making efficiency gains (see page 37 below). New possibilities include electricity sources such as solar and hydroelectric, biofuels for heavy equipment, and electrification of light vehicles.

### More renewable power generation

EGA has several initiatives to increase the proportion of renewable and low-carbon energy we use. Electricity generation accounts for more than half of all the GHG emissions from our activities. Currently we use natural gas to generate almost all the electricity for our assets in the UAE, with some electricity exchanged with the grid.

We have already announced an initiative to integrate the UAE operations with the grid, aiming to increase supply of renewable and low-carbon energy. In 2021, we became the first company in the world to produce aluminium commercially using solar power sourced from International Renewable Energy Certificates.

9 More information on this strategy is available at: https://u.ae/en/about-the-uae/strategies-initiatives-and-awards/strategies-plans-and-visions/environment-and-energy/national-hydrogen-strategy

### Decarbonising refining

Decarbonisation of refinery operations remains one of the most technically complex challenges in the broader transition to a low-carbon economy. We are actively addressing this challenge through a multi-faceted, innovation-driven approach that focuses on three core areas: maximising waste heat recovery, electrification, and strategic integration of renewable energy.

The UAE is expected to be globally competitive in ‘green’ hydrogen given its location, comparative advantage in solar power development, and existing export infrastructure. The UAE National Hydrogen Strategy 2050[9] aims to develop these possibilities, strengthening the country’s position by 2031, and EGA will seek to contribute and benefit.

Initially, we are piloting an electric heater in one of the two calcination units at Al Taweelah. If successful, it will be the first partially electrified calciner in our industry. In parallel, we are evaluating the feasibility of generating low-pressure steam from the waste heat recovery system, which would contribute to incremental emissions reductions without compromising overall performance. We are also addressing a key technical barrier to producing high-pressure steam more efficiently, which represents 90 per cent of total steam demand.

This work is made possible through close collaboration of local and international companies, universities, and Australia’s Heavy Industry Low-Carbon Transition Cooperative Research Centre. By embracing a culture of collaborative innovation, we are laying the foundations for a more sustainable production process.

## New technologies for smelting

In 2024, the ESG Committee endorsed the establishment of a dedicated team of technologists, tasked with leading the research, development, demonstration, and eventual deployment of solutions to reduce scope 1 emissions from smelting activities.

Emissions from smelting activities, including carbon anode formation, aluminium reduction through electrolysis of alumina, and the casting of liquid aluminium into semi-finished products using natural gas-fired furnaces and homogenisers, are among the hardest of all EGA's scope 1 emissions to abate.

The team has established guiding principles to ensure a systematic approach and progressive innovation, including the key principle of retrofittability so we can enhance the sustainability of our existing smelting assets.

The team has procured a mobile container-sized carbon capture pilot plant to test various amine-based solvents against different emission gases. The tests are anticipated to provide invaluable operational insights and data, paving the way for determining the applicability and scalability of such technology.

Alongside this, we are developing other Industry 4.0 innovations to drive efficient smelting, such as the EX-technology pilot at Al Taweelah leveraging additional sensors, data, and analytics to produce more aluminium using less energy and with lower emissions[10].

We currently generate thermal energy from natural gas, which is expected to be progressively replaced by solar power as national capacity increases, or by 'green' hydrogen, in alignment with the implementation of the UAE National Hydrogen Strategy.

## Building more recycling capacity

EGA is growing its recycling business. We started constructing the largest aluminium recycling facility in the UAE and made two acquisitions in the secondary market in 2024. Recycling aluminium requires significantly less electricity than producing new metal, generating a fraction of the emissions. The International Aluminium Institute (IAI) expects demand for aluminium to grow, with most significant supply to come from post-consumer scrap by 2050.

## Changing energy source for casting

Natural gas is currently used to heat furnaces in EGA's UAE casthouses. The UAE's National Hydrogen Strategy presents a comprehensive roadmap to establish the country as a global leader in low-carbon hydrogen, supporting the development of a hydrogen economy. In line with this vision, we are exploring opportunities to replace natural gas with 'green' hydrogen in our UAE casthouse operations. Our EGA Leichtmetall recycling operations already utilise induction furnaces powered entirely by renewable electricity.

## Support suppliers' emissions reductions

EGA uses its purchasing power and expertise to drive emission reductions in our supply chain. The production of raw materials, like alumina and bauxite, and shipping are the most significant sources of emissions. We continue to work with existing and new suppliers to address these emissions, such as with the world-first bauxite shipment on an LNG-fuelled vessel detailed on page 40.

## Nature-based sequestration

To address any situations where eliminating emissions is not possible, we will invest in a portfolio of natural sequestration projects. We will develop projects around the world, either alone or in partnership with others.

10 See more information: https://media.ega.ae/egas-ex-technology-pilot-to-be-used-to-prove-most-advanced-industry-40-capabilities-in-aluminium-industry/

# Our contribution to the United Nations' Sustainable Development Goals

In 2015, the United Nations adopted the Sustainable Development Goals (SDGs) as a universal call to action to end poverty, protect the planet, and ensure peace and prosperity for all. EGA contributes towards the SDGs relevant to our industry.


## Ensure healthy lives and promote wellbeing for all at all ages.


- Our SafeStart safety programme deepens awareness of major behavioural contributors to accidents, including rushing, fatigue, and complacency. Over 11,827 people attended SafeStart training in 2024.
- Qualified doctors, nurses, and other medical professionals provide healthcare and medical insurance to our employees at our own clinics in Al Taweelah and Jebel Ali, UAE, and Guinea.
- Our clinics' services are also available to contractors, employees' family members, and the public.
- 4,071 medical check-ups for employees in the UAE in 2024.
- 53,728 hydration tests for people working on our sites in the UAE in 2024, ensuring they remained suitably hydrated to prevent heat-related illness.
- There were over 3,600 visits to our clinics in Guinea, including for medical consultations, inductions, post-incident treatment, and prevention.
- We operate a malaria control programme in Guinea. In 2024, we distributed 7,000 treated mosquito nets across 55 villages. These nets are widely recognised for their effectiveness in preventing mosquito-borne infections. The campaign exceeded its target to reach 13,500 people, reaching 14,206 individuals, including 421 pregnant women and 4,324 children under the age of five.
- Our German facility provides access to a doctor for all employees and runs an annual Health Day to promote awareness of various wellbeing-related conditions.

## Ensure inclusive and equal education opportunities for all in order to promote lifelong learning.


- Education is a key focus for our community engagement and development projects.
- In the UAE, we enhance science, technology, engineering, and mathematics (STEM) education in schools and foster passion for STEM, as a major employer in these fields.
- In 2024, over 6,900 students across 25 schools participated in our UAE STEM programmes.
- We continued with our long-running support of the Bélikindi youth cooperative in Guinea. In 2024, we trained a further 30 young women in modern sewing techniques to produce personal protective equipment (PPE) used in the mining industry.
- We also continued support for an advanced automotive training centre in Boké, Guinea. A total of 48 students graduated, 11 of whom are female.
- Our training and development programmes help employees at all levels reach their full potential, from current leaders and high-potential talent to young people at the company.

## Promote inclusive and sustainable economic growth, employment, and decent work for all.

- EGA has long been a key contributor to the UAE's economic development, directly employing over 7,000 people. Our aluminium is one of the UAE's major exports.
- We offer competitive salaries and benefits to attract and retain top talent.
- We retain talented employees by providing growth opportunities, training programmes, and a positive work environment.
- We operate a range of programmes to provide employment and promote sustainable economic growth in the UAE, including recruiting and training school and university graduates.
- Local sourcing of goods and services to boost local economies is a priority.
- Our 2024 spend included USD 149 million in Guinea and USD 2.18 billion in the UAE.
- Training all employees in our robust Code of Ethics and Responsible Sourcing Policy promotes a safe, inclusive, andrespectful working environment for all workers.
- Our Responsible Sourcing Policy ensures ethical sustainable practices are observed throughout our supply chain.
- We reaffirmed EGA's ambition to grow sustainably by committing to make and sell only ASI-certified, responsibly sourced aluminium by 2030, establishing EGA as an undisputed ESG leader in the industry and safeguarding its long-term licence to operate through environmental stewardship, transparent supply chains, thriving communities, and a caring, inclusive workplace.

## Build resilient infrastructure, promote sustainable industrialisation, and foster innovation.

- EGA's in-house R&D department has a proven history of enhancing productivity, reducing costs, improving resource efficiency, and minimising environmental impact.
- R&D investment has been integral to EGA's strategy since we first started production, resulting in over 25 years of home-grown advancements.
- Eight reduction technologies developed and industrialised.
- 45 patents filed, relating to aluminium smelting enhancements, including 3 new patents as well 37 applications to existing patent families filed in 2024.
- Our EGA Ramp-Up programme in the UAE supports entrepreneurs focused on sustainability, technology, human capital, and social advancement. It promotes innovation, growth, and diversification of the UAE economy through mentoring and financing entrepreneurs. In 2024, the campaign generated over 600 applications and 10 were selected to join the programme.
- EGA Leichtmetall's existing induction furnaces produce high-quality aluminium using less energy and generating fewer emissions. We are also piloting next generation EX smelting technology in UAE, aiming for 12 per cent lower emissions per tonne of aluminium when using its low-energy mode.
- EGA fosters a culture of continuous improvement and inclusivity, empowering employees across our operations to contribute to sustainability and operational excellence. In 2024, 212 suggestions were submitted through the Tamayaz programme, with 157 implemented - demonstrating the collective drive to improve ways of working, solve complex challenges, and deliver measurable value.

## Ensure sustainable consumption and production patterns.

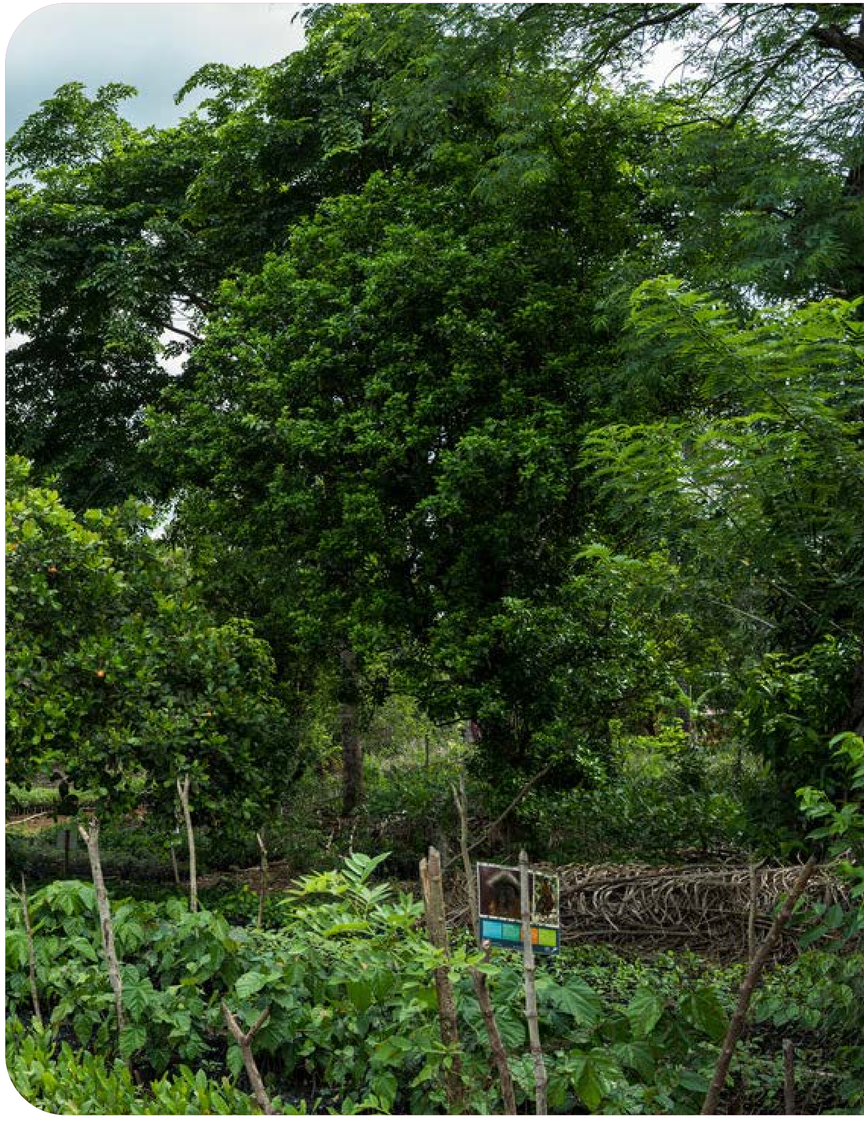
- EGA is exploring ways to transform significant waste streams from the aluminium industry into useful products for other industries.
- In 2024, 100 per cent (29,648 tonnes) of all our Spent Pot Lining (SPL) was recycled by the UAE cement industry.
- EGA's R&D team focused on ways to transform bauxite residue waste material into valuable products, reducing or eliminating the need for storage and turning bauxite residue into a new material resource.
- In 2024, we advanced our pilot to convert bauxite residue into manufactured soil that EGA calls 'Turba' (the Arabic word for soil) and commissioned two new research studies.
- EGA promotes and advances recycling of aluminium products through a range of initiatives and partnerships. For example, in 2024, we partnered with beverage can-makers to introduce the Every Can Counts Campaign to encourage UAE consumers to recycle aluminium drinks cans.
- Acquired EGA Leichtmetall in Germany and a stake in EGA Spectro Alloys in the United States to further enhance our recycling capabilities.
- Targeting zero waste to landfill by 2030.

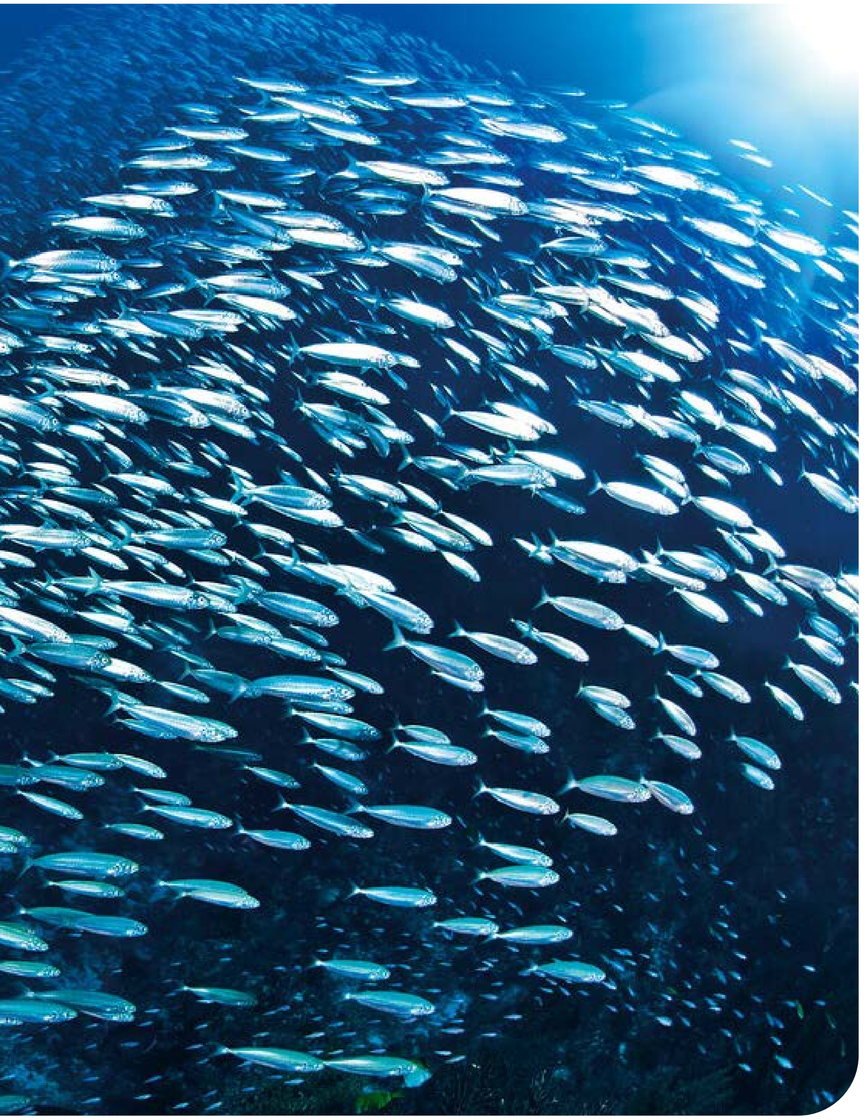
## Take urgent action to combat climate change and its impacts.

- EGA has a goal to reach net zero emissions by 2050. We are also on track to achieve a 25 per cent reduction in emissions intensity by 2030, compared to a 2020 baseline, including scopes 1 and 2, and upstream scope 3.
- The goal covers emissions from all areas of our organisation. It also considers the role of recycled aluminium and nature-based carbon sequestration solutions.
- Engagement with internal and external engineers, technologists, and economists will keep our strategies technically and commercially viable.
- In 2024, we continued procuring renewable energy from sources in the UAE to eliminate our scope 2 emissions and we broke ground on the region's first industrial data centre to be powered entirely by renewable energy.
- We increased production of CelestiAL, solar aluminium, and extended our supply agreement with BMW.
- In 2024, we continued embedding our climate-related risks for the UAE and Guinea in our risk management platform. Management of these risks will ensure EGA's leadership applies the most up-to-date climate science in risk management and decision-making.
- From 2024 onwards we are enhancing national efforts and our own processes by participating in the UAE's national digital Measurements, Reporting, and Verification (MRV) tracking system for GHG emissions.


## Sustainably manage forests, combat desertification, halt and reverse land degradation, halt biodiversity loss.

- In Guinea, we continued conservation efforts and our commitment to achieving no net loss for biodiversity, with a positive gain for critical habitats.
- In 2024, we continued replanting areas previously cleared of vegetation, restoring 4,065,500 m² of land since commencing the mine's operations using locally sourced species grown in our own nursery.
- We continue to work with the Guinean National Parks Authority and other partners to establish a dedicated chimpanzee protected area in Moyen-Bafing National Park.
- Continuous monitoring of vegetation at both our UAE sites, and an independent vegetation study for each site every three years, ensures the health of ecosystems in the local conservation areas and helps us to keep improving our biodiversity programme.



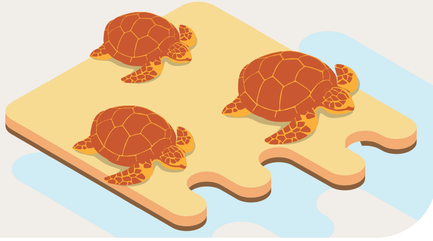


## Strengthen the means of implementation and revitalise the global partnership for sustainable development.

- We frequently collaborate with renowned academic and industrial institutions worldwide on key challenges and sustainable solutions for the aluminium sector. Examples include research into the reuse potential of bauxite residue and working with Masdar on renewable energy projects.
- Additionally, EGA actively participates in multi-stakeholder engagement processes to explore future developments and propose updates to the ASI Performance Standards.
- We are an active member of the IAI, a global industry association, sponsoring and engaging in several of its research projects, sharing knowledge, and identifying collaborative initiatives to improve the production and utilisation of aluminium.
- EGA is also an active member of the Gulf Aluminium Council, a platform for collaboration on shared challenges in the region.

## Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

- In the UAE, we support preservation of critically endangered hawksbill turtles that nest along the shoreline near our facility in Al Taweelah. Turtle conservation work is formalised under EGA's Biodiversity Action Plan, developed in accordance with the ASI Performance Standard.
- Approximately 300 hawksbill turtles hatched at EGA's Al Taweelah beach in 2024, bringing the total number of successful hatchings near the company's operations to around 7,500 since 2011.
- Our Sustainability team monitors the beach daily during nesting season, safeguards nests from natural predators and marine debris, and rescues distressed turtles. This year, four turtles requiring medical attention were transferred to the Dubai Turtle Rehabilitation Centre where they are receiving expert care before release.
- Marine Ecological Surveys at both UAE sites ensure the continued health of conservation areas near our operations.



# Economic value generated and distributed

EGA plays a significant role in the economy of the UAE, Guinea, and beyond. Our aluminium is one of the UAE's largest exports and we directly employ over 7,500 people. We were also the first industrial company in the UAE to license its core process technology internationally, which is a step forward for creating value from knowledge.

## Value generated in 2024

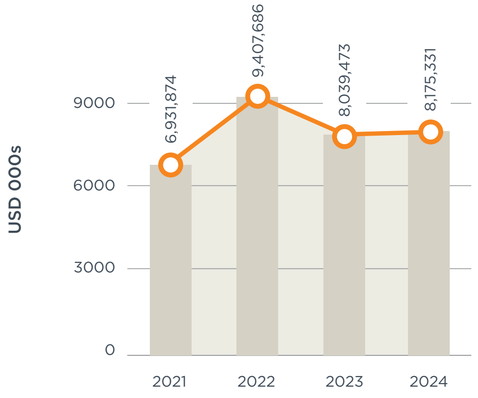
In 2024, EGA reported a revenue of AED 30 billion (USD 8.2 billion), reflecting an increase compared to 2023. The growth was driven by a favourable global market environment – particularly higher aluminium prices – and record production levels of hot metal. These positive factors were partially offset by lower bauxite exports.

Our direct, indirect, and induced economic contribution totalled over USD 6.45 billion, supporting 52,484 jobs and accounting for around 1.27 per cent of GDP in the UAE.

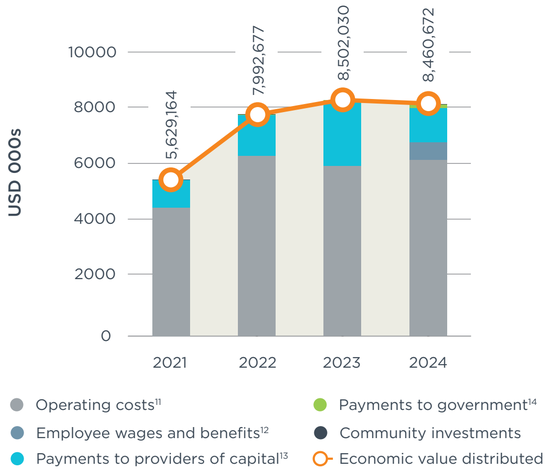
In the UAE, direct expenditures totalled USD 2.2 billion. In Guinea, the GAC project has been one of the largest greenfield investments in the country in the past four decades. In 2024, GAC contributed USD 149 million in direct expenditures, despite operations being suspended since October.

We are committed to growing our business by increasing local procurement in alignment with the national priorities of the UAE and other countries where we operate. Additionally, we aim to further localise our workforce across all regions.

**Economic value generated in 2024**



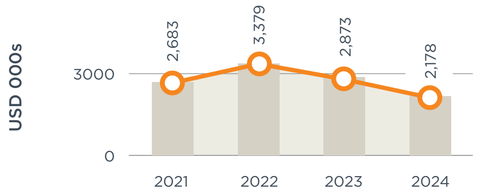

**Economic value distributed in 2024**




## Investments in communities

We implement planned and targeted community investment programmes at all our sites, collaborating with a wide range of stakeholders, including community representatives, non-governmental organisations, educational institutions, and local authorities. We believe that the most impactful approach to creating lasting value lies in grassroots initiatives that drive economic development, advance educational opportunities, and enhance the overall quality of life within local communities.

**Community investments in 2024** [15 16 17]




11 Operating costs include the cost of goods sold, sales and distribution costs, and general and administrative expenses.

12 Employee wages and benefits comprise of the total costs for EGA employees and staff directly contracted by EGA.

13 Payments to providers of capital are the payments made to EGA shareholders and lenders.

14 Payments made to government are tax expenses/returns paid by EGA's international subsidiaries.

15 Community Investments in Guinea include infrastructure projects related to resettlement, and the development of livelihood, healthcare, and agriculture programmes detailed in Section 3 'Social Responsibility' of the Report.

16 UAE donations were made for community infrastructure developments, our Corporate Social Responsibility activities, education, and youth development programmes detailed in Section 3 'Social responsibility' of the report.

17 UAE scholarships include internships, summer work experiences for high school and university students, scholarships for students, and trainee programmes detailed in Section 3 'Social responsibility' of the report.

# Our material topics

Sustainability encompasses a diversity of topics, which makes the selection and extent of content in a sustainability report a critical decision. Engaging with an organisation's stakeholders is essential to identify relevant disclosures, align with their interests and priorities, and enhance credibility.

## Approach and scope

At EGA, we follow the GRI guidance for materiality, which ensures that no single decision-maker or department determines the report's content.

We engage a diverse group of internal and external stakeholders to identify the topics that matter most to them and our business. This Sustainability Report is based on the most recent assessment, conducted in 2023. That assessment did not cover the sites we acquired in 2024 in Hannover, Germany, and Rosemount, Minnesota, U.S.

During 2025, we will conduct a full double-materiality assessment covering all EGA locations and disclose the findings in the 2025 Sustainability Report.

In 2023, we identified 17 distinct sustainability topics, guided by the GRI Universal Standards, ASI Performance Standards, third-party rating agencies, and industry trends. Through stakeholder engagement, we gathered input to prioritise these topics. The purpose of this exercise is to identify topics from our business operations and value chain that have the most significant impact, as well as the topics that directly influence our decision-making.

In 2023, we engaged with a total of 364 stakeholders. This included key internal decision-makers and influencers within EGA, as well as external stakeholders such as international and local customers, government agencies, local communities, NGOs, industrial associations, certification bodies, and suppliers.

## Our stakeholders


# Results of the materiality analysis

The scores of respondents for each of the 17 topics were averaged and plotted as a 'materiality matrix'. Internal stakeholder results were plotted against the x-axis; external stakeholder results were plotted against the y-axis[18].

While the stakeholder engagement process allowed us to rank topics by perceived materiality, it was evident from stakeholder scoring that none of the 17 topics were considered irrelevant to EGA's operations. Therefore, we have disclosed information on all topics.

Our 2024 report covers all relevant disclosure requirements of the ASI Performance Standards, specific to the aluminium industry, for EGA's operational facilities.

### Assurance and governance

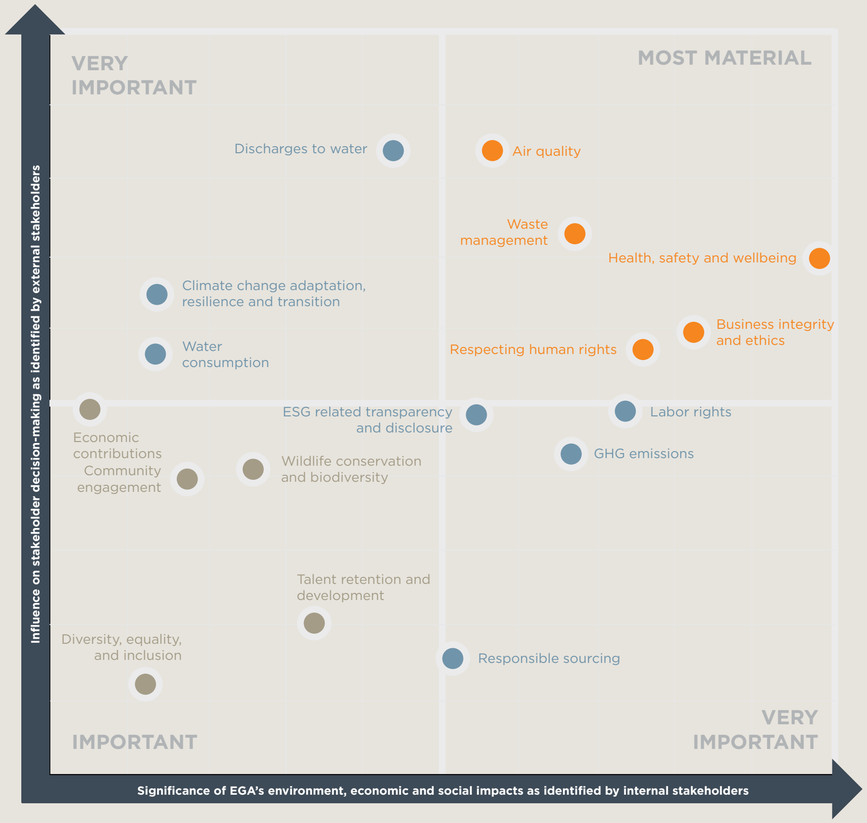
As detailed on page 4 above, in 2024, we engaged Bureau Veritas to perform independent assurance and provide an objective and impartial opinion on our report's disclosures. This process included assurance of key performance metrics for the most material topics identified through our materiality analysis. This external review ensures consistent, objective, and accurate reporting of our sustainability performance. The techniques and outcomes of this process are detailed in Bureau Veritas' assurance statement, available in the Appendix.

To ensure alignment with relevant standards, EGA's Sustainability Team oversees the materiality analysis and assurance process, with approval from EGA's Chief ESG and Sustainability Officer.

The GHG emissions and air quality data for EGA's UAE and Guinea operations have undergone external assurance by DNV.

All material topics have received external assurance on the reported data; however, our recently acquired operations in Germany are not yet covered for all KPIs. We are working towards including these operations in the assurance scope for upcoming reporting cycles.

**2023 Materiality matrix**




18 For comparison against previous year material topics, please refer to our published 2022 report available at: https://www.ega.ae/en/sustainability/sustainability-reports

# 02

# Safeguarding the environment


Environmental management approach

Our response to environmental incidents

Protecting air quality

Greenhouse gas emissions

Conserving energy

Water management

Waste management

Biodiversity management


At EGA, we take a proactive approach to environmental responsibility, with sustainability seen as a catalyst for innovation and long-term value creation. Our approach is guided by recognised international standards and certifications, and applied consistently across our operations in the UAE, Guinea, and Germany to drive continuous improvement and operational excellence in environmental management.

**1st Company**
to participate in the UAE's national digital MRV (Measurements, Reporting, and Verification) tracking system for GHG emissions

**62.5%**
lower PFC emissions than global industry average for UAE operations

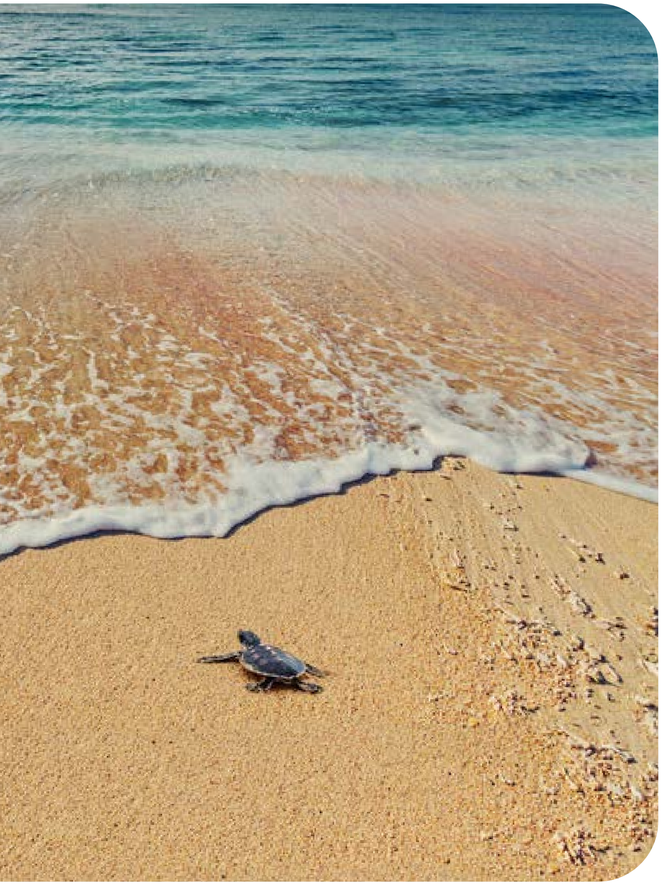
**300**
hawksbill turtles hatched at EGA's Al Taweelah beach

**4,065,500m²**
of habitat restored since the mine has been operational

**32.4%**
lower GHG intensity compared to global industry average for UAE operations

**100%**
SPL recycled

# Safeguarding the environment



## Environmental management approach

Mining and industrial processes have the potential to cause significant environmental consequences if not managed responsibly. At EGA, activities with potential environmental impacts are overseen by a dedicated team of in-house environmental professionals. Working together, our environment and operations teams are responsible for managing all necessary controls, monitoring plans and audits as well as finding opportunities for improvement.

Across all operations and project sites, we have identified potential environmental risks and have implemented suitable controls to manage these risks. We also actively monitor emerging environmental risks and their impact on our business.
Our management plans establish requirements for impact assessment, monitoring, suitable operating procedures, avoiding impacts, and ensuring an appropriate level of mitigation where necessary.

## In memory of Zayed Al-Hosani

Zayed Al-Hosani, a passionate advocate for sustainability and youth engagement at EGA. His passing was not work related, his contribution, however, to our team and to our sustainability journey remains deeply valued and warmly remembered. One of his most impactful contributions was the Think Green Walk – an initiative designed to instil a green mindset across our daily operations. Through regular walk-throughs on the shopfloor, the initiative fostered cross-departmental collaboration and open dialogue, and encouraged teams to identify practical ways to enhance environmental performance. Zayed's vision continues to inspire a culture of responsibility, unity, and sustainability at EGA.

> At EGA, sustainability is rooted in responsibility, resilience, and innovation. We are embedding it into every layer of our business to create long-term value for both people and the planet. As we navigate global challenges, our focus is on delivering meaningful impact through innovative technologies, circular practices, and decarbonised growth. Our ambition is not just to lead in aluminium, but to lead sustainably for generations to come.

**Najeeba Al Jabri**
Chief ESG and Sustainability Officer, EGA

## Environmental approach: mining

During the design of our mine and export facilities in Guinea, environmental impacts were identified through a detailed environmental and social impact assessment. This assessment was prepared in accordance with the:

- International Finance Corporation (IFC) Performance Standards
- African Development Bank (ADB) Integrated Safeguards System
- Equator Principles
- Regulatory requirements of the Guinean government[19]

We have also developed site-specific Social and Environmental Management Systems (EMS) complemented by a series of detailed plans for air quality, biodiversity, noise control, soil management, water management, rehabilitation, and reforestation. We have been refining, developing, and integrating our management system since the mine was first commissioned in 2018.

An independent third party regularly monitors our activities in Guinea to ensure that we are fulfilling our commitments under the IFC Performance Standards, ADB Integrated Safeguards Systems, and Equator Principles.

> In 2024, we fully updated GAC's Environmental Management System seeking to develop systematic approaches to improve Environmental Performance. We also established and activated our Operations, Environment and Social Management System Committee, which meets to ensure the integrated management of our mine, port, and rail operations in alignment with IFC Performance Standard 1.

**Isabelle Gina Chantal Teboul**
Community Engagement, CSR and Environment Director, Guinea

## Environmental approach: refining, smelting, and casting

Our operational facilities in the UAE are managed through our EMS that includes site-specific environmental management plans[20]. These are developed in accordance with regulatory requirements and technical guidelines issued by the relevant environmental regulators[21].

All facilities in the UAE are also audited by representatives from environmental regulators and third parties[22] to confirm the suitability of our environmental monitoring and controls.

> Our approach to environmental management is grounded in a robust EMS that guides our actions and decisions at every level of operation. This system ensures that we consistently monitor, evaluate, and improve our environmental impact, aligning with the highest industry standards and compliance requirements.

**Tauqeer Ahmed**
Senior Superintendent – Environment, UAE

19 IFC assessment and mitigation commitments are made publicly available through disclosure on the IFC website https://disclosures.ifc.org/project-detail/SII/24374/guinea-alumina-corporation

20 Current EGA environmental management plans can be viewed on our website at https://www.ega.ae/en/about-us/our-disclosures

21 Including federal and emirate-level authorities.

22 Including ISO and ASI audits.

## Environmental approach: recycling

Our recycling operations in Germany are managed under an environmental management system that includes site-specific environmental management plans. These plans are developed in accordance with applicable regulatory requirements and technical guidelines issued by the relevant German environmental authorities.

# ASI Certification

In 2019, EGA was the first aluminium producer in the Middle East to receive ASI Performance Standard Certification. In 2023, our mining operations in Guinea, including port and rail facilities, received the first ASI Performance Standard Certification issued in Guinea. Recently acquired recycling operations in Germany secured ASI Performance Standard Certification in 2023.

The ASI Certification programme, created through an extensive multi-stakeholder consultation process, is the only comprehensive voluntary sustainability standard initiative for the aluminium value chain. Since 2023, EGA has aligned all global operations with the ASI Performance Standard V2 (2017). UAE operations are scheduled to undergo an external audit against Version 3 of the standards in April 2025, with further details to be included in the 2025 report.

In 2024 our refining, smelting, and casting operations in the UAE achieved ASI Chain of Custody (CoC) certification, marking a significant milestone in our journey towards creating a more sustainable and responsible aluminium value chain. The ASI CoC Standard ensures that aluminium products sourced from EGA meet rigorous environmental, social, and governance criteria throughout the entire supply chain. This means that our customers can confidently source responsibly produced materials that align with the highest global sustainability standards[23].

UAE operations now certified to ASI Chain of Custody Standard

## Environmental management systems and performance standards

**Aluminium Stewardship Initiative**

- Guinea bauxite mine and export facilities
- Jebel Ali smelting and casting
- Al Taweelah smelting and casting
- Al Taweelah alumina refinery
- Chain of Custody for all UAE facilities
- Recycling facility in Germany

**ISO 14001:2015**

- Jebel Ali smelting and casting
- Al Taweelah smelting and casting
- Al Taweelah alumina refinery
- Recycling facility in Germany

**IFC Performance Standards and World Bank Guidelines**

- Guinea bauxite mine and export facilities

23 ASI certificates are available on our corporate websites. For Germany, visit https://www.leichtmetall.eu/en/about-us/our-certifications; for Guinea, visit https://www.gacguinee.com/en/about-us/our-policies-and-certifications; and for the UAE, visit https://www.ega.ae/en/about-us/our-policies-and-certifications

# Our response to environmental incidents

Our environmental management plans establish clear protocols for the identification, communication, classification, remediation, and root-cause analysis of environmental incidents. When assigning a classification to environmental incidents, we consider the magnitude and potential for adverse impacts to environmental receptors.

In 2024, EGA did not receive any fines or non-monetary sanctions for non-compliance with environmental laws or regulations[24].

## Environmental incidents: mining

In March 2024, there was one incident of dust emissions occurring while unloading bauxite from a train at our car dumper area in Kamsar, Guinea. Airborne dust levels in the vicinity remained above the target limit for 30 minutes before our team was able to contain it. We launched an investigation, which has concluded there was no discernible impact to the environment. There has been no recurrence to date, in particular since we implemented additional measures to control powdery and very fine dust, especially during the dry season.

This year, we focused on improving the identification and reporting of potential incidents through training, raising employees' awareness, continuous site inspections, and enhancing our environmental and safety culture. This included an increased focus on mobile equipment.

Beyond the incident described above, there were minor non-compliances observed in the vicinity related to ambient air quality conditions from bushfires or vehicle activity. All non-compliances are escalated in our internal tracking tool for incidents, and discussed in meetings to understand the cause(s) and determine corrective actions and preventative measures.

As reported previously, we addressed non-compliances related to water discharge from our Kamsar port facility. However, in 2024, continuous monitoring identified a new instance of non-compliance, with a different root cause. This related to the presence of faecal coliforms. Although we recorded this non-compliance, overall performance of the wastewater treatment plants has significantly improved compared to the previous year, following the implementation of corrective measures (see page 46). To further strengthen compliance, we procured new equipment, including ultraviolet disinfection units, although these were not yet installed prior to the suspension of operations.

## Environmental incidents: refining, smelting, and casting

In 2024, we did not have any significant environmental incidents at any of our facilities in the UAE. However, we did raise several non-conformances associated with minor incidents at our facilities in the UAE, reporting each to the regulatory authorities.

### Air quality incidents

In 2016, we received a violation notice from the environmental regulator in Dubai related to emissions of nitrogen oxides ($NO_x$) originating from our power plant in Jebel Ali. This violation was primarily associated with our reliance on older, less efficient gas turbines. With the commissioning of the H-class power block, the intent was to retire older turbines and enable compliance with regulatory thresholds. Regrettably, due to operational disruptions associated with our H-class power block, we were unable to meet regulatory thresholds in 2024. We are engaging with the original equipment manufacturer to improve plant availability and reliability, in order to operate within regulatory limits. EGA Jebel Ali continues to report $NO_x$ emissions to the Dubai Environment and Climate Change Authority (DECCA) on a quarterly basis, in line with regulatory requirements. In 2024, EGA submitted a set of $NO_x$ reduction initiatives to DECCA as a commitment towards the Dubai Air Quality Strategy 2030. These initiatives are aimed at reducing $NO_x$ emissions from EGA Jebel Ali's operations and contributing to broader air quality improvements across the emirate.

Furthermore, a moderate environmental incident was reported at the smelting operation in Al Taweelah due to a prolonged wet scrubber outage caused by a rainstorm, which lasted for approximately three days. The Instrument Maintenance Department (IMD) later resolved the faulty instrument communication by resetting the system. To prevent recurrence, IMD addressed the root causes by repairing the faulty communication cable and resolving power supply quality issues on the network.

24 We record the total number of non-compliances based on root cause rather than the total number of exceedances for a given discharge parameter. For example, a cluster of multiple recorded exceedances in temperature thresholds linked to a single equipment fault would be registered as one non-compliance. Discharge incidents are reported for each parameter. For example, an incident relating to exceeding salinity and temperature is treated as two separate incidents.

Lastly, a complaint was received from DECCA regarding a fugitive dust emission incident during alumina ship unloading operations at Jebel Ali Port. The incident was caused by equipment failure, and corrective actions included replacing the belt conveyor and enhancing the bypass valves within the compressed air system used for filter cleaning and material unloading to prevent recurrence.

**Water management incidents**

In 2024, EGA reported two cases of non-compliance at its Jebel Ali site related to delta temperature and salinity. In response to every non-compliance, we conducted a comprehensive investigation to understand the root cause and determine suitable corrective measures.

To address the salinity exceedance, the EGA desalination team engaged a third-party consultant to assess current salinity conditions, identify any external influencing factors, and recommend potential operational adjustments to support compliance with DECCA requirements. This work is ongoing.

Regarding delta temperature, since the change in the reference point (ambient temperature) introduced by the Dubai Municipality in 2019, our Jebel Ali site has faced challenges in consistently meeting the Delta-T limit of ≤ 5°C. EGA is actively engaging with DECCA to establish a mutually acceptable path forward to resolve this challenge.

Across both Jebel Ali and Al Taweelah locations, 11 faults were recorded in sewage treatment facilities, resulting in the discharge of treated wastewater to land with multiple parameter exceedances, such as fluoride, TSS, etc., that exceeded regulatory limits.

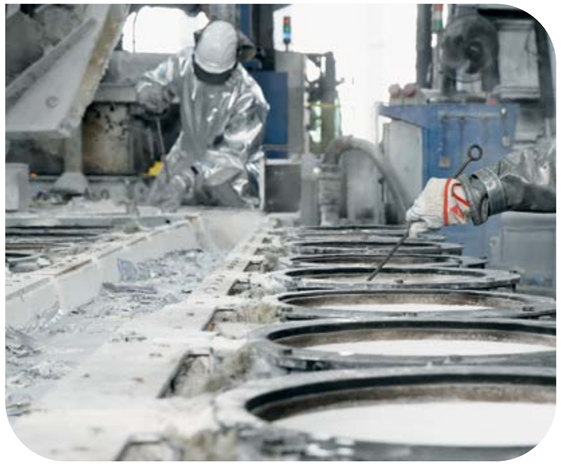
Non-compliances at our sewage treatment facilities in Jebel Ali and Al Taweelah have been attributed to aging equipment and malfunctioning filters. Through improved maintenance, equipment repairs, tank cleaning, and the replacement of malfunctioning pumps, we have restored both facilities to normal operating conditions. A new contractor was onboarded to manage sewage treatment at both facilities.

In 2024, we also received a complaint from DECCA about the formation of foam at the outfall where water is discharged at our facility in Jebel Ali. While DECCA's analysis showed exceedances of several parameters against seawater discharge limits, independent testing of EGA's discharge water confirmed compliance. As a precaution, EGA installed an oil boom to limit foam generation and has a longer-term mitigation plan in place.

Through our investigations for each of these non-conformances, we have been able to conclude no discernible impact to the environment. Details of each non-conformance, including associated monitoring data, have been reported to the relevant environmental regulator.

## Environmental incidents: recycling

There were no significant environmental incidents or instances of regulatory non-compliance at our German recycling operations.



# Protecting air quality

Air quality is one of the key areas covered in our environmental management approach, and each EGA site has established a strategy and systems to deal with the risks associated with their area of operations.

## Air quality: mining

Potential air quality impacts from EGA's mining and export facilities in Guinea are predominantly associated with dust generation from the movement and processing of large quantities of earth and rock. Emissions also arise from mobile equipment, blast operations, and power generation.

Suitable monitoring locations have been determined to ensure our control measures are sufficient and the potential for local impacts are minimised.

### $NO_x$ and $SO_x$ emissions: mining

In Guinea, our principal gaseous emissions are $NO_x$ (nitrogen oxides) and $SO_x$ (sulphur oxides) associated with the use of diesel for power production, vehicles, incineration, and other mining equipment.

As part of our impact assessment, we seek to better understand and mitigate potential impacts to the environment and local communities caused by our blasts and vehicle emissions. These assessments provide valuable data and identify suitable locations for air quality monitoring stations, as well as help to update our blast-monitoring procedure.

We are disclosing data on $NO_x$ and $SO_x$ emissions in Guinea for the first time in 2024. Whereas previous disclosures had relied on certain assumptions, we have made improvements for accuracy and can now fully account for both fixed and mobile emissions sources, with $NO_x$ emissions totalling 114.32 tonnes and $SO_x$ emissions reaching 91.46 tonnes during the year.

In 2024, we did not exceed regulatory limits for $NO_x$ or $SO_x$ emissions. Our monitoring also determined there was no significant risk to the health of local communities or to air, soil, and water quality. This is due to the scale of the mining concession and distribution of communities in relation to blasting operations. We continued to improve our blast planning, monitoring, and reporting procedures, including:

- Establishing clearer allocation of staff responsibilities in our procedures.
- Increasing communications with the surrounding communities.

### Dust management: mining

EGA carefully manages the risk of generating substantial amounts of dust during operations that involve the handling of large quantities of earth and the movement of heavy vehicles across exposed subsoils.

During the dry season, there is an increased risk of dust generation. We therefore have a comprehensive dust suppression system that helps mitigate any potential impact on neighbouring communities and sensitive habitats.

To remain within the regulatory limits for dust emissions, our access roads are regularly sprayed with water to minimise dust generation from vehicle movements, and we also operate dust suppression systems at our crushing and loading facilities. Both practices have been successful in reducing dust emissions. For blasting activities, we assess the potential dust emissions and minimise them by implementing adjustments to the explosive composition or the blasting depth.

Mobile air quality monitoring equipment is also used to assess the effectiveness of our dust suppression efforts. Monitoring takes place from our operation areas and surrounding communities.

We have also conducted new and refresher awareness sessions for several members of the local community, empowering them to identify excessive dust generation associated with our activities. We provided them with contact details, enabling people to promptly report any concerns to our environment team. By fostering open communication and actively involving the community, we strive to address any potential issues and ensure a healthier environment for all.

> "At GAC, we continuously monitor and manage key air pollutants to minimise impacts on surrounding communities and the environment. Our commitment is to maintain air quality within national and international standards through proactive control measures and continuous improvement."

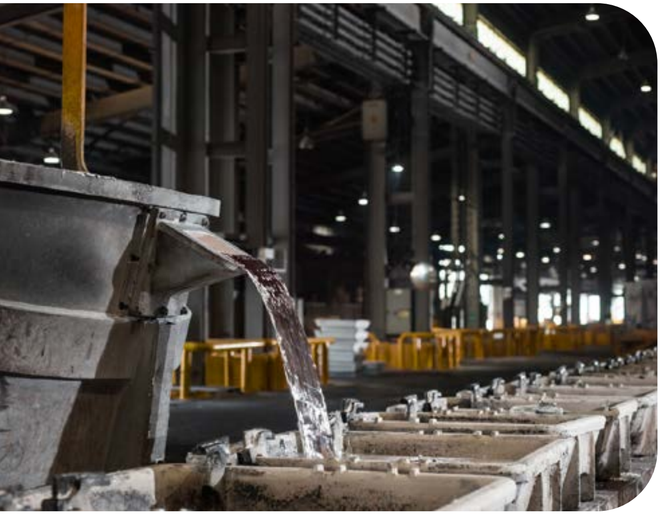
**Mohamed Cherif Camara**
Manager – Environment, Guinea

# Air quality: refining, smelting, and casting

Power generation and industrial processes associated with aluminium smelting can adversely impact air quality if not adequately managed.

For our refining, smelting, and casting operations in the UAE, protecting air quality is a key focus area for our environmental management system. We monitor emissions and local ambient air quality to check the effectiveness of our controls, and regularly communicate the results to relevant environmental regulators.

EGA is also contributing to the Abu Dhabi Environment Agency's project to electronically link continuous emissions monitoring system (CEMS) across industries. This advanced system will enhance data collection and reporting, increase transparency, and enable decision-making. We are proud to be part of this collective effort to understand and improve Abu Dhabi's air quality.

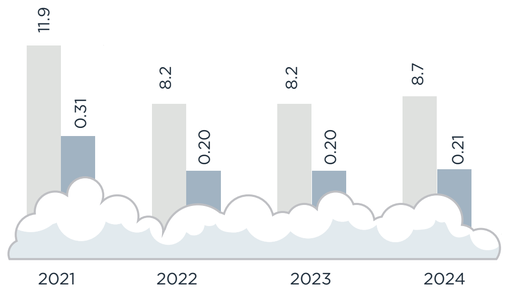


### $NO_x$ emissions: power production

Exposed to high temperatures, nitrogen and oxygen react to produce $NO_x$. EGA's $NO_x$ emissions are predominantly a result of the combustion of natural gas at our power stations.

Since the commissioning of our H-class power block[25] in 2021 at our facility in Jebel Ali, our $NO_x$ emissions reduced to 8.2 thousand tonnes in 2022. In 2024, our $NO_x$ emissions and intensity slightly increased compared to 2023 due to continued challenges with power generation at Jebel Ali, as detailed on page 31 above.

**$NO_x$ emissions from power plant operations in the UAE** [26]



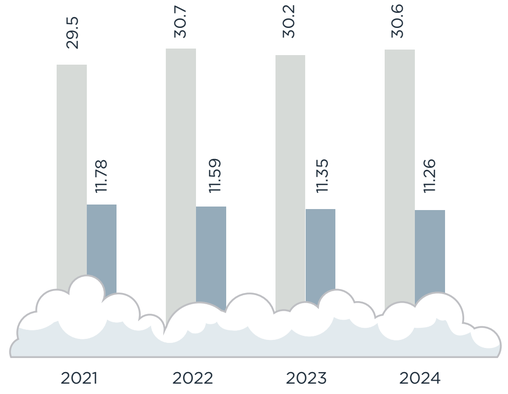

### Sulphur dioxide: anode production and smelting

Raw materials used to manufacture anodes in the aluminium industry contain sulphur. When anodes are consumed at high temperatures during the reduction of alumina, sulphur reacts with oxygen to produce sulphur dioxide ($SO_2$). $SO_2$ is also produced during the manufacturing process of anodes at our anode baking kilns.

We control our $SO_2$ emissions through specifications that limit the sulphur content of the raw materials used in the anode production. Also, an integral parameter of our smelting process is to minimise anode consumption during the electrolysis process. At our facility in Al Taweelah we operate a wet scrubbing system[27] at several potlines, which can remove between 85 to 95 per cent of $SO_2$ from our emissions.

We experienced a marginal increase of 1.3 per cent in total $SO_2$ emissions compared to 2023. However, $SO_2$ emissions intensity decreased by 0.8 per cent, reflecting improved efficiency relative to production levels and overall reduced sulphur content in the material used for anode manufacturing.

**$SO_2$ emissions from anode production and smelting operations in the UAE** [28] [29]




25 The intent of this initiative is to take older, less efficient gas turbines offline and make them available for emergency standby.

26 Emissions data are direct continuous readings (CEMS) from analysers. The total $NO_x$ emissions depend predominantly on electricity generation to meet the requirements for aluminium production.

27 In wet scrubbing systems, compounds are removed from a gas stream and transferred to a liquid, minimising emissions to the atmosphere.

28 Emissions data are continuous readings (CEMS) from analysers, manual sampling, or manual balance estimations.

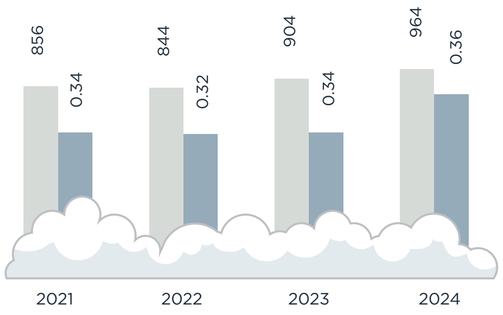
29 Al Taweelah alumina refinery reported 24.54 tonnes of $SO_2$ emissions. Total 2024 $SO_2$ emissions for UAE operations were 30,592 tonnes.

### Fluoride emissions: smelting operations

During the smelting process, the electrolyte chemistry composition is important to reduce fluoride emissions. We use cryolite-based electrolytes, consisting of a fluoride salt to which it is necessary to add aluminium fluoride to maintain optimal chemistry and maximise resource efficiency. A consequence is the generation of fluoride emissions from our smelters, which are treated and removed by dry scrubbing systems at a series of gas treatment facilities[30].

In 2024, we experienced a 6.7 per cent increase in total fluoride emissions and 5.9 per cent increase in fluoride emissions intensity. This was due to process and amperage instability caused by unexpected heavy precipitation events, whereas operations in 2023 did not experience such instability.

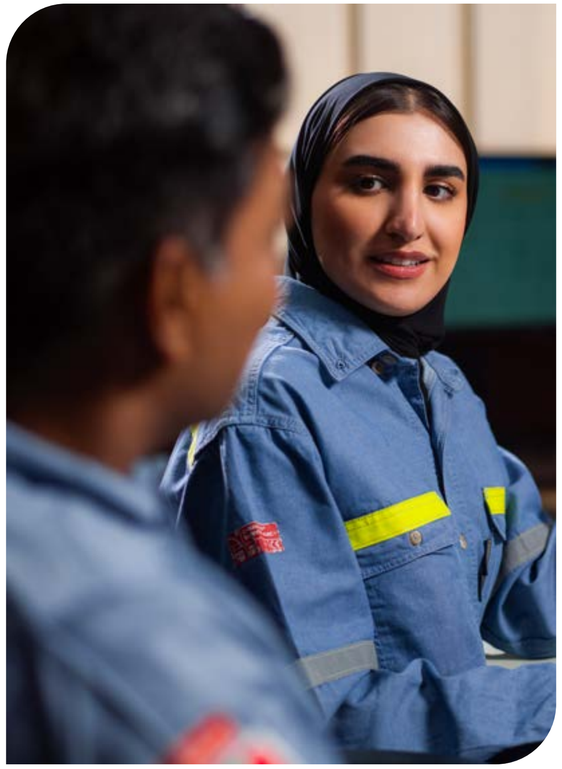
**Total fluoride emissions from smelting operations in the UAE** [31]




### Dust management: alumina refinery operations

Bauxite is a relatively inert sedimentary rock that is refined to yield alumina. However, handling significant volumes of dry bauxite can result in the generation of substantial amount of airborne dust.

To minimise the release of bauxite dust, we use numerous control measures including automated dust suppression systems, covered conveyors, and storage areas. We assess dust levels and the effectiveness of our control measures with our ambient air monitoring stations.



## Air quality: recycling

We are now reporting emissions data for our recycling facilities in Germany for the first time since acquiring the facility in 2024[32].

Our emissions are significantly below the limits prescribed by the State Trade Inspectorate in accordance with the TA Luft 2021 (Clean Air Act). By employing electrified induction melting furnaces the facility inherently produces low air emissions[33].

> Maintaining clean air is integral to our commitment to environmental stewardship in the UAE. We systematically monitor emissions and ambient air quality to assess performance and ensure compliance, while fostering transparency with environmental regulators.

**Eiman Al Obaidli**
Senior Manager – Environment, UAE

30 A consequence of the aluminium smelting process is the generation of fluoride emissions, a by-product that arises during electrolysis. These emissions are treated and removed by dry scrubbing systems at a series of gas treatment facilities. In our dry scrubbing system, we apply high volumes of powdered alumina to exhaust gases at extremely high speeds. The subsequent fluoride-enriched alumina can then be returned to the smelting process. This system removes approximately 94 to 98 per cent of fluoride emissions, significantly reducing environmental impact.

31 Emissions data are derived from direct readings from a site analyser, laboratory analysis of manual stack sampling, and/or mass balance estimations. Whereas for previous reports historic data has been derived using quarterly averages, data presented herein uses monthly averages. This change in reporting method has had no material impact.

32 Data is based on emission factors from Federal Environment Agency (UBA).

33 $NO_x$ emissions for 2024 were 2.9 kg.

# Greenhouse gas emissions

Decarbonisation, with an ambitious plan to reduce GHG emissions, is a core part of our strategy to build a more sustainable future for aluminium, as set out in Sustainability approach (page 15 - 19 above).

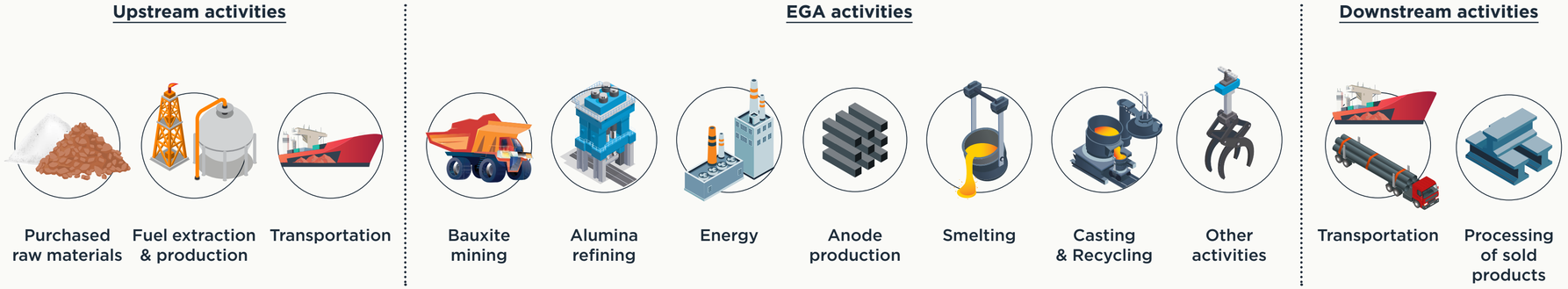
## GHG emissions targets

Reducing GHG emissions to mitigate the worst impacts of climate change, and the critical need for the global economy to decarbonise towards net zero by mid-century, remain urgent priorities. EGA has a roadmap to achieve net zero emissions by 2050, addressing emissions across our operations (see page 17 - 18).

In 2024, EGA's Sustainability team continued to engage with the ASI Climate Change Working Group, which published a methodology to determine a 1.5°C-aligned GHG reduction pathway for ASI entities. We have in 2025 developed an ASI-aligned decarbonisation pathway, targeting a 25 per cent reduction in cradle-to-gate emissions intensity by 2030, against a 2020 baseline. We actively monitor progress to ensure accountability and continuous improvement.

While we continuously assess deviations and adapt strategies to stay on course, we recognise the complexity and ambition required. Achieving full alignment remains a significant challenge, but we are committed to making measurable progress and contributing to industry-wide transformation. We will continue to report transparently on our progress in future sustainability reports.

## EGA corporate emissions




## Aluminium product 'cradle to gate' emissions

## Emissions tracking

In 2024, we implemented a digital GHG emissions tracking system to enhance transparency, accelerate decarbonisation efforts, and comply with the UAE's National Measurements, Reporting, and Verification (MRV) Transparency System. This centralised platform covers scope 1, 2, and 3 reporting to relevant stakeholders, including governmental organisations, using a standardised dashboard.

## GHG emissions: mining

GHG emissions at our mining operations in Guinea are predominantly associated with the use of diesel for electricity generation, vehicles, and mining equipment. We do not generate scope 2 emissions as we are not connected to the national electricity grid and do not source energy from any third parties.

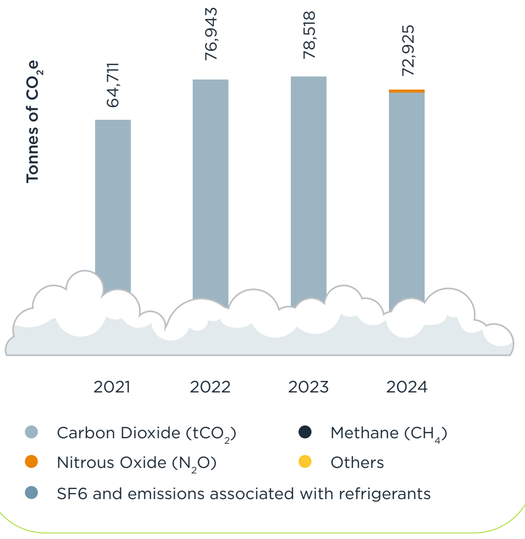
**Scope 1 and 2: mining**

In 2024, overall scope 1 GHG emissions decreased by 7.1 per cent compared with the previous year. The reduction was due to the suspension of our mining operations in October 2024. Additionally, 237 tonnes of GHG emissions were eliminated as a direct result of reduction initiatives.

During four months the project used compressor wagons, specifically designed for our operations. These wagons are more efficient, emit less pollution, reduce costs, and offer a longer service life compared to previous models. Their use has led to a 53 per cent reduction in fuel consumption in our rail operations.

Our scope 1 GHG emissions intensity increased by approximately 6 per cent from 2023.

**Total direct (scope 1) emissions in Guinea** [34]



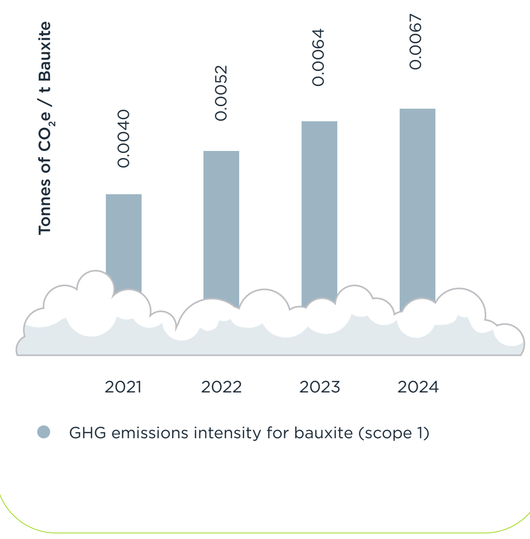

This increase was driven by increased fuel consumption from vehicles and the operation of mining equipment.

If we are able to recommence operations and further develop the concession, we would remain committed to identifying carbon reduction initiatives and implementing more sustainable practices.

**Scope 3: mining**

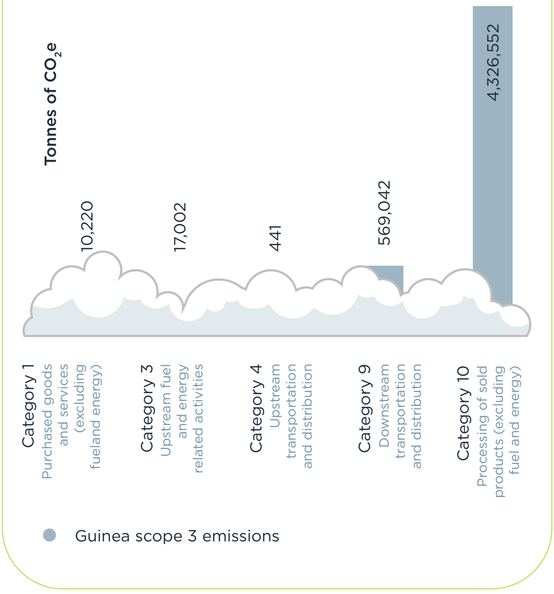
In 2024, our calculated scope 3 emissions were 4.92 million tonnes from upstream and downstream categories[35]. Most of our scope 3 emissions are associated with the processing of sold products, as well as downstream transportation and distribution from rail transport between our mining concession and port.

**GHG emissions intensity in Guinea**




The 52.5 per cent decrease in Scope 3 emissions since 2023 is mainly due to changes in downstream activities. For Category 9, updated shipment data allowed the use of a lower emission factor from the DEFRA 2023 dataset. Category 10 emissions reduced due to an update in reporting boundaries and reduced bauxite production in the last two months of 2024.

**Total indirect (scope 3) GHG emissions in Guinea**




34 Global Warming Potentials (GWP) are based on the Intergovernmental Panel on Climate Change (IPCC) Sixth Assessment Report (AR6). Scope 1 emissions have been derived using emission factors and GWP values from IPCC AR6.

35 For the calculation of scope 3 we use IAI scope 3 Calculation Tool Guidance, 2022, and the GHG Protocol, Corporate Value Chain (scope 3) Accounting and Reporting Standard, 2015. The following categories are included: purchased goods & services, fuel and energy related activities (not in scope 1 & 2), upstream, transportation and distribution, downstream transportation and distribution, processing of sold products.

# GHG emissions: refining, smelting, and casting

$CO_2$ released into the atmosphere from fuel consumption at our natural gas power plants account for the majority of our GHG emissions. However, there are several other sources of GHG emissions associated with the production and consumption of anodes and the electrolysis process.

Our PFC emissions are 62.5% lower than the global industry average.

### Scope 1 and 2: refining, smelting, and casting

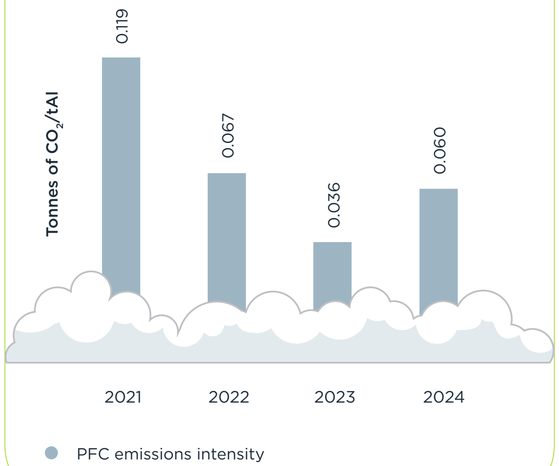
In 2024, our total scope 1 GHG emissions increased by 3.3 per cent, which was attributed to:

- PFC emissions increased at both Al Taweelah and Jebel Ali in 2024, primarily due to temporary challenges with alumina feeding, which led to a higher frequency and duration of anode effects. At Al Taweelah, pot instability was further impacted by roof damage caused by significant rainfall. These issues have since been resolved, and overall PFC emissions remain well below the global industry average.
- Emissions from our power plant in Al Taweelah increasing from June onwards to meet additional energy generation needs for export purposes.
- Improvements in our carbon inventory[36].

> Aligned with the UAE's climate ambitions, EGA has established a digital MRV system to ensure accurate tracking of GHG and drive measurable progress in decarbonisation.

**Noura Omar Rashid Alnaqbi**
General Superintendent – Environment, UAE

**PFC emissions intensity in the UAE**




PFCs are a group of potent GHG produced during the smelting process with a global warming potential thousands of times higher than $CO_2$. In 2024, our PFC emissions intensity rose by 66.7 per cent compared to 2023, returning towards 2022 levels, primarily due to the production challenges described before.

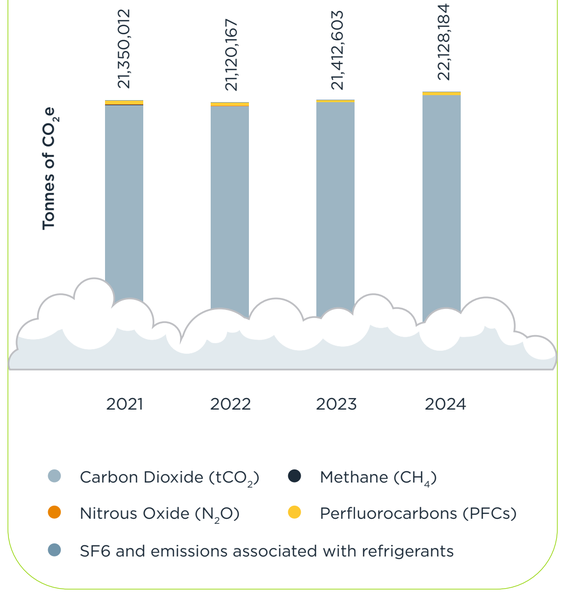
EGA's PFC emissions are already significantly lower than the global average due to EGA's technology and operational controls. In 2024, our PFC intensity was 62.5 per cent lower than the global industry average[37].

Historically, we have produced little in the way of scope 2 emissions given that we generate most of our power at our own facilities in the UAE. Nevertheless, we have previously been accountable for Scope 2 emissions because of energy exchange agreements with the local electricity grid. These agreements, which require imports and exports to balance by year-end, enable us to support grid stability during periods of high demand by supplying energy. In return, they provide us with the opportunity to source renewable electricity to produce lower-carbon metal.

In 2024, we continued to source imported power from renewable energy sources in the UAE, eliminating our scope 2 emissions. This accomplishment is directly attributed to the UAE's rapid and on-going investments in low-carbon energy sources within the country[38]. To support the increased production of our CelestiAL and CelestiAL-R metals, we imported 1,225,070 MWh solar energy with IRECs resulting in 72,470 tonnes of CelestiAL.

Moreover, with the elimination of our scope 2 emissions, despite the issues resulting in higher absolute scope 1 emissions, GHG emission intensity increased by less than one per cent compared with 2023. The carbon reduction initiatives implemented in 2024 achieved an estimated reduction of 0.9 million tonnes of $CO_2$e across our operations.

**Total direct (scope 1) emissions in the UAE** [39]




36 This adjustment is attributed to an enhanced level of data maturity in our Scope 1 emissions inventory, achieved by improving the calorific value applied in the calculation of Scope 1 GHG emissions.

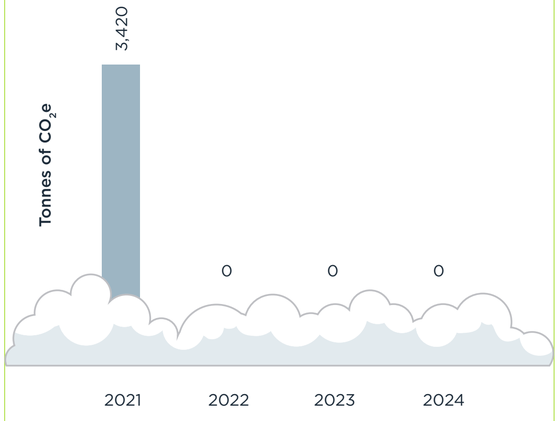
37 IAI PFPB (non-China) global industry average as of 2023 was 0.16t $CO_2$e/t Al. For more information, visit: Perfluorocarbon (PFC) Emissions - International Aluminium Institute

38 Identification of origin being confirmed through attribute tracking standards established by the International Renewable Energy Certification Standard Foundation (I-REC Standard).

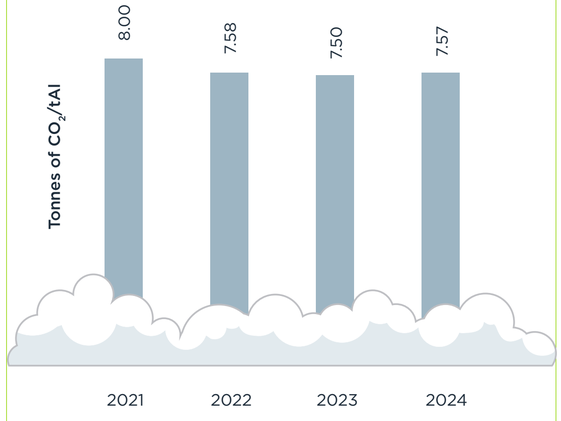
39 GWP for $CO_2$, $CH_4$, and $N_2O$ are based on the IPCC Sixth[th] assessment report, 2021. Standards used for estimation are GHG Protocol (revised edition) developed by WRI and WBCSD, the IAI addendum developed for the aluminium sector by the International Aluminium Institute (IAI, 2006) and the IPCC Guidelines.


The GHG intensity (scope 1 and 2) of our metal remains significantly lower than most aluminium producers, being approximately 32.4 per cent lower than the published global industry average[40].

**Total indirect (scope 2) emissions in the UAE**




**GHG emissions intensity for our metal (scope 1 and 2) in the UAE** [41]



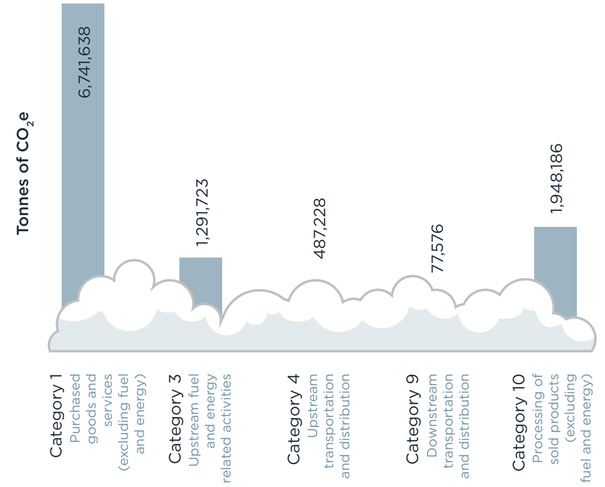

**Scope 3: refining, smelting, and casting**

In 2022, we calculated our scope 3 emission inventory for the first time. This was a critical step in understanding emission sources across our value chain and helped us identify areas where we can achieve the most significant emission reductions.

To calculate our scope 3 emissions, we utilised secondary data for emission factors linked to materials and activity. Over time, we aim to increase the data quality of our scope 3 emissions by transitioning from using global emission factors to regional and, where feasible, to site-specific data.

In 2024, our calculated scope 3 emissions were 10.55 million tonnes from upstream and downstream categories[42]. This represents a decrease of 9.4 per cent since 2023, which is attributed to an increased level of data maturity in our scope 3 emission inventory[43]. Approximately 64 per cent of scope 3 emissions are derived from purchased goods and services.

**Total indirect (scope 3) emissions in the UAE**




40 In 2023, the global average GHG emissions intensity for primary aluminium production was approximately 11.2 t$CO_2e$ per tonne of aluminium, covering anode production, electrolysis, and casting, according to the IAI. The IAI's LCA (life cycle assessment) data excludes emissions from indirect ancillary materials and transport. Electricity-related impacts reflect cradle-to-gate emissions based on GaBi datasets, which include some Scope 3 emissions. However, the IAI considers these contributions immaterial to the overall intensity figure.

41 GHG emissions intensity is calculated based on hot metal production, in line with the IAI methodology, and not on casted metal volumes. As defined by the IAI, primary aluminium refers to aluminium tapped from electrolysis cells or pots during the electrolytic reduction of metallurgical alumina, excluding alloying additions and recycled aluminium. For more information, visit here: Primary Aluminium Production - International Aluminium Institute

42 For the calculation of scope 3 we use IAI scope 3 Calculation Tool Guidance, 2023 and the Greenhouse Gas Protocol, Corporate Value Chain (scope 3) Accounting and Reporting Standard. The following categories are included: purchased goods & services, fuel and energy related activities (not in scope 1 & 2), upstream, transportation and distribution, downstream transportation and distribution, processing of sold products.

43 Our Scope 3 emissions have decreased compared to 2023, primarily due to the refinement of our emission factors, resulting in more accurate and representative calculations. Our scope 3 category 3 is referring to the upstream (indirect) portion of fuel and energy use, not the direct emissions already covered under scope 1.

CASE STUDY

## A world-first in decarbonisation

EGA made the world's first seaborne shipment of bauxite using a Liquefied Natural Gas-fuelled vessel in 2024. The shipment, from our mining operations in Guinea to a customer in China, was made on a Capesize ship chartered by EGA and operated by Anglo American.

LNG-fuelled vessels can achieve up to 28 per cent lower GHG emissions on a tank-to-wake basis compared to vessels using traditional marine bunker fuel[44]. With the global shipping industry responsible for almost 3 per cent of global GHG emissions in 2024[45], we hope that our move will be the first of many shipments helping to decarbonise both the aluminium and shipping industries as a whole.

This step builds on our partnership with "K" Line, signed in 2022, to develop new marine decarbonisation technologies and our move, the first by an aluminium or Middle East company, to join the Sea Cargo Charter in 2023.

44 According to the World Economic Forum.
45 Source: International Energy Agency.

## GHG emissions: recycling

We are now able to report on emissions at our recycling operations in Germany, having acquired the site in 2024. Scope 1 emissions data for 2024 is not yet available; therefore, we are disclosing 2023 data, which amounted to 2,007 tonnes of $CO_2e$. The 2024 figures will be verified and disclosed in future reporting cycles.

In 2023, scope 1 emissions were significantly lower than in previous years owing to a confluence of factors including:

- Lower production volume
- An update to the emission calculation methodology

We calculate scope 2 emissions using both market- and location-based approaches. Under the market-based method, the purchase of green electricity results in zero GHG emissions.


# Conserving energy

Conserving energy is a significant part of our approach to decarbonisation, and each EGA location has established a plan and systems to reduce both overall consumption and energy intensity.

## Home-grown smelting technology

The production of aluminium is an energy-intensive process. Producing more aluminium with less energy is important, from both a commercial and environmental perspective, and has been part of EGA's ethos since our founding.

Our in-house R&D department has an established track record and R&D investment has been part of our approach since we first started production. More details on our overall R&D profile are on page 116.

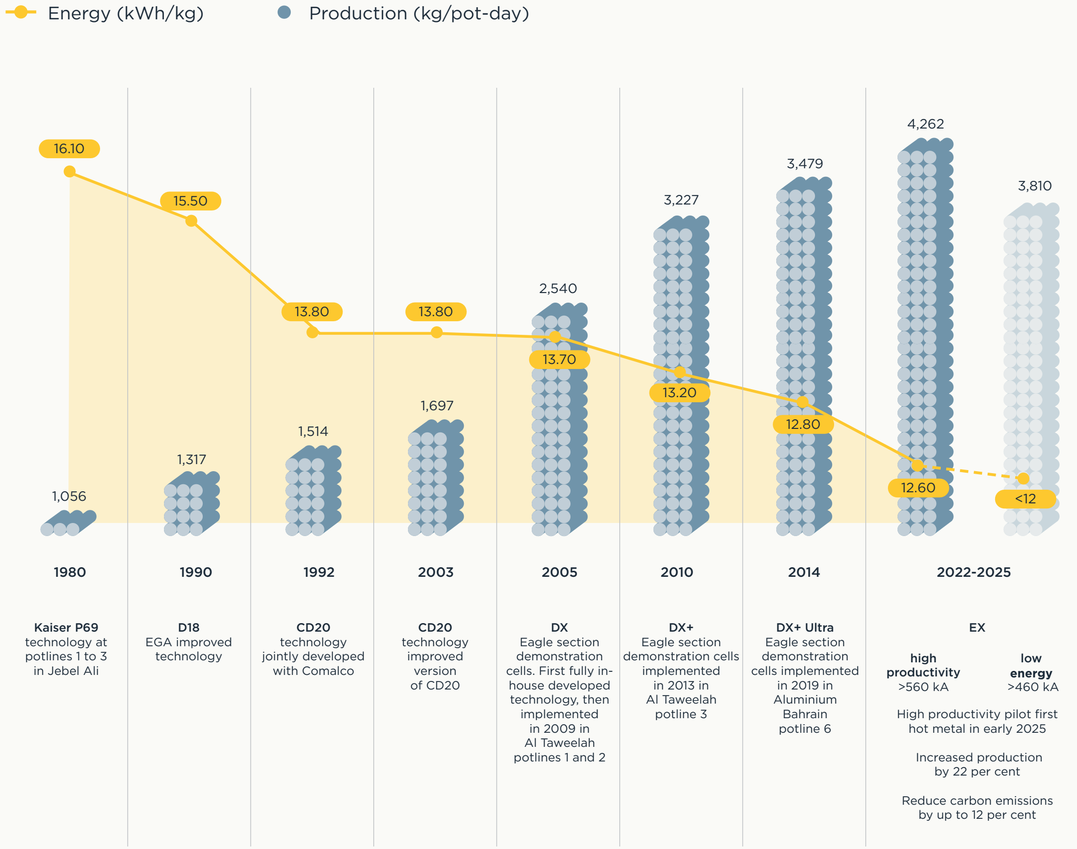
Since 1990, EGA's technology development has more than doubled the size of the reduction cell that is technically and commercially viable. Our technology development, and earlier work that started in 1980 has significantly reduced the amount of electricity required to produce each tonne of aluminium by 37.5 per cent, improving cost and environmental performance. In 2024, our overall average energy intensity for smelting aluminium was 13.86 kWh/kg Al[46].

We successfully energised our DX+ Ultra reduction cell technology with a modified lining design at 500 kA within our prototype five demonstrative cell in Jebel Ali in 2022. In 2023, a further modification has been implemented with the aim to increase aluminium production, reduce the cost per tonne of building new reduction cells and improve the productivity of existing ones.

More significantly, we have completed the design phase and commenced the pilot construction for our next generation smelting technology, EX. The EX reduction cells are larger than the previous DX+ Ultra cells, and enable higher amperage and improved current efficiency, increasing production capacity by up to 22 per cent.

Our EX technology has been designed with two modes of operation and performance: the high productivity and the low energy mode. EX high productivity mode has been designed to operate at the highest amperage target of 560 kA and an energy consumption target of 12.6 kWh/kg Al. This will help us maximise productivity and is expected to reduce GHG emissions by 5 per cent per tonne of aluminium. The EX low energy mode aims to further minimise GHG emissions and is expected to achieve an energy consumption target of below 12 kWh/kg Al, and seeks to reduce GHG emissions by 12 per cent per tonne of aluminium.

**Evolution of technology - reduction in energy intensity and increased production**




46 Figure is the total average kWh/kg Al of our smelter technology.

CASE STUDY

## Renewables support decarbonisation

In 2024, EGA continued to explore opportunities to conserve and diversify its energy sources in alignment with its decarbonisation objectives.

One such initiative was our project to build the UAE's first data centres run on 100 per cent renewable energy broke ground in February. The centres, at our Jebel Ali and Al Taweelah sites respectively, will enable the deployment of artificial intelligence and automation solutions while reducing total energy consumption from information technology by 50 per cent[47].

Another major development was a new alliance, announced in April, with Masdar, a global leader in renewable energy and the UAE's flagship clean energy company. This partnership will pursue opportunities for decarbonisation and low-carbon aluminium growth, exploring the potential for joint development of renewable energy projects, battery storage, and 'green' hydrogen. This will support both the decarbonisation of our existing operations and powering any future facilities[48].

47 For more details, see our website: https://media.ega.ae/ega-breaks-ground-on-the-regions-first-100-per-cent-renewable-energy-powered-industrial-data-centres-in-jebel-ali-and-al-taweelah/

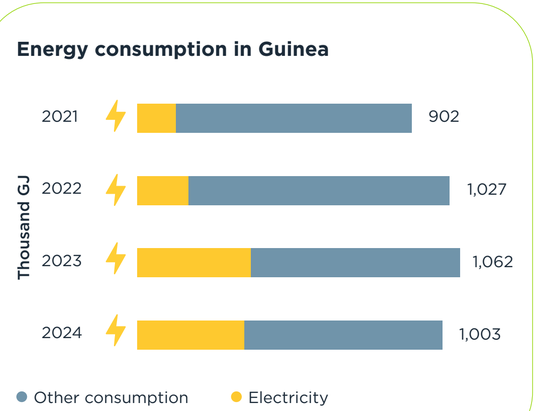
48 For more details, visit the Masdar website: https://masdar.ae/en/news/newsroom/masdar-and-ega-form-alliance-to-work-together-on-aluminium-decarbonisation

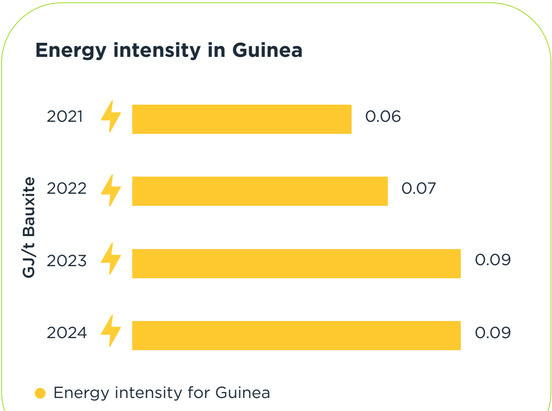
## Energy consumption: mining

For our mining operations in Guinea, the bulk of the energy consumption is associated with the use of site equipment, vehicles, and the operation of our site offices and welfare facilities.

Compared to 2023, our energy consumption decreased by 5.6 per cent due largely to the fact that operations were suspended at our mining concession from October onwards – see page 6 for more details.

While energy consumption has been rising for several years, we are still fully committed to reduce energy intensity through sustainable solutions to improve power generation and make equipment more efficient.



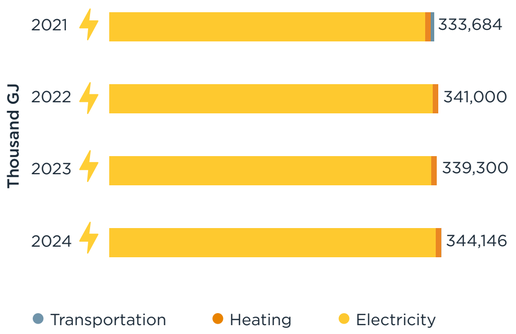



# Energy consumption: refining, smelting, and casting

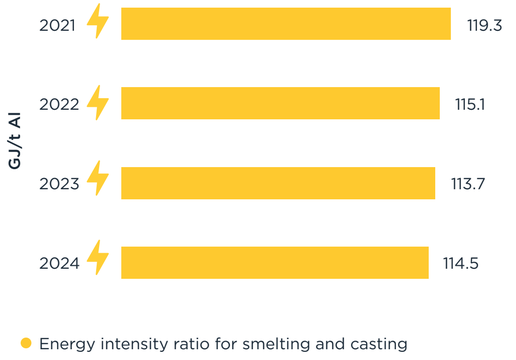
In 2024, our total energy consumption in the UAE increased by 1.4 per cent, while our energy intensity decreased by 2.0 per cent. The increase in consumption was primarily due to forced outages of high-efficiency units in Jebel Ali, which necessitated the use of lower-efficiency backup machines. Conversely, the decrease in energy intensity is largely attributed to increased power imports at Al Taweelah to support CelestiAL production, which reduced the need for on-site gas consumption.

We will continue to focus on conservation and efficiency initiatives to manage energy resources responsibly, including upgrades and optimisation of gas turbines, cooling towers, and fans to reduce total gas consumption.

**Energy consumption from non-renewable resources in the UAE**




**Smelting and casting energy intensity in the UAE** [49] [50]




49 Energy intensities are calculated taking into consideration fuel consumed during power generation including efficiencies and thermal loss. Our energy intensity calculations account for the fuel input to our own captive power plant, thereby including the inefficiency losses associated with our on-site power generation. Hence, our energy intensity figures are higher than the global average.

50 Our energy intensity figures have been updated since the publication of our 2023 Sustainability Report, reflecting a revision in the boundaries applied within the calculation methodology. This adjustment has had no material impact on the reported data. For this calculation, casted metal has been used as the output metric.

## Energy consumption: recycling

Our recently acquired facility in Germany operates entirely on renewable electricity, including for energy-intensive processes such as melting.

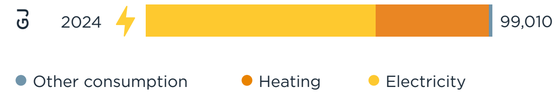
The recycling facility is a member of a German energy efficiency working group Energieeffizienz & Klimaschutz Netzwerk (IEEKN) aimed at sharing knowledge across topics such as the impact of regulations, successful energy efficiency measures, and best practices for companies in managing their energy consumption.

We are reporting data for our recycling operations for the first time in 2024. Through several conservation and efficiency initiatives, such as using infrared cameras to identify and address insulation inefficiencies in high-temperature equipment, the facility reduced total energy consumption by 844 gigajoules.

Our primary carbon reduction initiative in 2024 was to use electricity to maintain furnace temperatures during slower production periods, rather than the usual natural gas. This energy-efficient way to keep metal warm reduced energy consumption by 40 per cent in low-production periods.

We also have a system for waste heat recovery where unused waste heat from production across all our processes is disclosed on a Germany-wide platform to inform other potential industrial users of available heat. The data both increases awareness of companies' own heat usage and connects them with others who may be able to repurpose waste heat in their operations.

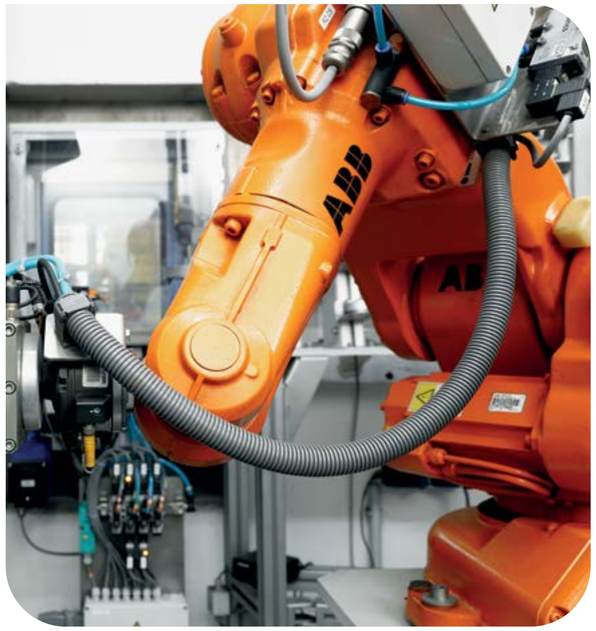
**Energy consumption in Germany**




Other consumption · Heating · Electricity

**Energy intensity in Germany**


Energy intensity in Germany



# Water management

EGA recognises that water is a precious resource that needs to be conserved and protected from the discharge of untreated wastewater. Therefore, each EGA site has established a strategy and systems to reduce usage and manage wastewater.

## Water management: mining

In our mining operations in Guinea, we manage water-related impacts through an integrated water management plan, which establishes specific strategies and objectives for water use, treatment, discharge, and protection. The plan has been developed using the:

- Regulatory requirements of the Guinean government
- IFC Performance Standards
- ADB Integrated Safeguards Systems

As part of our plan, we have mapped our water withdrawal, discharge, and consumption rates by source and type for our mine site in Tinguilinta and our port facilities in Kamsar[51].

Our approach is to reduce water intensity – the amount of water used per tonne of bauxite exported. Our main needs for water at both sites are for dust suppression and sanitation.

At Tinguilinta, we meet our water needs through extraction from the Thiouladjiwol Reservoir[52], approximately 7 km from our mine site, and two groundwater boreholes. In Kamsar, we meet our water demands through the extraction and desalination of seawater via our on-site reverse osmosis facility. Additionally, we use brackish water for dust suppression.

We use a series of sediment control lagoons to manage silt-laden water from our mining and port activities. During rainfall, surface water runoff is captured and directed to these lagoons, allowing silt to settle out of the water column before discharge.

This system enables us to control the release of water, helping to prevent potential water quality issues.

In Kamsar, we discharge treated wastewater to an adjacent estuary. Discharge from this facility is analysed in a laboratory for various parameters, including dissolved oxygen, biological oxygen demand, chemical oxygen demand, nitrogen, phosphorous, suspended solids, coliforms, and residual chlorine. Results are compared against Guinean regulations and international standards. Our overall water consumption is relatively consistent year-on-year.

> **At GAC, quality of life is also determined by the quality of the water we drink and the quality of the air we breathe, among other things. We therefore make it a point of honour to continuously monitor the environment for employees and neighbouring communities.**

**Djenabou Diallo**
Supervisor – Laboratory, Guinea

51 Our environmental and social impact assessment has not identified any of our abstraction sites as being in areas of likely 'water stress.'

52 The Thiouladjiwol Dam and Reservoir were built by the project for this purpose.

# Withdrawal and discharge performance: mining

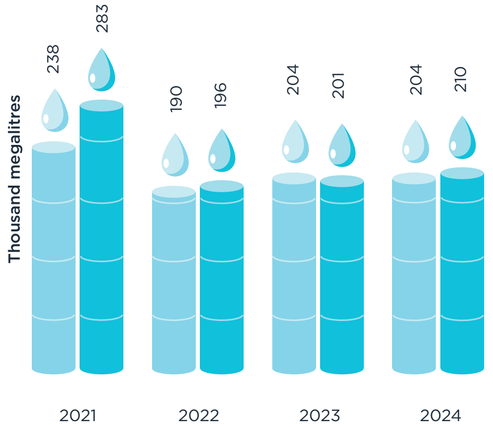
A slight increase in water consumption was driven by greater operational needs in the lead-up to the suspension of export operations at our mining concession in October 2024. The mine's peak water use is during the dry season, from January to mid-May. Therefore, the suspension of our operations had little impact on the overall volume of water withdrawn for the project when compared to last year.

In 2024, we improved the monitoring of water withdrawal by replacing some water meters and scheduled reviewing of data sheets provided by teams responsible for water extraction, treatment, and distribution across our sites.

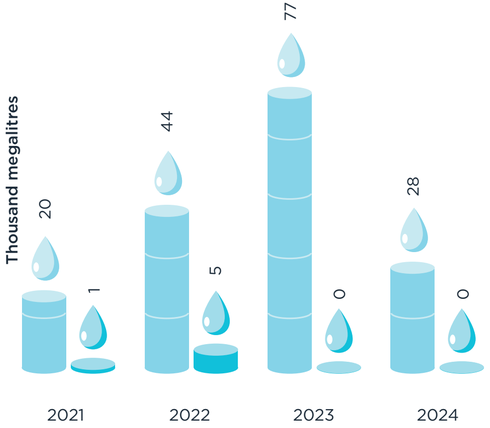
Water discharge at the port remained comparable to the last year. No treated wastewater has been discharged into surface water at the mine site, as water is reused on-site and now monitored through water metering. Previous discharge volumes were estimates but, with the introduction of metering, actual discharge is now being recorded.

The performance of wastewater treatment plants has generally been significantly better than last year thanks to the corrective actions to reduce previous non-compliances. We also ordered new equipment, such as units using ultraviolet light to disinfect water before discharge. However, we had not installed the units prior to the operations being suspended. One non-compliance in water discharged at Kamsar was recorded in 2024 (see page 13 for more information).

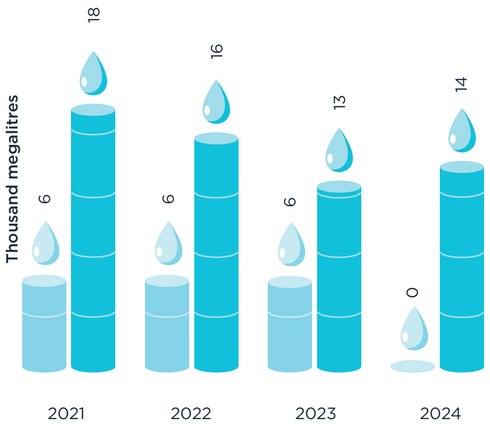
**Water withdrawal from surface water in Guinea**




**Water withdrawal from ground water in Guinea**




**Water discharge to surface water in Guinea**




Freshwater (≤1000mg/l TDS), non-water stress areas

Brackish/Saltwater (≤1000mg/l TDS), non-water stress areas

## Water management: refining, smelting, and casting

In the UAE, the majority of our water use is for cooling during electricity generation. We extract seawaters for this purpose and more than 97 per cent of this is returned to the sea.

We do not use any groundwater reserves or other natural freshwater resources[53]. We meet our freshwater needs through desalination of seawater which is subsequently used for industrial processes, steam generation, and for office and residential use on our sites[54]. To minimise the need for desalination, we treat and recycle water from our on-site STPs to meet our needs for landscape irrigation.

## Withdrawal and discharge performance: refining, smelting and casting

In 2024, we observed an increase in water withdrawal and discharge by 7.3 and 8.4 per cent respectively, compared to 2023. This was predominantly due to increased running time of two steam turbines and a greater need for reverse osmosis water as feedwater for metal production.

However, in 2024 our total water consumption decreased to 43,274 megalitres, a 21.2 per cent reduction compared to 2023, driven primarily by operational factors at both our Al Taweelah and Jebel Ali sites.

At Al Taweelah, there was a decline in seawater consumption, mainly due to the reduced need for seawater due to cooling tower shutdowns caused by steam turbine outages. This decline was evident despite an increase in seawater withdrawal and discharge linked to higher reverse osmosis production.

At Jebel Ali, while seawater withdrawal and discharge increased due to longer steam turbine operating hours, overall consumption declined as a result of more efficient water production from desalination.

We monitor the quality of the water we return to the sea for parameters including total suspended solids, inorganic chemical parameters, temperature, salinity, and dissolved oxygen. This helps us to identify any discernible impacts on the marine environment or variation in normal operating parameters.

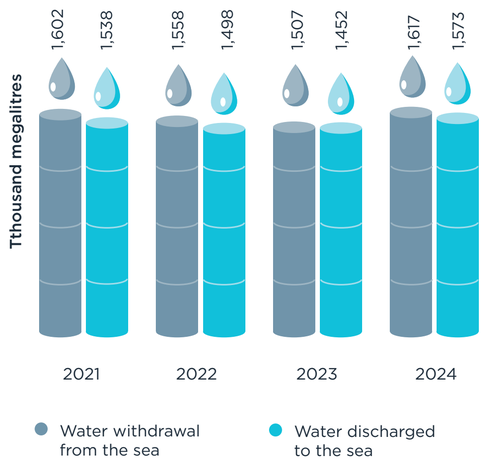
We set our thresholds for the water quality of discharged water in adherence with local regulatory requirements and with the objective of avoiding potential adverse impacts on the marine environment. We also monitor the quality of discharge water, including the concentration of solid particles suspended in water, nutrients, pathogens, and temperature.

Our total water recycled and reused in 2024 was 519 megalitres. This represents a 20 per cent decrease since 2023, mainly due to a fault in our flow meter, which has since been repaired.

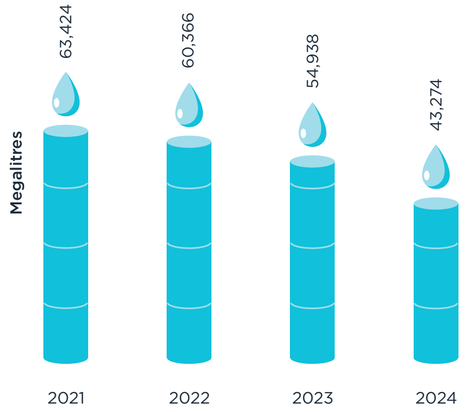
> **Our discharge is treated to ensure it meets all environmental compliance requirements before being released into the sea. We continuously monitor and improve our processes to ensure that water released from our facilities meets or exceeds regulatory standards.**

**Ramanathan Natesan**
Senior Supervisor – Environment, UAE

**Water withdrawal and discharge in the UAE**




**Water consumption in the UAE**




## Water management: recycling

All water consumed at our recycling operations in Germany is sourced from the municipal water grid and discharged back into the municipal wastewater system.

We take monthly readings to track and report our water performance. Calibrated meters measure both water consumption and wastewater volumes from our evaporative cooling systems, supplemented by billing data from the landlord. We prioritise reducing water use wherever possible, for example, by using evaporative cooling systems to efficiently supply cold water to our casting process.

All water-related activities at our facility are overseen by the local regulatory authority, with whom we maintain regular communication to ensure on-going compliance.

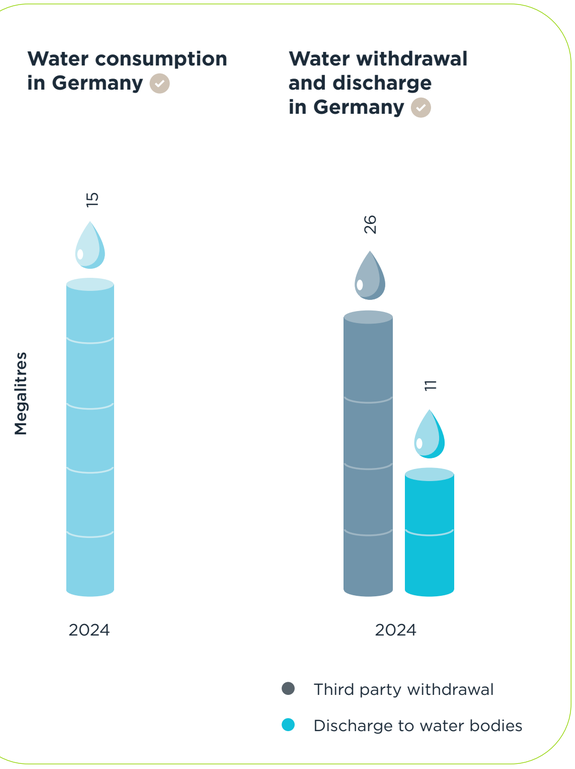
21.2% decrease in water usage compared to 2023

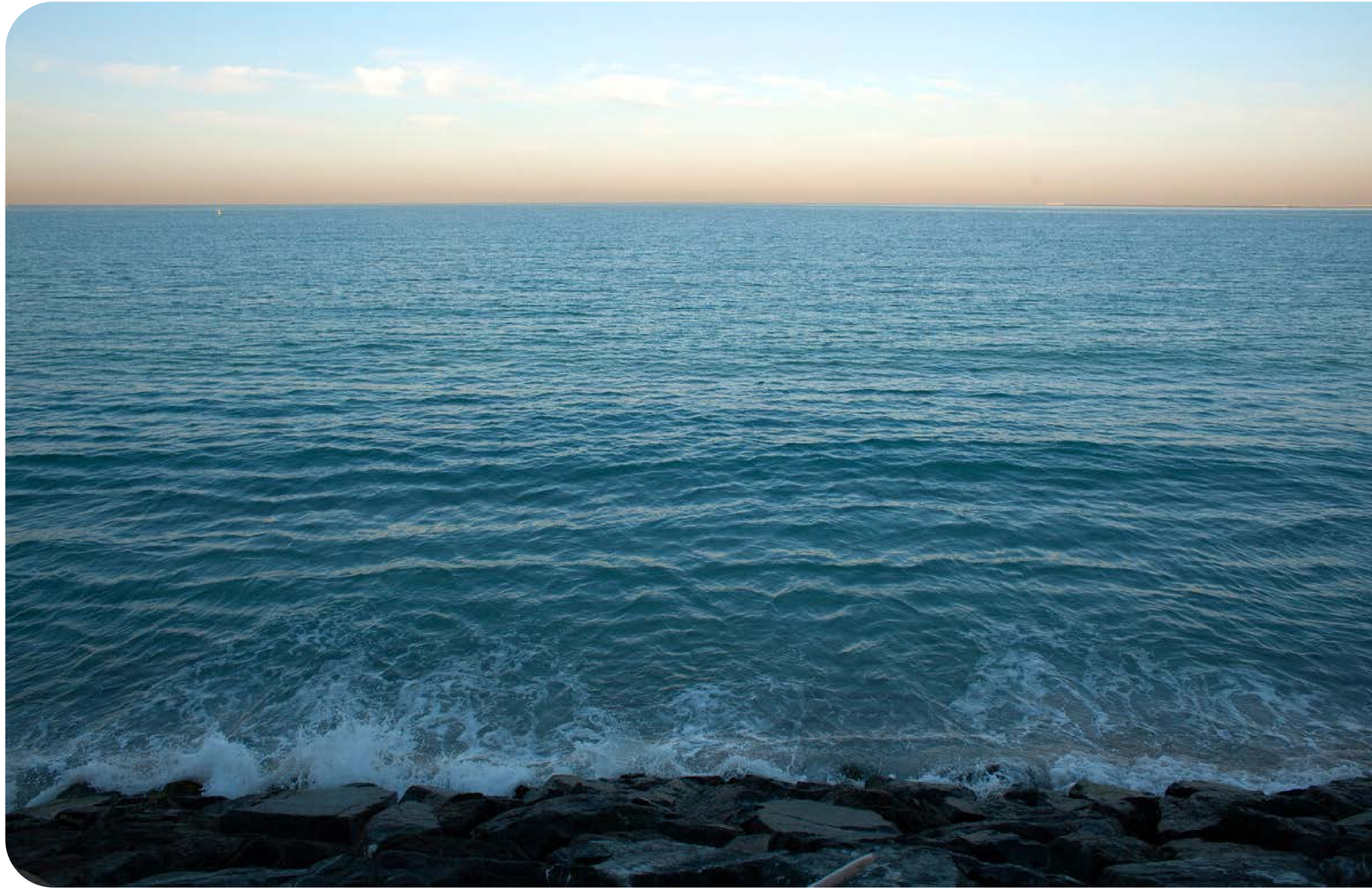
53 Third-party potable water is sourced from Abu Dhabi Distribution Company and is used directly to top up our tank for Al Taweelah during summer months. The total third-party water imported from ADDC for 2024 was 189 megalitres.

54 We also supply some of the desalinated water generated at our Jebel Ali facility to local customers in Dubai. In 2024, 4,092 megalitres were supplied to local customers. In the 2023 report, the quantity of water supplied to local customers was incorrectly reported in million imperial gallons (MIG). The correct figure is 9,664 megalitres. This change in reporting units has had no material impact.

# Withdrawal and discharge performance: recycling

In this first year of reporting on water consumption and discharge, water use decreased by 15 per cent compared to 2023 while wastewater volumes rose by 35 per cent. The increase in discharge was primarily due to the introduction of a lower-toxicity biocide, which required replacement of used water with freshwater.




# Waste management

We seek to handle waste responsibly in line with local regulations and waste management infrastructure. Each EGA site has its own approach to waste management, tailored to its operations and local context.

## Waste management: mining

Our waste management practices in Guinea are driven by a comprehensive strategy, which is developed in line with both national and international standards[55]. The majority of waste generated in our mining operations is associated with the maintenance of machinery and equipment, as well as sanitary and domestic waste from offices and welfare facilities.

We recognise the importance of professionalising waste management practices in Guinea and support the Guinean authorities' efforts to do so. We engage third-party waste management providers and startups to manage various waste streams and ensure these parties meet our Health, Safety, and Environment (HSE) standards.

Having temporarily halted incinerators following a review in 2023 to implement improvements and meet authorisation requirements, as reported last year, we resumed incineration in September 2024. These improvements have enabled us to stop incinerating biomass, opening up possibilities to repurpose some of this waste. The stockpile has accumulated due to the incinerator closure, and we are working to clear it.

55 Including the Equator Principles, the IFC Performance Standards, and regulatory requirements of the Guinean government.

### Waste generation-related impacts: mining

There are no actual significant waste-related impacts, but we closely monitor the following potential impacts:

- Solid waste and sludge from vessels.
- Waste oil from various fixed and mobile equipment, and shipping vessels.
- Used tyres and conveyor belts.

Various contractors manage these different forms of waste and their performance is strictly monitored. Regular meetings between the Procurement, Operations, and Environment teams ensure that waste reduction and recycling recommendations are implemented.

### Management of potential impacts: mining

Teams across our mining operations collaborate closely to reduce waste, recycle, and treat any waste that must be disposed of. We have contractors to remove any waste oil produced, scrap material, used conveyor belts, and used tyres.

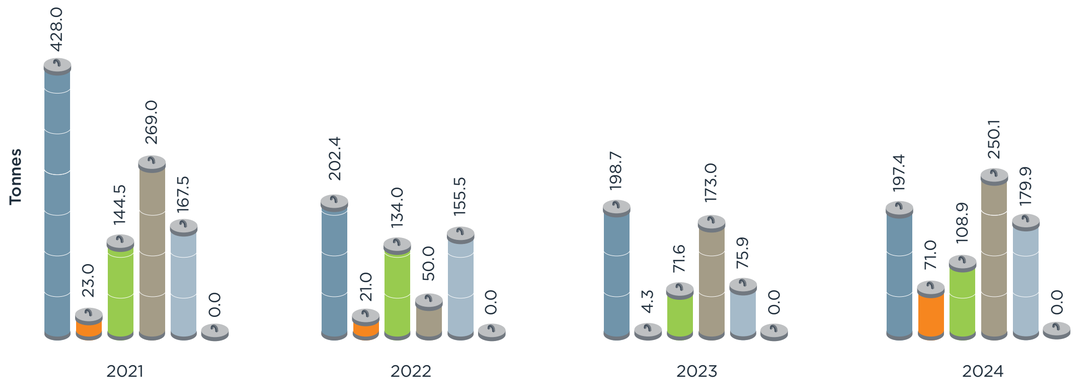
We conduct thorough due diligence on any contractor before engaging them to perform waste management functions and review their compliance twice a year to ensure they meet health, safety, and environmental requirements in line with our legal obligations and EGA's standards.

### New initiatives: mining waste

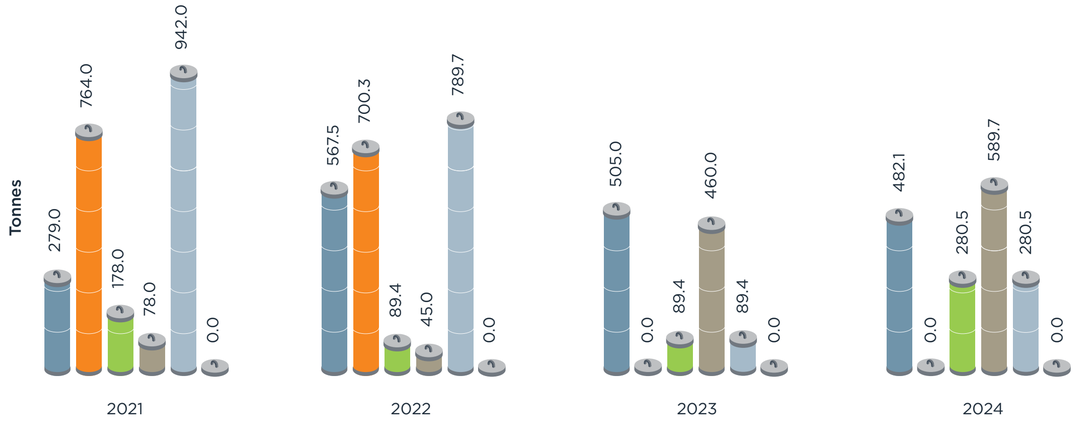
No longer incinerating biomass has allowed us to open up new circular economy initiatives. For example, wood waste can now be repurposed after our employees ensure that it is safe for others to use.

One such reuse project is a partnership with local communities where our donations of wood can now go to a local artisans' centre, which was developed with our support. Government approvals were obtained and other preparatory work completed in 2024, with donations being made from 2025 onwards.

### Hazardous waste management in Guinea [56] [57]




### Non-hazardous waste management in Guinea




Generation | Incineration | Recycled | Total stockpiled volume | Total waste diverted from disposal | Total waste directed to disposal

> At GAC, proper waste management is crucial. In particular, by reusing and recycling waste in collaboration with several local partners, our company ensures a healthy and sustainable environment free from all forms of pollution.

**Ousmane Barry**
Supervisor – Environment, Guinea

56 Total stockpiled includes the cumulative total of waste stored on-site in-year as well as from previous years.

57 Weights are determined through the use of site-based industrial scales, with the exception of odd-shaped, non-bulk waste, which is estimated by volume.

# Waste management: refining, smelting, and casting

At EGA, the waste hierarchy is at the core of our waste management decisions. We have a comprehensive Waste Management Plan with a long-term aspiration of sending zero process waste to landfill. Monthly meetings are used to review performance in each operational area.

At the end of 2023, we committed to reducing waste sent to landfills with a target of net zero waste to landfill by 2030. We have now developed a roadmap towards this goal, accounting for commercial feasibility in a market where landfilling remains less expensive than recycling. To drive towards the overall goal, we set a target for each area of operations, reviewed annually, to reduce waste generated by at least 5 per cent.

EGA recognises that material impacts of waste can be significant and as a result require robust controls. We also recognise improper waste management, especially of hazardous materials like SPL, used oils, and chemical residues, poses serious risks to human health, such as respiratory issues, and the environment, including soil and water contamination, and ecosystem damage.

**Management of potential impacts: refining, smelting, and casting**

To mitigate these risks EGA follows strict regulatory standards, employing engineered containment systems, regulatory-compliant disposal methods, proper documentation and traceability, employee training, and continuous monitoring to protect both people and the planet.

We apply the 5R principle to ensure a comprehensive approach to waste management. This principle guides how we reduce the overall volume and environmental impact of waste generated across our operations, including prioritising recycling of materials by recovering scrap and dross aluminium and recycling consumed anode blocks. We are expanding our recycling capacity and engaging with other stakeholders to improve recycling solutions more widely.

EGA uses a manifest system with multiple verification steps – requiring signatures from the waste generator, transporter, security, and receiver – to ensure accurate documentation, secure handling, and full traceability of waste from generation to final disposal or treatment.

We also maintain a separate record for by-products to ensure accurate tracking and reporting. This distinction allows for better management and tracking of by-products, supporting sustainability and compliance efforts.

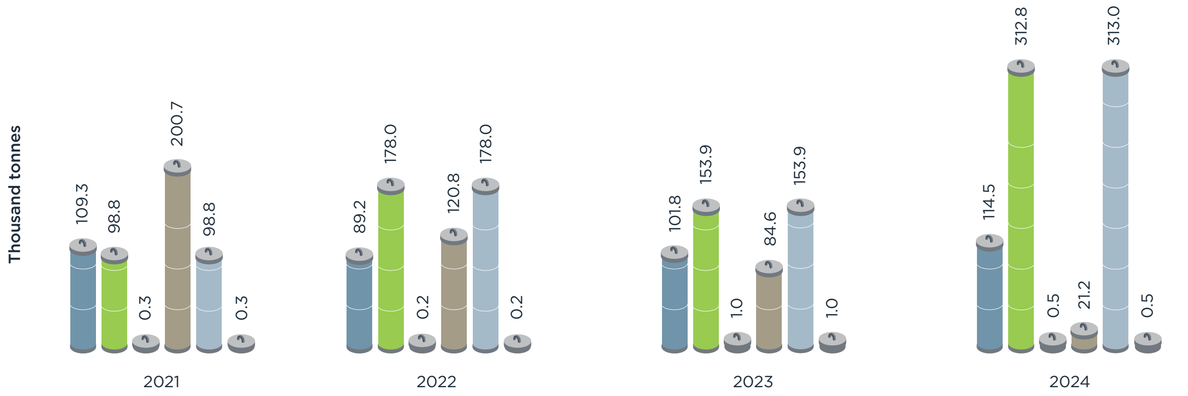
**New initiatives: refining, smelting, and casting waste**

We are actively exploring and evaluating circular economy initiatives in pursuit of our 2030 target, both to avoid landfill and create value from waste through recovery and recycling practices. In 2024, we conducted an extensive survey to find viable recycling partners. We now have multiple service providers for each waste stream, such as carbon dust.

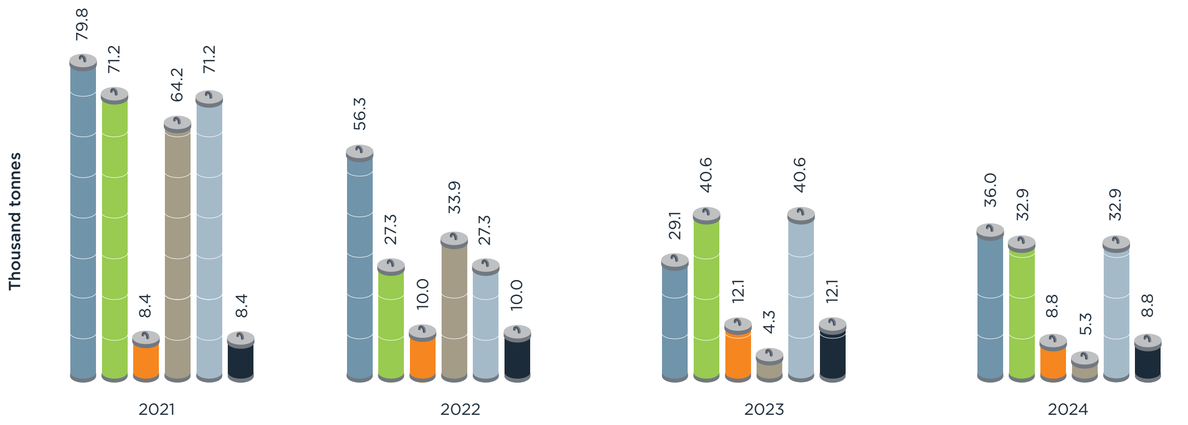
With these new contracts, volumes sent to landfill should therefore steadily decrease from 2025 onward. However, it should be noted that stockpiles have accumulated on site in 2024 while we finalised several new recycling agreements, adding to the legacy waste from 2023. Despite this, there have already been some notable achievements, as detailed below, and both our sites recycled more waste than they generated as they worked through the legacy stockpiles.

We have also rolled out several initiatives to improve awareness of waste management and procedures for waste segregation. For example, the circular economy team conducts three training sessions every month to educate employees on proper segregation of hazardous and non-hazardous waste materials. Employees can also request dedicated sessions tailored to their specific area of operation and the types of waste they generate.

## Hazardous waste management in the UAE [58] [59] [60]




## Non-hazardous waste management in the UAE




Generation | Recycled | Landfilled | Total stockpiled volume | Total waste diverted from disposal | Total waste directed to disposal

> Turning waste into high-value products is at the core of our Circular Economy strategy. Achieving the highest recycling rate in our history highlights our commitment to creating sustainable value, where every resource is maximised and every impact minimised.

**Mohamad Zafar**
Senior Superintendent – Circular Economy, UAE

58 Excludes bauxite residue. All waste weights are measured at a weighbridge. EGA's waste management team enters records from the waste manifest to our waste management database and ensures records are adequately maintained and distributed.

59 Total stockpiled includes the cumulative total of waste stored on-site in-year as well as from previous years.

60 We disclose waste data in alignment with GRI 306: Waste (2020) requirements; however, recycling figures include SPL used as feedstock in the cement industry, in line with EGA's internal definition of recycling, which differs from GRI's classification. Waste diverted from disposal volumes can appear higher than waste generation volumes in a given year as they also account for materials recycled from stockpiles generated in previous years.


### Waste from the smelting of aluminium

The smelting of aluminium generates a range of hazardous waste materials, with the most significant hazardous waste streams being carbon dust, dross, and SPL.

SPL is the spent inner lining of reduction cells, which need to be replaced after several years of operation. SPL is classified as a hazardous material due to its reactive content and requires careful handling during storage and transportation. At EGA, a purpose-built facility equipped with a ventilation system, gas detection, and controlled access ensures SPL is managed with the highest standards of care and safety. We have also implemented segregation of SPL material by source to enable more targeted and effective recycling solutions.

Through successful partnerships with the cement industry and support from environmental agencies in the UAE, we can now process our SPL as an alternative raw material in the production of cement. The use of SPL as a raw material helps to reduce the demand for natural resources and, given its unique characteristics, the use of SPL in the cement industry can reduce fuel demand and corresponding $NO_x$ and GHG emissions[61].

In 2024, we achieved our highest-ever level of SPL recycling, with the 59,556 tonnes we generated and stockpiled fully recycled by the UAE cement industry.

Dross is a mass of impurities that floats to the top of molten aluminium and is removed during the smelting process. EGA has a zero dross-storage policy and recycles all dross. In 2024, all 28,026 tonnes we generated was sent to a specialised recycling facility to recover any aluminium from the material. Recovered aluminium is returned to our facilities, ensuring that no aluminium is wasted.

This dross recycling process also generates a salt slag by-product that is processed in a treatment facility close to our Al Taweelah site. The treatment facility processes the salt slag, making this material available for use by the cement, steel, and other industries. In 2024, we cleared 100 per cent of our legacy salt slag inventory.

In 2024, we made significant improvements in the management of carbon dust, leading to the highest-ever volume of recycled material. Additionally, we modified the collection process so that collection now occurs directly from the silos, eliminating the need for bagging and storage at the Jebel Ali waste facility. This change not only streamlined operations but also reduced land usage and eliminated the manual handling previously required for storing the carbon dust bags.

### Aluminium scrap

In addition to recycling dross, EGA recycles all aluminium scrap (e.g. offcuts and trimming) generated internally by reintegrating it into the production process. Furthermore, we also use pre- and post-consumer aluminium scrap acquired through our local extruders and other external recycling suppliers.

This approach is further supported by our participation in the Every Can Counts campaign, as detailed on page 84. We are also strengthening local recycling capabilities through the development of a new aluminium recycling plant.

100% of SPL recycled

61 EGA commissioned a study in 2018 from the Massachusetts Institute of Technology to model the environmental footprint of SPL used in cement production. Findings identified a potential 3.5 per cent reduction in $NO_x$ emissions and 0.72 per cent reduction in $CO_2$ emissions.

CASE STUDY

## UAE’s largest aluminium recycling plant

As announced in late 2023, EGA is currently constructing what will be the UAE’s largest aluminium recycling facility, right next to the smelter at our Al Taweelah site.

The plant will have the capacity to process 170,000 tonnes of low-carbon, high quality ‘premium aluminium’ per year from a combination of pre- and post-consumer scrap and primary metal. It will supply local and global markets under the product name RevivAL.

Since most aluminium scrap generated in the UAE is exported for processing elsewhere, the plant will also support the local UAE economy.

**Waste from the refining of alumina**

Bauxite residue is our most significant and challenging waste material generated during the alumina refining process. The material consists of the remaining ore fraction once alumina has been extracted and comprises several metal oxides and some residual, highly alkaline compounds. The hazardous nature of bauxite residue is associated with this high alkalinity, which can significantly alter the chemistry of natural environments if not controlled.

Globally, the most common approach to manage this material is through large-scale storage in specially constructed dams and impoundments. However, this has associated risks of environmental degradation of local watersheds and ecosystems. For decades, the industry has sought more sustainable and commercially viable methods.

Our bauxite residue is washed, pressed into a dry cake, and transported using a fleet of covered trucks to a purpose-built bauxite residue storage facility. This facility is located within an expanse of desert approximately 30 kilometres inland from the coast in the Emirate of Abu Dhabi. It is fully lined and will be progressively sealed, with the land being made available for reuse for potential projects ranging from warehousing to a solar farm.

In 2024, we deposited 3.37 million tonnes of refinery waste at our facility, a slight increase from 2023. This storage is not intended as our long-term solution for this waste, and EGA’s Bauxite Residue R&D Group are tasked with identifying ways of converting this waste material into useful products.

These solutions help us reduce or eliminate the need for storage and unlock bauxite residue as a new material resource for the UAE. The group created a portfolio of additional novel applications that are at an advanced stage of development, with further pilot-scale trials expected.

## Bauxite residue as a new material resource for the UAE


**Optimised bauxite residue**

For nine years, we have been conducting research into the potential conversion of bauxite residue into an environmentally benign raw material that could be used as a feedstock for other industries. We refer to this environmentally benign material as Optimised Bauxite Residue (OBxR).

Construction of our large pilot facility commenced in late 2023 and continued throughout 2024. While there were some delays, it is on track for commissioning in mid-2025.

Once commissioned, the pilot plant will be able to convert up to six tonnes of bauxite residue into OBxR every day. This facility will implement a new hydro-metallurgical process that neutralises bauxite residue into an environmentally benign raw material in a matter of hours, instead of undergoing decades-long natural processes.

The OBxR pilot plant is a first of its kind, and has been named Ra'ed, the Arabic word for pioneer. When complete, we will have the ability to conduct large-scale, field-based plant growth trials using OBxR as a core component in manufactured soil that is suitable for arid climates.

Our existing pilot installation, the Small Soil Manufacturing & Research Facility (SSMRF), progressed these agronomic research aims on a smaller scale in 2024. As well as continuing to optimise the OBxR process, SSMRF operated continuously as a production facility. Over 30 tonnes of OBxR were produced, sufficient to allow us to construct and operate several agronomic demonstration plots. In combination with our research and analytical capabilities in the laboratory, the Ra'ed and SSMRF projects enable us to conduct in-house research at scales ranging from milligrams to metric tonnes.

Although the current volumes are small compared to the total amount of bauxite residue we produce, our long-term goal is to scale any successful process to significantly larger daily processing capacities to achieve meaningful impact.

### Manufactured soils

We have been exploring methods for the manufacture of soil from OBxR and examining its potential as a plant growth medium since 2017, working with some of the world's leading agricultural research institutions. We refer to this manufactured soil as Turba, the Arabic word for soil.

In 2024, we began transitioning the bulk of our agronomic research to the UAE, employing a PhD-qualified horticulturist to assist in fine-tuning Turba and to develop best agronomic practices using Turba in arid climates. Using our dedicated soil-mixing facility at SSMRF, we started producing three prototypes of Turba: bottom soil, topsoil, and potting soil.

We installed demonstration plots at our offices in Jebel Ali and Al Taweelah. We observed early on that plants growing in Turba were lusher with deeper green colours than similar plants growing in sand, while irrigating our demonstration plots less frequently and with much less water than sandy plots. The demonstration plots validated what previous research at the University of Queensland had been suggesting: Turba has superior water storage and nutrient availability properties to native sand that allows plants to thrive.

To complement our in-house research, we have also commissioned two new research studies at the:

- University of Queensland, focusing on the carbon sequestration potential of OBxR and Turba.
- University of Limerick, assessing the ecotoxicological properties of OBxR and Turba on seeds, plants, and soil fauna.

We also continued our exploration of converting organic wastes abundantly available in the UAE into high energy-value bio-oil and acidic biochar, via our research agreement with the American University of Sharjah. Biochar is a charcoal-like material used to improve soil porosity and water retention that ultimately helps plants grow better. Research in 2024 showed that municipal biosolids are limited through their trace metal content in becoming an equal feed component to food waste for making biochar. Municipal biosolids are generated at wastewater treatment plants and are well known emitters of GHG. Currently, much of the food waste in the UAE is either incinerated or landfilled, both resulting in GHG emissions. Acidic biochar will potentially find a role in EGA's future manufactured soils for use in the UAE.

### Raw material for the steel industry

In 2024, we continued the development of a technique for extracting high-quality iron ore from bauxite residue. The process enables the economic production of iron ore products with purities as high as 62 per cent elemental iron content, comparable to commodity-traded iron ore fines.

Construction of a pilot facility to test the base process at a small industrial scale was completed and the plant was successfully commissioned by the end of 2024. Preliminary results suggest that the excellent results obtained in laboratory testing are reproducible at pilot scale, an outcome that will hopefully be confirmed through further operation and data collection in 2025.

The pilot facility is designed to produce thousands of tonnes of iron ore per year and will be used to validate the process and gauge market acceptance of the product. If successful, a full-scale implementation of the process could follow, leading to as much as 15 per cent of EGA's bauxite residue being converted into a valuable raw material for steel production and other applicable industries.

### Bauxite residue in construction products

We continued our development of a high-density, high-strength aggregate from bauxite residue combined with fly ash, another globally widespread waste material.

In 2024, we continued work on the commercialisation of this product, with a development plan that will ultimately lead to a demonstration facility producing sufficient product for potential customers to apply in field trials. Part of this work included preparing bulk quantities of non-hazardous bauxite residue suitable for shipping internationally for use in pilot-scale testing. This necessitated the development of a new technique for rapid partial neutralisation of bauxite residue, without fundamentally changing its properties. We have since prepared 100 tonnes of material utilising this technique, for use in pilot trials.

Work on producing light-weight aggregates continued during the year, exploring a number of different potential manufacturing routes. Representative samples of these products were submitted for quality certification at an independent testing laboratory in Germany against existing clay-based commercial products. These tests confirmed that the bauxite residue products outperformed the commercial alternatives in terms of strength, structural uniformity, and water absorption capacity. This result, together with prior successful testing for REACH compliance, has buoyed confidence that this product can be successfully commercialised. Work has begun on the development of a demonstration facility to run pilots for its further development and production in the UAE.


# Waste management: recycling

Our German recycling operations are committed to improving the waste management practices and aligning with best-in-class circular economy principles. In 2024, as in previous years, we relied exclusively on certified specialist companies for the disposal of our waste and maintained a strong focus on waste separation across all operations. We paid particular attention to sorting scrap by type and reclaiming process scrap directly from our customers. We successfully expanded our base of returning customers, enabling scrap to bypass intermediary dealers and further reinforcing our closed-loop approach to material use.

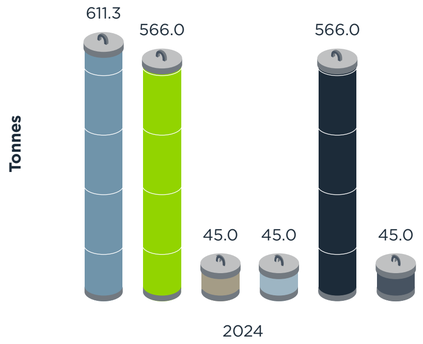
Hazardous waste generated by the operations includes primarily dross, and waste for disposal in the form of filter dust, filter bags, and mineral fibre wool. We try to substitute hazardous material with less hazardous alternatives, such as replacing graphicote with a less harmful material.

The main hazardous waste stream generated at our facility is dross, a by-product of aluminium remelting. EGA Leichtmetall is actively working to minimise dross generation and has set a goal of processing dross internally in the coming years. This initiative aims to recover aluminium, with the remaining material potentially used by the concrete industry, an approach that aligns closely with the practices already implemented by UAE operations.

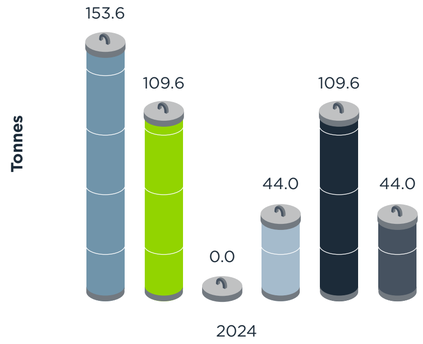
We recycled 92.6 per cent of the hazardous waste produced at our recycling facility in 2024 including stockpiled waste.

The non-hazardous waste generated this year primarily consisted of recoverable materials such as waste wood, mixed packaging, and scrap metal (including iron and steel), alongside waste destined for disposal, such as furnace scrap, inductor breakdowns, and residual materials. Through our waste management efforts, we achieved a recycling rate of 71.4 per cent, reflecting our continued commitment to resource recovery and circularity. The remainder of our waste is properly sorted and managed by certified waste management companies. This includes hazardous waste, which is stored in a designated containment areavbefore being treated and disposed of in accordance with regulatory requirements.

**Hazardous waste management in Germany**




**Non-hazardous waste management in Germany**




# Biodiversity management

EGA recognises the importance of preserving biodiversity, and each EGA site has its own action plan, appropriate to its local context.

## Biodiversity management: mining

A thorough pre-construction environmental and social impact assessment verified that our rail corridor, mining concession, and port operations in Guinea are situated near biodiversity areas of international importance. This has required the development and application of a rigorous set of biodiversity management tools and procedures.

Our concession spans 690 square kilometres and encompasses diverse ecosystems with significant biodiversity value, including grassy and wooded savannahs, gallery forests, and freshwater habitats. Our Kamsar port facility is in an area of mangroves, mudflats, and estuary habitats.

These habitats support rich assemblages and important species, including five endangered species, such as the West African Chimpanzee (*Pan troglodytes*), and eight critically endangered species, such as the Atlantic Humpback Dolphin (*Sousa teuszii*).

Our biodiversity conservation work is governed through publicly available[62] biodiversity management plans prepared in accordance with IFC Performance Standards and the ADB Integrated Safeguards System.

Prior to vegetation clearance, we map plant assemblages and habitat types to understand where avoidance is possible and what necessary mitigation work will be required. This helps ensure that our subsequent remediation efforts are suitably planned to appropriately restore habitats once mining operations have concluded.

Before clearing vegetation, we also gather seeds from individual trees, with the help of local community members, and subsequently cultivate them in our nursery. This ensures that we preserve the same genetic material for future rehabilitation efforts. All our biodiversity mitigation measures in Guinea are designed to achieve no net loss of biodiversity and a net gain for critical habitats[63].

**Biodiversity activities in Guinea**

In 2024, further development of our mine site required clearance of 2.27 million square metres of vegetation. Prior to any clearance, we ensure that pre-clearance surveys are undertaken by our environmental specialists to confirm rehabilitation plans, that any translocation of certain species is conducted in advance, and that we avoid damage to any areas of significant biodiversity value.

We planted 1.2 million square metres of native trees and plants in 2024 to restore vegetation cleared for mining and infrastructure development. A total of 72,860 native seedlings produced in community nurseries and the GAC Pilot Project Nursery were planted. The species used in the restoration are of local origin and prioritised according to high value to chimpanzees, including *Pterocarpus erinaceus, Diospyros mespiliformis*, and *Parkia biglobosa*.

We maintain a list of all known species present within the company's area of influence as well as any potential species whose presence has yet to be confirmed. This is an iterative process, with periodic reviews to ensure we register any changes to IUCN red list status, new species discovered, or further species confirmed present within the concession.

A total of 540 IUCN Red List and national conservation list species have habitats in areas affected by our mining operations. Of these, eight are critically endangered and the majority fall in the category of least concern.

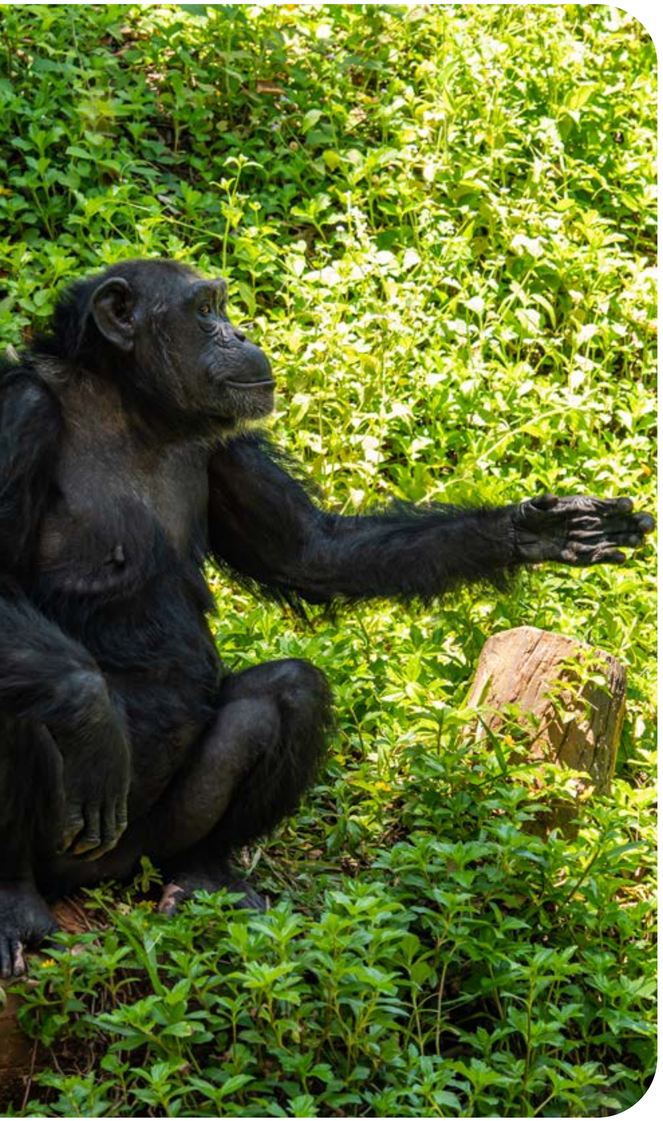
We carry out non-invasive chimpanzee camera trap monitoring during both dry and wet seasons across the GAC concessions. In addition, we support communities to maintain a protected sanctuary in the Tiouladjiwol Valley.

| | |
|---|---|
| Critically Endangered | 8 |
| Endangered | 5 |
| Vulnerable | 13 |
| Near Threatened | 12 |
| Least concern | 502 |
| Total number of IUCN Red List species and national conservation list species with habitats in areas affected by the operations of GAC, by level of extinction risk | 540 |

4,065,500m$^2$ of habitat restored since mine has been operational, of which 1,219,800m$^2$ in 2024

62 Available on the IFC project disclosure portal.

63 Critical habitats have been defined as either 1) habitat of significant importance to Critically Endangered and/or Endangered species; 2) habitat of significant importance to endemic and/or restricted-range species; 3) habitat supporting significant global concentrations of migratory species and/or congregatory species; 4) highly threatened and/or unique ecosystems; and/or 5) areas associated with key evolutionary processes.



**Working in partnership in Guinea**

During the development of our biodiversity management plans, we concluded that it was necessary to establish an offset programme in an area away from our mining concession, to mitigate impacts and achieve net gains for the critically endangered West African Chimpanzee.

In partnership with the Guinean Office of National Parks and Wildlife Reserves, the Wild Chimpanzee Foundation (WCF), the IFC, and the Compagnie des Bauxites de Guinée (CBG), we established a dedicated conservation programme in Moyen-Bafing, an area of over 7,000 square kilometres that has the largest continuous population of chimpanzees in West Africa. While the park is formally protected by the Guinean National Parks Authority, EGA, alongside our partners, provide critical financial and technical support to ensure its long-term preservation.

In 2021, the President of the Republic of Guinea classified the area as the Moyen-Bafing National Park in a decree specifically mentioning both the chimpanzees and biodiversity offset. This decree was a significant milestone for the Moyen-Bafing Offset Project, which has now afforded both national recognition and legal protection.

This project is aimed at increasing the local population of the West African Chimpanzee, while also restoring large areas of chimpanzee habitat through farmer-managed natural regeneration. Our primary management activities include patrolling and surveillance, supporting the application of the law, habitat enhancements, detailed ecological monitoring of forest and fauna inventories, fire management, local community engagement, and reforestation.

In 2024, a genetic study and inventory of the chimpanzee population commenced, with our support. Conducted by leading specialists, including the Max Planck Institute in Germany, this study is designed to secure a better estimate of the size of the population while collecting detailed genetic data and health information of individual chimpanzees. Results of the study will be available in 2025.

The project recognises, values, and protects the cohabitation between chimpanzees and humans, and is built around a community of approximately 40,000 people. These people benefit from socio-economic development programmes through participatory engagement, direct employment, donations of materials, subsidising services, and providing training and support. These practices have contributed to a productivity increase in onions, maize, and vegetable yields, as well as improved production of honey and shea butter since 2020.

The Moyen-Bafing National Park is a leading example of successful collaboration between the private sector, local authorities, conservation organisations, and international financial corporations in biodiversity conservation and sustainable development. Additionally, as Guinea seeks to establish a national framework for carbon pricing and an established market for carbon offsets with biodiversity co-benefits, the project can offer critical data and insights into regeneration practices and act as an example of global success in biodiversity compensation.

> GAC works with local authorities to raise awareness of biodiversity's importance to health and wellbeing, and precious legacy for future generations. Community members and employees also participate in mangrove restoration and marine species protection, fostering social change, helping preserve the biosphere and increase the resilience of communities.

**Aissatou Camara**
Technician – Biodiversity, Guinea

> GAC's biodiversity staff collaborate with communities to protect biodiversity through activities including chimpanzee camera trap monitoring, collecting genetic samples, ecological rehabilitation with native tree species grown in GAC and community nurseries, and environmental education. This participatory approach is essential to achieve GAC's conservation objectives.

**Marcel Leno**
Senior Technician – Environment, Guinea

> The park has improved women's lives in so many ways: through access to drinking water women have more time and energy; through specific projects such as shea butter, women feel more supported; with the provision of training and equipment women are able to participate safely in beekeeping; and through paid conservation activities, either ad hoc, or employed roles, women are fairly remunerated.

**Aissatou Sow**
Community Member – Laffa Bouhbé, Moyen-Bafing National Park, Guinea

# Biodiversity management: refining, smelting, and casting

EGA has produced a new biodiversity action plan covering our facilities in the UAE, which are both in relatively close proximity to protected areas. The new plan was developed throughout 2024 in accordance with the ASI Performance Standard and published in February 2025[64]. Our biodiversity efforts have been featured in ASI's Story of Change series[65], which highlights leadership in protecting biodiversity within the aluminium industry.

The Al Taweelah site is approximately two kilometres from Ras Ghanada, a nationally protected marine reserve, and Jebel Ali is approximately seven kilometres from the Jebel Ali Wildlife Sanctuary[66]. Both these protected areas support important clusters of coral reefs, mangroves, and seagrasses.

### Marine ecology surveys in the UAE

At both of our operational sites in the UAE, our discharge monitoring efforts take account of these valuable conservation areas. To date, we have not identified any adverse impacts associated with our operations. Annual monitoring indicated that the coral reef ecosystem continues to support extensive intertidal and subtidal habitats, as well as significant densities of seagrass, which are important foraging habitats for several endangered species.

At Al Taweelah, we carry out annual ecological assessments and seabed monitoring around our wharf to evaluate the potential impacts of our raw material loading and unloading activities. These assessments are conducted in addition to surveys undertaken by the port operator. The objective is to monitor marine ecological conditions and assess any environmental impacts associated with EGA's operations. The latest study found that seawater quality met ADQCC (Abu Dhabi Quality and Conformity Council) thresholds, with improvements observed compared to previous surveys, while sediment quality remained within established marine environmental standards.

At Jebel Ali, we have been monitoring the impact of wastewater discharge, in line with DECCA requirements. These surveys, mandated under the wastewater discharge permit, include comprehensive seawater ecological assessments. In parallel, regular red tide testing and preparedness measures are in place to ensure a swift and effective response if needed. Habitat characteristics have remained broadly consistent across all surveys. Notably, water quality showed improvement in the April 2023 and 2024 surveys, with clear signs of coral recovery and a marked increase in biodiversity across all habitats in 2024.

### Vegetation monitoring in the UAE

Monitoring vegetation, especially in the protected areas near our facilities, constitutes a key part of our biodiversity management. As well as our own continuous monitoring, we employ third party experts to carry out an independent survey every three years.

Surveys from 2009 to 2015 by the renowned Professor Alan Davison, of Newcastle University in the United Kingdom, produced many recommendations that helped us improve our programme. The recent survey, in January 2024, was conducted by an expert from the Norwegian Institute of Bioeconomy Research. The study concludes that there are no immediate concerns regarding fluoride exposure to the local ecosystem, as vegetation showed limited visible damage and no adverse effects were observed.

64 To read the plan, visit our website: https://www.ega.ae/en/about-us/our-disclosures

65 See the ASI website: https://aluminium-stewardship.org/asi-launches-story-of-change-series

66 The Jebel Ali Wildlife Sanctuary was confirmed as a wetland of international importance for biodiversity in accordance with the Ramsar Convention (an intergovernmental environmental treaty established in 1971 by UNESCO).

### Turtle conservation in the UAE

We continued our conservation efforts associated with the critically endangered hawksbill turtle that visit the shores adjacent to our facility in Al Taweelah to lay their eggs.

EGA monitors the beach throughout the nesting season, conducting daily inspections, tracking nesting patterns, and installing protective buffers to keep nests safe from harm. Such monitoring also helps ensure that EGA's operations do not disturb the beach ecosystem and minimises the risk of predation by any feral animals.

Each year, throughout the nesting season, EGA's Sustainability team and volunteers from the company also clear the beach of washed-up waste. We work with Jumeirah Group's Dubai Turtle Rehabilitation Project to make sure that any sick turtles or hatchlings found on the beach are appropriately looked after.

In 2024, we recorded over 300 hatchlings. Since 2011, some 116 nests have been laid on the beach next to EGA's operations and approximately 7,500 baby turtles have successfully hatched. Four turtles were found who were in need of care and were transferred to the Dubai Turtle Rehabilitation Centre at Burj Al Arab. They received expert attention and were later released back into the sea.

January 2024 saw our annual beach clean-up at Al Taweelah, with almost 50 colleagues volunteering to clear debris to ensure a safe nesting environment for turtles. The team removed 1,300 kilograms of waste, most of which is believed to have been washed ashore by tidal currents.

### UAE team Biodiversity day

In 2024, EGA launched an inaugural 'Biodiversity day', using the moment to bring together EGA colleagues at the Dubai Turtle Rehabilitation Centre to release two very special rehabilitated turtles into their natural habitat. Tori, a green turtle, and Khadra, a hawksbill turtle, had both been found injured and nursed back to health by the Centre team. To help to monitor their progress, EGA sponsored a tracker that was fitted onto Tori before her release. The event was also an educational opportunity on biodiversity for the EGA team and will be repeated in 2025.

> "Reversing the decline of a critically endangered species is possible through global collective action. At EGA, we are proud to play our part in giving the hawksbill turtle a real chance at survival."

**Mohammed Puthukkudi**
Associate Supervisor – Sustainability, UAE

## Biodiversity management: recycling

Our newly acquired operations in Germany are currently assessing potential projects, with an emphasis on finding local projects with real impact. We will update on this progress in future reporting.

# 03

# Social responsibility


Health and safety approach

Safety performance

Keeping people healthy

Engaging with communities

Working at EGA

Diversity, equity, and inclusion

Employee development


EGA's approach to social responsibility is built on the principle that business success and human development go hand in hand. We foster a culture of care, inclusion, and empowerment, prioritising health and safety, talent development, and community partnership. Across all geographies, we aim to create environments where people can thrive and to ensure our impact extends beyond the workplace to the wider society.

**1.05**
per million hours worked Total Recordable Injury Frequency Rate (TRIFR) in the UAE, our lowest ever

**95%**
of EGA Ramp-Up participants would recommend the programme to other entrepreneurs

**26%**
of new hires in our refining, smelting, and casting operations were women

**Zero**
occupational diseases across our operations

**1,185 hours**
of volunteering in the UAE

**29%**
of new hires in our mining operations were women

# Social responsibility

## Health and safety approach

**At EGA, the health and safety of our employees, contractors, and neighbouring communities is a top priority and the first commitment in our core policy[67]. The ultimate aim is to achieve zero harm.**

**We also place significant emphasis on the mental health of all individuals and incorporate these wellbeing considerations into our management systems.**

### Identifying hazards

As with many industrial processes, we recognise that there are numerous potential hazards associated with the production of aluminium:

- In our mining operations, hazards include large vehicular movements, the transport of heavy loads, and controlled blasting.
- Potential hazards for our smelting and casting activities include exposure to strong magnetic fields, high voltage, molten metal, and high temperatures, while alumina refining poses hazards related to the use of highly corrosive materials.
- Hazards for our recycling operations can include exposure to high temperatures and molten metal.

We take a proactive approach in identifying and managing these occupational hazards across our operations and project sites, as well as actively involving our employees and contractors in this endeavour. We adopt a clear hierarchy of controls to prioritise the elimination of hazards, where feasible, and minimise the risks associated with hazards that cannot be fully eradicated.

At each of our sites, we carry out risk identification, control identification, and hazard elimination in accordance with regulations and internationally recognised standards and guidelines. Our committed safety team consistently examines safety data from our sites to identify hazards, detect trends, flag potential concerns, uncover improvement opportunities, and assess areas that require greater attention.

### Robust systems

We have a comprehensive health and safety management system across all our sites. Health and safety management at each site has been confirmed through third party audit as complying with the ASI Performance Standards.

In addition to conducting regular internal audits of our management systems, we are also frequently audited by independent third parties against the requirements of ISO 45001:2018 and OSHAD in the UAE, the International Finance Corporation (IFC) Performance Standards in Guinea, and ASI across all facilities.

Our occupational health and safety management systems and associated safety controls are extended to all EGA employees and the directly supervised contractors[68] we work with. Indirectly supervised contractors are required to conduct work to a health and safety system that is compliant with our Responsible Sourcing Standards[69]. Additionally, EGA's specialist safety teams review contractors' risk assessments and operating procedures to ensure compliance.

EGA is also an active member of Health, Safety, and Environment Committees in industrial associations, including the International Aluminium Institute and the Gulf Aluminium Council. This affiliation allows us to share performance data, gain insights, and make improvements based on industry best practices.

67 Our Core Policies are published on our website: https://www.ega.ae/en/about-us/our-policies-and-certifications

68 Directly supervised contractors include workforce who are not EGA employees but whose work activities are directly controlled by EGA's health and safety procedures.

69 See Responsible Sourcing Standard at https://www.ega.ae/en/sustainability/governance

## Systems: mining

Our mining operations in Guinea adhere to occupational health and safety management systems that are aligned with a broad range of international frameworks and local regulations, including the:

- International Organisation for Standardisation's ISO 45001:2018
- ASI Performance Standards
- IFC Performance Standards
- World Bank Guidelines
- Equator Principles
- ADB Integrated Safeguards System

## Systems: refining, smelting, and casting facilities

Our facilities in the UAE operate according to an occupational health and safety management system certified to various standards, including:

- International Organisation for Standardisation's ISO 45001:2018 and ISO 45002:2023
- ASI Performance Standards
- We also follow the NCEMA 6000 Occupational Health and Safety Management System Standard as it provides the national legal framework and operational guidelines for occupational health and safety management. Certification is not applicable, as the standard is a regulatory requirement rather than a certifiable system[70].

Our Abu Dhabi operational management systems are also developed to ensure alignment with Abu Dhabi's Occupational Safety and Health Centre's (OSHAD) System Framework.

## Systems: recycling facilities

Our operations in Germany are certified to ISO 45001:2018, fully integrated into our ISO 9100 management system. This international standard provides a structured framework for systematically enhancing employee health and safety, reducing risks, and ensuring compliance with legal requirements. Additionally, an occupational safety committee, which includes employee and independent expert representatives, reviews the effectiveness of all systems.

Hazards are identified and managed strictly in accordance with local law, with regular risk assessments and independent inspections.

## Enhancing our safety culture

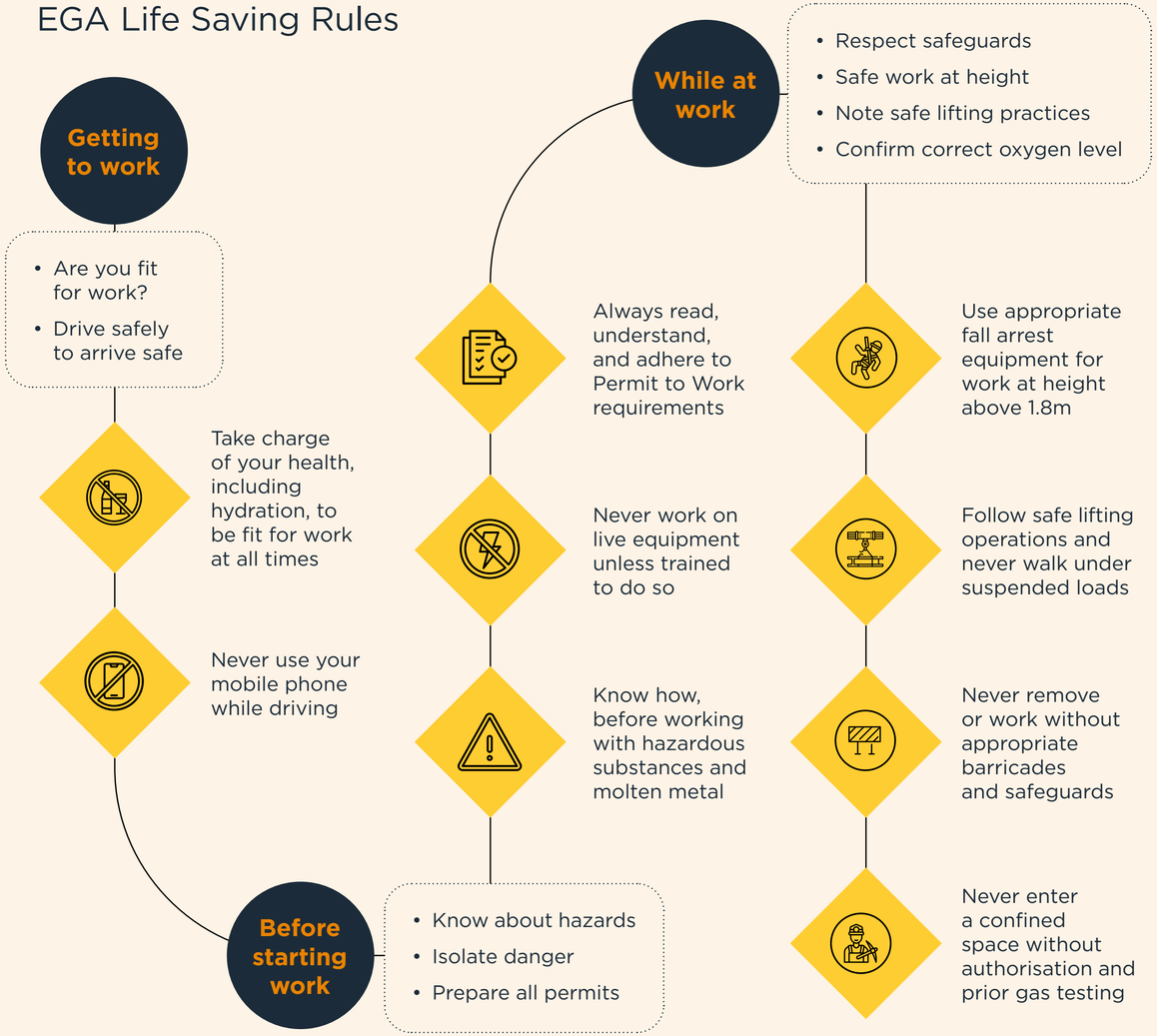
While robust safety systems, controls, and training are essential, we believe that these alone are not enough. We work hard to instil a safety-focused culture that engages everyone who works for or with our organisation.

This culture is founded on the belief that safety is a shared responsibility, where everyone working on our premises is empowered to identify and recommend safety-enhancing methods and raise safety concerns without fear of retaliation.

Our employees follow EGA's Life Saving Rules to ensure we come to work physically and mentally fit and look out for any threats to our own or others' wellbeing while working.

70 Our certificates are published on our website: https://www.ega.ae/en/about-us/our-policies-and-certifications

## EGA Life Saving Rules



### Proactive reporting

We also provide various channels for suggestions and concerns, including dedicated reporting lines, smartphone applications, open suggestion schemes, toolbox talks, safety steering committees, virtual town hall meetings, regular safety meetings, and face-to-face interactions with our specialised safety teams.

If concerns or suggestions are raised by our colleagues, we incorporate any necessary improvements or updates to risk identification procedures and implement the required controls for hazard elimination. Our safety teams provide guidance throughout this process.

Every employee has the authority to refuse or stop any activity that is deemed unsafe. Under the Anti-Retaliation Policy, leadership commits to protect employees who exercise this right from any reprisals. We convey this message as part of our induction and safety refresher training.

### Detailed and focused training

Task-specific safety training requirements are communicated to staff and directly supervised contractors through tailored training events with refresher courses, all at a frequency relevant to the degree of risk[71]. Training needs are identified according to assessment by EGA's safety professionals, and effectiveness is monitored in accordance with our occupational health and safety management systems.

## Safety training in 2024

Total number of attendees at safety courses

**Mining**

| Employees | Contractors* |
|---|---|
| 1,804 | 7,837 |

**Refining, smelting and casting**

| Employees | Contractors* |
|---|---|
| 11,948 | 24,883 |

Total number of staff trained in safety

**Recycling**

| Employees | Contractors |
|---|---|
| 65 | 0 |

*Contractors here refers to all contractors

### Handling safety incidents

Each incident at EGA is investigated by an appointed investigation team that consists of area management, subject matter experts, and our specialist safety team, with investigations being reviewed by area managers and safety leaders. Our focus is the welfare of any injured parties, root cause analysis, and suitable prevention. Our intention is to do whatever is necessary to ensure that nobody is hurt in the same way again.

At EGA, we aim to record all incidents and track leading safety indicators, including near misses and hazards, no matter how small, so that we can track our performance accurately and continually improve the safety of our workplace.

For serious injuries, investigations are reviewed by our Executive Committee and the Technical and Projects Committee of our Board. Where required by local regulations, we report incidents to the relevant external authorities.

### Incidents: mining

In 2024, there were zero fatalities at any of our operational mining facilities in Guinea. Most safety incidents involved either no injury or only minor injuries treatable by first aid. The main types of injuries are common hand and finger injuries, such as cuts and lacerations, associated with the handling of equipment.

However, two high-consequence injuries[72] did occur in 2024. The first was caused by the unauthorised intrusion of unknown individuals to the workplace. The intruders entered the site, threatening staff and stealing items. Two people from our local security subcontractor were injured. One sustained a fracture to his right arm, which is classified as a high-consequence injury. He was initially treated at our on-site clinic and then transferred to hospital for X-Rays and further medical attention.

71 All safety training is free of charge and is provided during paid working hours.

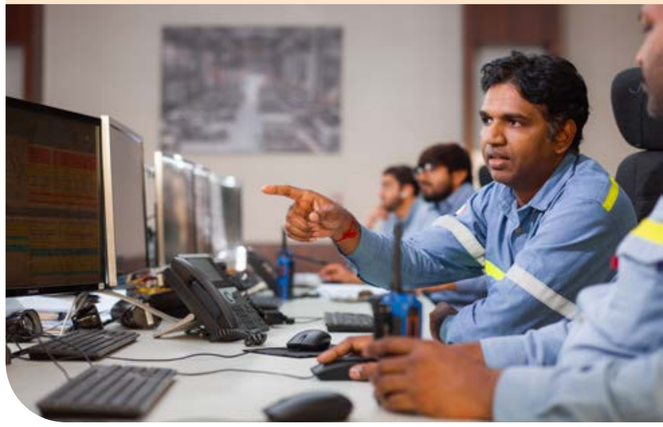
72 A high-consequence work-related injury is one from which the worker cannot, does not, or is not expected to recover fully to pre-injury health status within six months.

HIGHLIGHT

## EGA's innovative behavioural safety programme

EGA is focused on continuously improving all four factors of safety, including inherently safe equipment, organisational safety management systems, authentic safety leadership, and human behaviour.

In 2023, we introduced SafeStart, a new safety programme for the business. As an integral part of our safety improvement strategy, SafeStart focuses on raising awareness and providing practical tools on the human element of safety. This includes building a deeper consciousness of major contributors to most accidents at EGA, including rushing, fatigue, and complacency whether on the way to work, at work, or outside the workplace. We had more than 27,500 course completions across five SafeStart training modules in the UAE in 2024.



The second injury was by trip, slip, and fall hazards. A subcontractor bulldozer driver slipped and fell while returning to the cab along the bulldozer's caterpillar track, having gone to investigate what he suspected to be a rock lodged between the bulldozer's blade and engine compartment. He injured his left knee in the fall and was transported to our on-site clinic for initial first aid. He was then transferred to hospital for x-ray and treatment.

As with all incidents and near misses in Guinea, both events were duly investigated and logged within our reporting system to ascertain the root causes and contributing factors that led to both injuries. Comprehensive action plans have been developed and implemented to prevent reoccurrence of similar incidents. This included:

- Changes to security procedures, requiring security guards to work in pairs at all times.
- The provision of further personal protective equipment (PPE).
- Additional behavioural-focused training.

Furthermore, we have reviewed and updated all operating procedures and risk assessments related to the tasks performed that led to these high-consequence injuries.

> "Every time I engage with my colleagues in their workplace, I am pleased to see that safety is no longer viewed merely as a priority, but truly as a core value of our company. While priorities can shift depending on context or urgency, values remain constant. They are reflected in our daily actions, regardless of the circumstances. In my view, it is this deep integration of a safety culture that truly makes the difference."

**Aboubacar Sidiki Keita**
Deputy Manager – Mine Safety, Guinea

**Incidents: refining, smelting, and casting**

Sadly, there were three major safety incidents at our refining, smelting, and casting facilities in 2024.

Tragically, a contractor colleague lost his life at EGA Jebel Ali in June 2024. Our colleague was walking, and stepped into the path of a moving forklift. Although the forklift operator managed to stop and avoid a direct collision, under the sharp breaking the forklift lost its load that struck our colleague.

EGA immediately conducted refresher safety training throughout operations on pedestrian-vehicle interactions and launched an investigation including independent global safety experts to identify contributory factors, root causes, and actions required to ensure no similar incident can happen again. Alongside the investigation, EGA held a workshop with the top 100 leaders in the company to review the investigation findings, invited employee suggestions on risk mitigation, held an employee townhall on this incident, and conducted a site visit with Board members to the area of the incident. The investigations findings were shared with other aluminium companies through trade associations.

The investigation identified 28 improvement actions. These include:

- Enhanced training for all drivers and pedestrians, now embedded in safety inductions for employees and contractors.
- Updated contractor safety standards through revisions to the 'Green Book', which defines EGA's minimum safety expectations for third-party workers.
- Improved visibility measures, such as upgraded PPE with reflective elements exceeding industry norms, and the installation of advanced warning lights on forklifts.
- Behavioural awareness campaigns, including the internally launched 'Drive Responsibly, Walk Responsibly' initiative to encourage safer conduct on-site.

EGA worked closely with the contracting company to ensure that the deceased colleague's family received appropriate support and care.

There were two other, non-fatal, high-consequence incidents. The first incident occurred in March at Al Taweelah's rodding room hot bath cleaning station, where a technician sustained a leg injury above the ankle after it became trapped between an anode rod and the rod-holding clamp while manually handling a lodged anode butt.

A thorough investigation was undertaken, and corrective actions included raising technical service requests to install improved lifting equipment and mechanical safety locks, conducting a town hall to share lessons learned, initiating quarterly permit-to-work audits, delivering refresher training on Life Saving Rules, and updating and communicating relevant procedures and risk assessments.

The second incident took place in August at the condensate treatment centre in Al Taweelah, involving one directly supervised contractor and one independent contractor. Both sustained thermal burn injuries to their lower bodies due to a splash of hot water while replacing a suction strainer on a low-pressure feed water pump. A thorough investigation was undertaken, revealing that the independent contractor suffered a Lost Time Injury (LTI), while the directly supervised contractor required medical treatment but was discharged the same day.

Corrective actions included strengthening permit-to-work procedures, enhancing emergency escalation protocols, delivering first line break and steam safety training, clarifying roles and supervision responsibilities for contractors, updating maintenance procedures and task-specific risk assessments, and initiating technical assessments for potential engineering controls to prevent recurrence.

**Incidents: recycling**

In 2024, there were zero fatalities at our recycling operations. Most safety incidents involved either no injury or only minor injuries treatable by first aid. The main types of injuries are common hand and finger injuries, such as cuts and lacerations, associated with the handling of equipment.

However, one incident did result in a high-consequence work-related injury to one employee. The employee was working with a hand mixer and was wearing gloves, despite the ban on wearing gloves when working on rotating machinery. Although the risks associated with glove use around such equipment had been communicated previously, this incident highlights the continued need for vigilance and reinforcement of safety protocols across all teams.

While cleaning the hand mixer, he held the mixing rod with his left hand and accidentally pressed the power button with his right hand. The mixer then caught the glove as it rotated, severing the upper joint of the thumb from his left hand. Only due to the swift action of the trained first aiders could the thumb be preserved. During surgery, the joint was successfully reattached, and the employee has since regained full use of his thumb. He has been back at work since November 2024 after 30 weeks out of work.

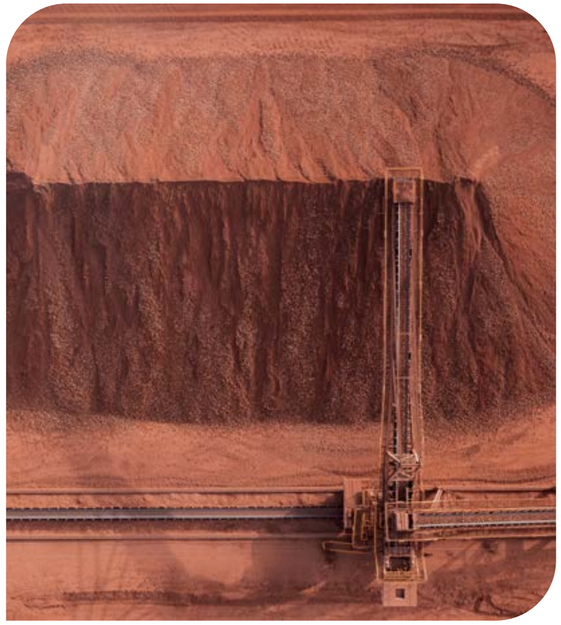
The site team completed a comprehensive investigation and report, in line with rigorous local legal requirements. As a result of its findings, we replaced the hand mixing equipment with a new mixer that operates using a different mechanism, removing any possibility of an employee holding the mixer near the rotating part at all.

# Safety performance

**Performance: mining**

Year-on-year performance at our mine in Guinea is assessed until the October of 2024 due to the suspension of the operations. The risks, while reduced due to lower activity levels induced by the shorter operational time, remain the same in nature, and EGA is committed to continuous improvements in occupational health and safety.

Up to the interruption of operations, production continued its previous multi-year growth trajectory. Despite this, our total recordable injury frequency rate in Guinea was still 54 per cent lower than the industry average[73].




73 TRIFR industry average sourced from ICMM Safety Performance Benchmarking of ICMM Company Members in 2023, as the latest published year. ICMM - Safety Performance: Benchmarking progress of ICMM company members in 2023.

## Safety data: mining [74]

### Total number of attendees at safety courses

| All contractors | Employees |
|---|---|
| 7,837 | 1,804 |

### Working hours (thousands)

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Employees | 717 | 691 | 837 |
| All contractors | 6,520 | 7,747 | 8,148 |
| Guinea Total | 7,236 | 8,439 | 8,985 |

2024

All contractors: 6,592


Employees: 889

### Total Recordable Injuries (TRI) [75]

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Employees | 2 | 0 | 0 |
| All contractors | 6 | 13 | 16 |
| Guinea Total | 8 | 13 | 16 |

2024

All contractors: 8


Employees: 1

### Total Recordable Injury Frequency Rate (TRIFR) [76] [77]

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Employees | 2.79 | 0.00 | 0.00 |
| All contractors | 0.92 | 1.68 | 1.96 |
| Guinea Total | 1.11 | 1.54 | 1.78 |
| Industry benchmark | 2.94 | 2.90 | 2.66 |

2024

All contractors: 1.21


Employees: 1.12

Benchmark 2.59

### Lost Time Injuries (LTI) [78]

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Employees | 1 | 0 | 0 |
| All contractors | 1 | 2 | 2 |
| Guinea Total | 2 | 2 | 2 |

2024

All contractors: 2


Employees: 0

### Lost Time Injury Frequency Rate (LTIFR) [79]

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Employees | 1.40 | 0.00 | 0.00 |
| All contractors | 0.15 | 0.26 | 0.25 |
| Guinea Total | 0.28 | 0.24 | 0.22 |

2024

All contractors: 0.30


Employees: 0.00

### 2024 leading indicators

| | |
|---|---|
| Third party audits | 0 |
| Total number of safety campaigns implemented | 6 |
| Near misses reported | 32 |
| Hazards reported | 7,387 |
| Leadership walks | 778 |
| Behavioural safety interactions | 10,718 |

74 We have reported safety performance in Guinea for all contractors, considering that the majority of the key operational works are undertaken by indirectly supervised contractors.

75 Total recordable injuries is the sum of all work-related injuries and illnesses during the reporting period and includes any fatalities, lost time cases, medical treatments, or incidents leading to restricted work activities.

76 Total recordable injury frequency rate is the total number of recordable injuries per million hours worked during the reporting period.

77 Benchmark derived from data available from the IAI.

78 Lost time injuries is the sum of all work-related injuries or illness that result in an affected individual temporarily being unable to perform any regular job or restricted work activity on a subsequent scheduled workday or shift.

79 Lost time injury frequency rate is the total number of lost time injuries per million hours worked during the reporting period.

**Performance: refining, smelting, and casting**

Despite the increase in production in 2024, we continued to record a low number of injuries. Our total recordable injury frequency rate (TRIFR) was 77.7 per cent lower than the industry average[80].

In 2024, our overall TRIFR for employees and directly supervised contractors decreased by 13 per cent compared to the previous year. This reflects the refreshed approach we started to implement in 2023, which combines stronger supervision and oversight of our contracted workforce with greater task-specific safety training to help our contractors better understand EGA's safety culture, training standards, and enforcement mechanisms. This includes training in different languages to address communication challenges with supervised contractors.

CASE STUDY

## Drive responsibly, walk responsibly

In September 2024 we ran a month-long 'Drive Responsibly, Walk Responsibly' campaign to reinforce safe driving and pedestrian behaviours across our sites in the UAE. The campaign aimed to promote safe habits at work and beyond.

We reached over 4,000 employees and contractors, in all types of roles. Leaders carried out over 60 walkabouts to engage people and amplify the message. Mandatory refresher training for all forklift drivers was also included, with more than 2,600 attending sessions covering everything from safe manoeuvring and awareness of pedestrians to reviewing case studies to learn lessons from past incidents.

The goal was not only to reduce the risk of vehicle-related incidents, but also to further strengthen our safety culture and continue our journey towards zero harm. Feedback on the campaign was very positive, and we will apply lessons from it to on-going improvement efforts.

80 Industry average of 4.7 for TRIFR is derived from data available from the IAI 2024.

> In 2024, we achieved our best-ever Total Recordable Injury Frequency Rate in UAE operations at 1.05 per million hours worked, a testament to our team's commitment to safety. However, the year also reminded us, through a tragic fatality and a life-altering injury, that our journey to zero harm is far from over. Safety is not a milestone, it is a mindset we must renew every day.

**Soud Hamdan Rashid Almazrouei**
Senior Manager – Safety, UAE


CASE STUDY

## Ergonomics Matters

This year saw a focus on ergonomics at our refining, smelting, and casting facilities, with the month-long Ergonomics Matters campaign. The aim was to impart a better understanding of the importance of ergonomics in the workplace.

Ergonomics Matters took a multi-faceted approach to raising awareness, with the main campaign elements:

- 86 campaign sessions informing employees of the issues and steps they can take to improve ergonomics in their roles, especially on lifting techniques and better approaches to tasks requiring repetitive hand movements.
- Four One-Page Lessons, each covering key information that employees can keep where they work.
- Four e-learning modules were launched, each featuring a prize draw for employees who completed the module and correctly answered all quiz questions at the end.
- A suggestion scheme featuring a competition to reward the team with the most impactful idea for improving ergonomics within their area of operations.

The campaign proved a success, with a 93 per cent participation rate for the campaign sessions and 76 per cent for the e-learning modules.

## Safety data: refining, smelting, and casting

### Number of attendees in safety trainings

| All contractors | Employees |
|---|---|
| 24,883 | 11,948 |

### Working hours (thousands)

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Employees | 15,788 | 15,094 | 15,630 |
| Directly supervised contractors | 2,787 | 4,467 | 3,451 |
| UAE Total | 20,826 | 19,561 | 19,082 |

2024: Directly supervised contractors 4,327; 19,992; Employees 15,665

### Lost Time Injuries (LTI) [83]

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Employees | 1 | 1 | 1 |
| Directly supervised contractors | 0 | 1 | 0 |
| UAE Total | 1 | 2 | 1 |

2024: Directly supervised contractors 1; 2; Employees 1

### Total Recordable Injuries (TRI)

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Employees | 15 | 20 | 14 |
| Directly supervised contractors | 7 | 5 | 9 |
| UAE Total | 22 | 25 | 23 |

2024: Directly supervised contractors 9; 21; Employees 12

### Lost Time Injury Frequency Rate (LTIFR)

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Employees | 0.06 | 0.07 | 0.06 |
| Directly supervised contractors | 0.00 | 0.22 | 0.00 |
| UAE Total | 0.05 | 0.10 | 0.05 |

2024: Directly supervised contractors 0.23; 0.10; Employees 0.06

### Total Recordable Injury Frequency Rate (TRIFR) [81] [82]

| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Employees | 0.95 | 1.33 | 0.90 |
| Directly supervised contractors | 1.39 | 1.12 | 2.61 |
| UAE Total | 1.06 | 1.28 | 1.21 |
| Industry benchmark | 4.15 | 4.0 | 3.15 |

2024: Directly supervised contractors 2.08; 1.05; Employees 0.77

Benchmark 4.74

### 2024 leading indicators

| | |
|---|---|
| Third party audits | 3 |
| Total number of safety campaigns implemented | 18 |
| Near misses reported | 3,715 |
| Hazards reported | 151,588 |
| Leadership walks | 4,058 |
| Behavioural safety interactions | 121,707 |

81 In accordance with GRI 403-9, benchmarking is based on industry averages for refinery and smelter operations only. Figures for previous years have been updated accordingly to ensure consistency.

82 Benchmark derived from data available from the IAI..

83 The data for 2021 has been restated to correct a previously reported classification error related to a work-related incident, in accordance with GRI 403: Occupational Health and Safety (2018).

**Performance: recycling**

This is the first full year for which we have safety data for our EGA Leichtmetall recycling operations in Germany, which we acquired in 2024. We note that performance in these metrics may vary significantly from year to year, given the low number of employees and, consequently, low number of working hours.

**Safety data: recycling**

| | Contractors | Employees |
|---|---|---|
| Number of workers trained in safety | 0 | 65 |

| | All contractors | 2024 | Employees |
|---|---|---|---|
| Working hours | 0 | 92,071 | 92,071 |
| Total Recordable Injury Frequency Rate (TRIFR) | 0 | 10.86 | 10.86 |
| Total Recordable Injuries (TRI) | 0 | 1 | 1 |
| Lost Time Injuries (LTI) | 0 | 1 | 1 |
| Lost Time Injury Frequency Rate (LTIFR) | 0 | 10.86 | 10.86 |

**2024 leading indicators**

| | |
|---|---|
| Third party audits | 1 |
| Total number of safety campaigns implemented | 0 |
| Near misses reported | 0 |
| Hazards reported | 0 |
| Leadership walks | 4 |
| Behavioural safety interactions | 0 |

# Keeping people healthy

## Healthcare for people: mining

We take considerable care for the health of employees, contractors, and visitors to our mining facilities. We operate on-site clinics at both Kamsar and Tinguilinta, staffed by qualified doctors, critical care paramedics, and nurses. Our principal mining contractor also operates a fully equipped clinic available to all staff at our mine site.

### On-site medical care

Our on-site medical facilities offer several essential services including:

- Emergency medical care and response
- Primary and chronic healthcare
- Evaluations of periodic and pre-deployment medical findings
- Health education
- Infectious disease management
- Laboratory services

These facilities ensure that comprehensive medical support is readily available to address diverse healthcare needs for all personnel and visitors.

In 2024, our on-site medical facilities carried out over 3,600 visits across our two clinics, encompassing a wide range of services including routine medical consultations, incident follow-ups, preventive health checks, and induction assessments. This included 996 medical inductions for newly onboarded employees, supporting their safe and healthy integration into the workplace. This is fewer than the 5,556 consultations in 2023 for several reasons, including a lower number of cases of malaria, those cases being less severe, and a decrease in new hires to onboard.

Additionally, we conduct regular check-ups to assess ongoing fitness for work and identify any early indications of health issues among our staff to ensure their wellbeing is prioritised. In 2024, we conducted 406 of these check-ups.

This year, we further enhanced on-site medical services by:

- Installing a new x-ray machine.
- Recruiting a new Chief Medical Officer.
- Running multiple training sessions for medical staff.
- Employing 19 medical staff in the clinics.

To provide comprehensive medical support, we have also continued partnerships with local medical centres in Guinea, including Anaim Hospital in Kamsar and Clinique Ambroise Pare in Conakry. These partnerships enable us to access additional medical resources and expertise when needed.

### Insurance for employees

We provide medical health insurance coverage to all employees at our mining facilities, ensuring that they can utilise locally available healthcare services and facilities with confidence, knowing that most of their medical expenses are taken care of. Our own medical team facilitates access to these external services by organising referrals or, in emergencies, ambulance transfers.

Our prescribed health insurance provider also offers an international emergency medical evacuation service for severe cases. The availability of efficient medical evacuation services is crucial, particularly in remote or difficult-to-reach locations, to ensure a timely and effective response to medical emergencies.

CASE STUDY

## Fighting fatigue

Fatigue is a critical safety risk in mining operations and we took several key steps to address this risk in 2024.

### New fatigue management plan

Fatigue is particularly a risk for haul truck operators in our mine. We initially implemented software to monitor fatigue levels and provide alerts in real time. With 16-20 alerts per day in the first year of implementation, prompting us to proactively stand down truck operators, we not only prevented potential safety incidents but also realised we needed to do more.

Our mining subsidiary therefore developed a management plan, in partnership with contractors. There are multiple new control measures, including:

- Introducing more short breaks during a truck operator's shift.
- Educating operators on sleep hygiene.
- Home visits to raise awareness of the importance of sleep hygiene among operators' families.
- Promoting a no-blame culture of self-reporting fatigue.

The impact has been significant, with a reduction of fatigue alerts to six per day and an average of two self-declarations of fatigue per day, showing an important change in culture. We have now rolled out a similar system to haulage truck operators.

### Health promotion campaigns

Through active engagement, we strive to foster a culture of wellbeing and hygiene that benefits everyone involved. Each year our medical teams regularly provide health awareness sessions through a series of toolbox talks.

We also ran issue-specific campaigns. In 2024, we ran awareness campaigns on HIV, breast cancer, hepatitis, malaria, and preventing fatigue.

As well as providing malaria kits to employees, as outlined below, the Malaria campaign this year supported the wellbeing of people living in high-risk areas in the Boké region. Over an 11-day period in June, we distributed 7,000 long-lasting, insecticide-treated mosquito nets to protect 14,206 people across 55 villages, exceeding the original target of 13,500, including 421 pregnant women and 4,324 children under the age of five.

The Breast Cancer Prevention campaign expanded the free screening programme, begun in 2023 for employees, to include employees' spouses. Alongside this, we ran a series of educational sessions on recognising symptoms, prevention, and the importance of early detection. The campaign particularly focused on encouraging men to take an active role in preventing breast cancer and supporting women's health.

## Zero occupational diseases in Guinea

> The workplace being a place of fulfilment for each employee not only for their physical wellbeing but for their mental wellbeing, each employee deserves special attention to their physical and mental health. GAC, as a responsible company, has created all the necessary conditions for this purpose. This responsibility has today become one of our greatest values, of which all employees are proud, making our workplace safer and more responsible.

**Maurice Beavogui**
Medical Doctor, Guinea

### Infectious disease at our mining operations

We fully recognise the importance of infectious disease monitoring, management, and treatment. Working closely with our medical service provider, we actively monitor and track international disease outbreaks and significant health concerns that may affect the region in which we operate. We also work directly with the Guinea National Health Department to track any potential health concerns within Guinea and the wider region. These partnerships enable us to respond promptly and effectively to any health issues that may arise and minimise potential impacts for our employees or local communities.

Malaria is endemic to Guinea. In response, we have implemented a comprehensive malaria control programme that includes various preventive measures. These measures encompass mosquito fogging, larvicide usage, prevention of standing water, distribution of mosquito nets, bite prevention strategies, and awareness programmes for all employees.

For all confirmed cases of malaria, we administer treatment promptly in adherence to the standard practice guidelines outlined by the WHO. Each case is managed individually, aiming to achieve the most beneficial outcome for the patient. In 2024, we encountered 213 cases of malaria, which represents a 54 per cent reduction compared to 2023. This indicates that our prevention efforts are effective.

We also provide malaria travel kits for employees who may be required to travel to remote areas with limited access to appropriate malaria testing and treatment facilities. These kits consist of a malaria rapid test, medication for the treatment of malaria and associated symptoms, and the emergency contact details for our clinics.

**Occupational disease rate in Guinea**

# Healthcare for employees: refining, smelting, and casting

We operate our own clinics in Al Taweelah and Jebel Ali staffed by a team of nearly 50 qualified doctors, nurses, and other medical professionals, where we assess and attend to the health of our employees. Services at our clinics are also made available to family members of our employees and contractors, as well as to the public. Our Al Taweelah healthcare facility is the only one within the expansive KEZAD (Khalifa Economic Zone Abu Dhabi) area.

Our clinics provide a comprehensive array of healthcare services for a wide spectrum of needs. This includes primary healthcare, addressing day-to-day medical concerns, and the ongoing management of chronic medical conditions. In 2024, we provided more than 4,000 medical check-ups to employees.

We also implement health promotion campaigns and consultations as part of our occupational health initiatives to safeguard the wellbeing of our employees while they are at work. These initiatives include noise-induced hearing loss prevention programmes and annual periodic medical assessments tailored to each of our employees' specific exposure and risks.

### Heat-related illness

Heat-related illness is a common risk for industries working with molten metal, especially in hot climates. In the UAE, where our refining, smelting, and casting operations are located, heat-related illness is classified as an 'occupational disease'. We have decades of experience working safely in hot conditions, controlling exposure times, and making sure our employees and contractors remain hydrated.

We have a long-standing target of zero instances of heat-related illness. Our extensive campaigns on heat stress and hydration reach both employees and contractors. The campaigns remind everyone working at our sites to regularly hydrate, take regular breaks, and immediately take rest should anyone suspect any symptoms of heat-related illness.

In 2024, we conducted more than 62,000 hydration tests to ensure people working on our sites remained suitably hydrated. However, two cases of heat-related illness were reported that required first aid assistance. This assistance prevents symptoms worsening and resulting in recordable incidents. These are the first such cases in several years. No recordable heat-related cases were reported, as first-aid-only incidents are not classified as recordable.

### Campaigns for health and wellbeing

Throughout the year we run a series of highly visible health awareness campaigns for employees and contractors in our refining, smelting, and casting operations.

In 2024, we ran several campaigns and trainings across a range of issues. This included almost 38,000 hours of training for employees and more than 42,000 hours for contractors. Over 800 employees participated in these campaigns in some capacity.

In November 2024, we also ran the Health and Wellness Fair, with interactive booths for employees to visit and multiple seminars. The fair covered a wide variety of topics, including healthy lifestyles, mindfulness, mental health, and cancer awareness.

# Healthcare for employees: recycling

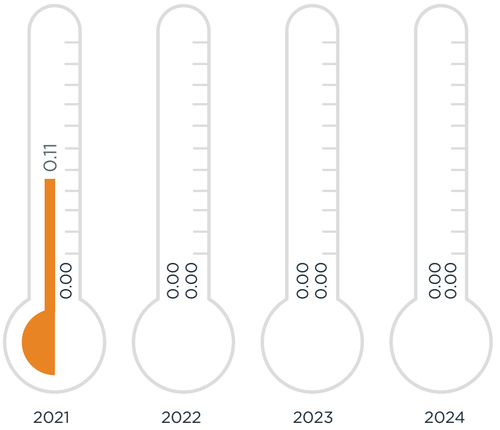
EGA Leichtmetall is based in Germany, where all employees are covered by statutory health insurance and medical care is primarily provided by local health services. We also engage an independent doctor, who regularly attends the site to carry out the preventive medical check-ups required by law.

The company also offers supplementary health insurance as part of its employee assistance programme. This covers various services, including:

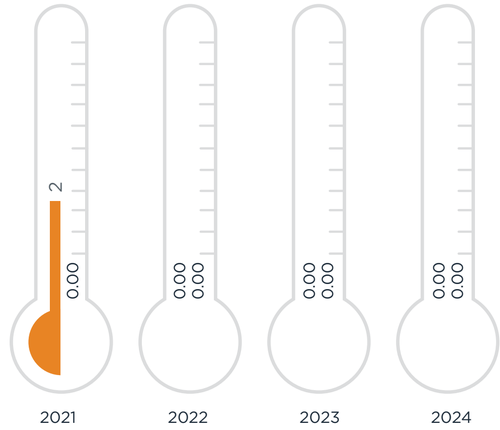
- Dental insurance
- Hearing and visual aids
- Inpatient and outpatient hospital treatment
- Disability and invalidity coverage

Each year we run a Health Day, raising awareness about various topics and offering consultations on issues such as stress and blood pressure levels.

**Occupational disease rate in the UAE**




**Heat related illness cases in the UAE**



# Engaging with communities

**As part of EGA's Core Policies, we respect our neighbours and are committed to positively engaging with local communities. We do this wherever we operate and aim to mitigate potential adverse impacts and maximise the benefits of our presence.**

We operate planned and targeted community engagement programmes across our sites in the UAE and Guinea, and work with community representatives, NGOs, educational institutions, and respective governments.

We believe that the best way to maximise our positive impact is through grassroots community engagement initiatives that increase economic opportunity and improve quality of life. This has included successful projects related to:

- Infrastructure upgrades
- Business engagement
- Education
- Employment of local community members within our operations

We also consider the indirect impacts of our operations, including increased migration to local towns and communities as economic opportunities in these areas increase.

## Community grievance management

EGA has a formal grievance mechanism covering operations in the UAE and Guinea, giving anyone within the community the opportunity to raise concerns or queries associated with our environmental and social performance. Our aim is for our grievance process to provide the community with easy access and enable us to find prompt and effective solutions to any complaint.

Complaints are resolved in collaboration with the complainant, relevant specialists, engineering teams, and local authorities as required. Our target is to address complaints within 30 days, and all grievances were resolved within that period in 2024 except two in Guinea. Those two were resolved in 2025, within 16 and 367 days respectively.

### Community grievance management: mining

In Guinea, we have established a network of community liaison officers within local communities who are able to record any grievances and raise them directly with our community relations team. We also provide a dedicated phone line accessible 24/7 with details made available on posters. In 2024, we made several major additions to help pre-empt and resolve any issues:

- Formalised 13 new community mediation committees at a local level to allow for better communication and the swift resolution of complaints.
- Conducted awareness campaigns in mining areas, proactively bringing issues to light.
- Carried out listening campaigns in several villages and a series of open public consultations to allow residents to voice concerns.
- Deployed targeted, accessible communications materials, such as posters, leaflets, and newsletters.

The resulting increase in accessibility helped us build trusting relationships with more people in the communities around our mining concession.

We register and investigate all complaints to understand the problem and find the best solution available. In 2024, we received 236 grievances in Guinea, mainly associated with environmental impacts, physical resettlement, and compensation. While this represents a significant increase in complaints compared to 2023, this is a reflection of the above improvements to the grievance system and an expansion of our operations leading to engagement with new communities. Rather than a deterioration in relationships, the improvements have led to a dynamic of greater trust, transparency, and participation.

### Community grievance management: refining, smelting, and casting

In the UAE, we have a dedicated phone line accessible 24/7 with details published on our website[84]. Calls are monitored and picked up by our in-house dedicated Corporate Social Responsibility team. In 2024, we received one complaint from the community in the UAE concerning the potential impact of one of our facilities on air quality. The complaint was resolved directly with the community member by explaining our safeguards and control measures. They were satisfied with our response.

### Community grievance management: recyling

At EGA Leichtmetall, which was acquired during 2024, we do not currently maintain a formal process to identify or map surrounding communities, or assess potential impacts on local communities. We acknowledge this as an area for future development to align with best practices in community engagement and responsible operations.

84 For more information, please visit https://www.ega.ae/en/sustainability/governance

> Managing community complaints is a powerful means of resolving community conflicts, and bringing communities and the project closer together. All community disputes, protests, and claims can be resolved through the complaints management mechanism.

**Mandiou Nabe**
Senior Superintendent – Community Relations and Conflict Management, Guinea

## Community engagement: mining

We took multiple key steps to consolidate our position as a responsible contributor to sustainable development in Guinea, continuing to build a model of shared growth through:

- In-depth dialogue with stakeholders.
- A community participation-based approach.
- Stronger monitoring of social impacts.

We have developed a new five-year Corporate Social Responsibility Strategy for Guinea in partnership with the NGO Carrefour International, who will also support its implementation. However, further progress with the strategy is now on hold following the suspension of operations at our mine in Guinea. We will publish how this develops in future reports.

Progress on existing programmes has been highly impactful and is detailed below. Highlights include reaching more than 22,000 people across all our campaigns in Guinea, completing diagnostics to understand community information needs in seven villages, and providing USD 126,000 and items like clothing as part of the humanitarian response to severe flooding in September.

### Assessing and mitigating impacts

We have long recognised that the development of our mining operations would result in land-use changes and potential community disruption. With this in mind, we actively seek to minimise these impacts. Where they are unavoidable, we have developed and implemented plans to alleviate, mitigate, or compensate affected communities.

Regular Social Impact Assessments (SIA) and Grievance Impact Assessments (GIA) are conducted quarterly across all mining concession sites, tracking how situations evolve and picking up any emerging issues. Where necessary, we also employ independent auditors to conduct impact assessments.

All community impact assessments and project planning in Guinea are undertaken in accordance with the:

- IFC Environmental and Social Performance Standards
- Equator Principles
- ADB Integrated Safeguards System
- Regulatory requirements of the Guinean government

Associated studies, engagement plans, community investment strategies, closure and rehabilitation requirements, policies, and reports are made publicly available on the IFC website[85]. Implementation is regularly monitored[86] by an independent third party to ensure that we are meeting our commitments.

In 2024, we enhanced our internal processes for integrating impact analysis into project planning. As part of that, we met more regularly with the network of Village Monitoring Committees that serve as communication channels for community sentiment. This dialogue enabled us to enrich our operational planning with a deeper understanding of local expectations. We also held over 130 public consultations as a free space for local people to hold us accountable.

### Responsibility to potentially affected communities

In Guinea, EGA's social and human rights impact assessments[87] have confirmed that no Indigenous peoples[88] are likely to be affected by our operations. However, we recognise that our mining operations and development projects overlap with pre-existing villages, culturally significant sites, and communities.

We acknowledge our responsibility to act in the best interests of potentially affected communities throughout our community engagement, resettlement plans, and social investment projects to build trust throughout the mining life cycle. This includes accounting for the indirect impacts of our activities as people move to nearby communities because of the new jobs and business opportunities we create.

### Resettlement with care

During the planning phase, we confirmed that, over the life of developing the concession, our project would require the resettlement of more than 270 households. Land acquisition, compensation, community engagement, and resettlement plans were all prepared in accordance with IFC Standards[89] to ensure that any disruption was minimised, and people's lives were not adversely affected. Our community relocation projects also included livelihood restoration measures focused on land-based means of support.

We have been open and transparent in the resettlement process, engaging with communities in advance and ensuring that their prior and informed consent is obtained for any relocation. All resettlement action plans are publicly available, and resettlement action plans are monitored alongside our community resettlement committees by an independent third party twice per year.

In 2024, we significantly advanced the resettlement programs, publishing a new plan with greater infrastructure to be delivered and more post-resettlement follow-up.

We have also established committees within each community, emphasising close collaboration with affected communities and local authorities throughout the resettlement planning and implementation process.

85 For more information, please visit the IFC Project Information Portal website: https://disclosures.ifc.org/project-detail/ESRS/24374/guinea- alumina-corporation

86 Approximately every six months.

87 In addition to our human rights impact assessment in Guinea, we also conduct human rights impact assessments for new projects in the UAE in accordance with the ASI performance standards.

88 As defined by IFC's Environmental and Social Performance Standards.

89 For more information, please visit the IFC Project Information Portal website: https://disclosures.ifc.org/project-detail/ESRS/24374/guineaalumina-corporation

These committees play a crucial role in identifying potentially vulnerable groups, overseeing compensation payments, and offering valuable guidance on resettlement site planning and housing design. Additionally, they keep community members informed of our planned activities, potential impacts, and proposed mitigation activities, and help identify projects that could enhance quality of life, beyond just impact mitigation. They also help ensure existing residents and any newcomers, arriving to take up opportunities at or around our concession, can live peacefully together.

## Our community resettlement plan so far

| | |
|---|---|
| Consultations undertaken<br>17 | Schools built<br>13 |
| Houses constructed<br>494 | Sacred sites marked for protection<br>243 |
| Health facilities built<br>8 | Solar pumping devices installed<br>100 |
| Groundwater boreholes installed<br>81 | |

**Community engagement effectiveness**

Each year we review our Social Management System to assess its effectiveness. In 2024, we further increased community engagement, and enhanced the quality of interactions, to engage with a broader cross-section of society.

We held 2,530 community engagement consultations and forums, almost 1,000 more than in 2023. This engaged with almost 54,000 local community members, more than double those engaged in 2023.

These engagements include consultation frameworks for specific groups of people, such as the Kamsar Fishermen's Coordination to review maritime safety and other issues with the fishing community near our port operations.

In 2024, our community engagement work, beyond managing community grievances, benefitted from the improved communications and greater rapport with communities. All these discussions demonstrated communities have shifted in focus from seeking access to basic infrastructure towards considering overall sustainable socio-economic development, particularly with opportunities for women and young people.

As well as weaving this into our operational planning, we have already introduced new programmes in several areas. We also ensured that our engagement methods and interactions were evidenced.

CASE STUDY

## Improving information for communities

In 2024, we completed a project with the IFC to help improve community engagement by building mechanisms to make data more available and accessible to local people[90].

Together, we have closed information gaps in areas that are important to communities and increased the flow of information. In the process, we have improved digital skills and capabilities in our team. As a result, communities are more aware of how we are addressing issues and that, in turn, helps us address challenges in collaboration with them.

90 Details of the project are available on the IFC website at https://disclosures.ifc.org/project-detail/AS/605365/gac-technical-assistance-and-advisory-services and our own disclosures are available at https://www.gacguinee.com/en/about-us/disclosures

## In memory of Mrs Marliatou Diallo

This year, we mourned the passing of our colleague Mrs Marliatou Diallo, who served as a Superintendent for Community Relations. Her passing was not related to our operations, yet her legacy remains deeply felt. She helped establish:

- Procedures to identify and avoid damaging land with high environmental value, representing a new landmark in Guinea's mining sector.
- A fast-track compensation process for communities, helping restore livelihoods more quickly and improving our relations with local groups.
- A targeted recruitment strategy, prioritising local hiring at all levels of our operations.

We are thankful for her work and the difference it has made to people in Guinea.

## Community engagement

### GRIEVANCES

- Improved turnaround time in dealing with grievances.
- More frequent and clearer communication regarding grievances.
- Ensuring alignment at community, prefecture, and district level.

### COMMUNICATIONS

- More frequent and applicable communications.
- Improved methods for communication including use of different media, venues, and attracting new audiences.

### RAPPORT

- Striking the balance between being genuinely empathetic while being clear about different accountabilities for the communities' challenges.

### EVIDENCING

- Improved use of data and technology to share progress with communities.
- Improved use of data to keep accurate records.

> Collaboration with our stakeholders is not only good practice, but also a necessity for sustainable success based on building bridges of trust and transparent cooperation.

**Ousmane Toure**
Senior Superintendent – Community Relations & Local Employment, Guinea

### Creating opportunities beyond direct employment

Livelihood and social investment projects are identified through community engagement forums and overseen by a steering committee including representatives from local communities.

Our campaigns in 2024 reached more than 22,000 community members. More than half of the community members benefitting from these programmes were women. The projects included the following:

- We contributed USD 1.8 million to the Local Economic Development Fund (FODEL), as mandated by Guinean law, to support community-based projects in education, health, access to clean water, and agricultural development. The fund is managed by local government authorities to help share the benefit of mining operations with local communities. This contribution adds to those we have made annually since 2019 and is part of our commitment to local development efforts.
- Supporting livestock farmers to relocate their herds, vaccinate them, build night enclosures and a water point, and training them on animal health. To date we have helped vaccinate over 95 per cent of their cattle and built 15 secure pens to prevent the theft or loss of livestock overnight.
- Continuation of the rice cultivation programme to develop 100 hectares of mangrove rice fields in the village of Taïgbé, reported last year. With the training and modern post-harvest equipment provided, participants achieved a yield of 34 tonnes on the 34 hectares they cultivated.
- Building on previous support for 25 community members to diversify and maximise the operation of smoking houses, reported last year, we helped further improve the structure of their smoking house in 2024.
- Continued investment in our community-based nurseries project, which provides native species for our rehabilitation needs in Guinea as well as a viable business income for 54 community members. In 2024, we purchased over 80,000 seedlings from the nurseries for our biodiversity rehabilitation projects and employed local people to plant them. This supported the rehabilitation detailed on page 58. The income generated is used to build infrastructure, including a solar-powered water retention and distribution system. Equally important, we have initiated a project to assist vulnerable individuals in four of the villages around our concession, focusing on the development of 71 income-generating activities in the agricultural and commercial sectors.
- The Tiouladjiwol Valley protected site, located within the GAC concession and distinct from the Moyen-Bafing region, has been under development since 2020. The initiative has been shaped through inclusive planning processes, participatory mapping, and on-going dialogue with community members and traditional leaders to ensure culturally sensitive and locally informed outcomes. In 2024, activities focused on supporting sustainable livelihoods through the development of market gardens, improvements in small ruminant husbandry, beekeeping initiatives, and the provision of Apsonic motor tricycles to facilitate the transport of agricultural products. These efforts aim to promote conservation-compatible economic opportunities while supporting local wellbeing and sustainable resource use.

We were also glad to be able to contribute USD 126,000, clothes, and other items to people affected by the severe flooding in Guinea in September of this year.

A new project was planned in 2024, in partnership with the NGOs Nama Women Advancement and the Jamila Foundation, for a five-year collaboration to help women and young people from communities near our concession to enhance their livelihoods. The main activities will be to build infrastructure and train local women and young people in agricultural techniques. The project would be expected to start if we are able to recommence operations at our mine.

### Improving career opportunities

In 2024, we continued our support for an advanced automotive training centre located in the city of Boké, near our mining concession. The centre was first opened in 2021 in collaboration with Development Finance Institution DEG[91] to support local Guineans seeking a future career in mechanics. Capable mechanics are highly sought after and are critical employees within the Guinean mining industry. Some graduates also choose to start their own vehicle repair businesses, which contributes to broader economic development and employment opportunities.

In 2024, a new cohort of 25 students, including 11 women, commenced their studies at the training centre. In total, since the centre opened in 2021, 72 students have completed courses and 22 of them were women.

> We strongly believe that education is the foundation of a better future and that every young girl deserves the same opportunities to fulfil her potential. This campaign is a concrete example of our commitment to inclusion and sustainable development in the communities of Boké.

**Salimatou Diallo**
Manager – Corporate Social Responsibility, Guinea

### Women empowerment

We continued our on-going support of the Bélikindi Youth Cooperative, which trains young women in modern sewing techniques for producing PPE used in the mining industry.

> At GAC, we firmly believe that gender diversity is a source of strength. By cultivating an environment in which every voice is valued and everyone can flourish, we encourage collaboration and innovation, and work towards building a more equitable, sustainable and meaningful future for all.

**Mariama Cire Diallo**
Senior Officer – Payroll, Guinea

We, as well as our sub-contractors, have sourced PPE items including flags, uniforms, and windsocks from the Cooperative. In 2024, 30 women were trained.

### Corporate Social Responsibility

As part of our CSR activities, we promoted volunteering opportunities, awareness campaigns, and collaborated with community partners aiming to drive a positive contribution to Guinean society.

In late 2024, we launched a new phase of awareness campaigns in partnership with the local NGO, Club des Jeunes Filles Leaders de Guinée, to promote girls' access to education in the Boké region. The campaign not only encourages girls to go to school but also addressed cultural barriers to girls accessing education.

Together, we mobilised pupils, families, teachers, and community leaders. More than 50 volunteers from among our employees and subcontractors helped the campaign, which reached over 9,000 people. Messages broadcast on local radio reached at least another 3,000 people.

The importance of this campaign became even more clear with a recent demographic study showing that 52 per cent of inhabitants near our Boké mining concession are women, of whom 81 per cent are illiterate.

### Security practices in Guinea

As part of our human rights risk assessment, we have considered the potential for negative interactions between the community and security personnel.

Security for our operations is provided by an external security provider and our own security staff, all of whom have been trained to follow the Voluntary Principles on Security and Human Rights[92]. We conduct refresher training every six months.

Crisis scenarios and security responses that could create or exacerbate community tensions are reviewed with planned mitigation measures. This helps to ensure GAC understands its role, and that staff are appropriately trained. Training components include relevant Guinean and international laws, and the UN Basic Principles on the Use of Force and Firearms by Law Enforcement Officials.

Alongside efforts within our security teams, we lead several initiatives with local stakeholders to promote safety and security for all.

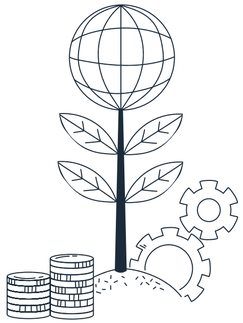
91 Deutsche Investitions- und Entwicklungsgesellschaft: https://www.deginvest.de/
92 Details available at: https://www.voluntaryprinciples.org/

# Community engagement: refining, smelting, and casting

Our dedicated UAE CSR team actively engages with local communities to gather feedback and understand how we can best contribute to enhancing their quality of life. Engagements are conducted with local communities, regulatory authorities, and non-profit organisations through multiple channels including direct meetings and community needs assessments. We also offer volunteering opportunities to inspire our employees to contribute to our communities and enhance social outcomes.

### UAE CSR strategy

Our CSR strategy is built upon four key themes:



- Entrepreneurship
- Fostering STEM education and career pathways for young individuals
- Advocating for gender diversity
- Promoting aluminium recycling

> EGA has a commitment to create a positive social change in our communities. Our CSR strategy focuses on supporting local communities and ensuring we are addressing their needs. Beyond this, our key projects focus on supporting STEM education in cooperation with the Ministry of Education, aiming to inspire and educate the next generation. We continue to promote aluminium recycling in the community through various activations. In addition, we strive to support local entrepreneurs as part of supporting the UAE's economy. Furthermore, we continue to support women working in heavy industries as part of our commitment to gender diversity. All these initiatives reflect our dedication to sustainability and community development, and to ensuring our positive community impact in the markets where we operate.

**Rania Tayeh**
Director – Corporate Social Responsibility, UAE

## EGA CSR pillars, themes, and initiatives

| CSR Pillars | Our neighbouring communities | Our broad society | Advocacy |
|---|---|---|---|

| Themes | Entrepreneurship | STEM education | Aluminium recycling | Gender diversity |
|---|---|---|---|---|
| **Programmes and Initiatives**[93] | EGA Ramp-Up | Engineer the Future<br>The EGA Aluminium Design and Innovation Challenge<br>EGA Ambassador Programme | UAE Aluminium Recycling Coalition<br>Every Can Counts[94] RECAPP by Veolia[95]<br>Nadeera on Yalla Return[96]<br>IAI Global Aluminium Recycling Alliance | United Nations Women's Empowerment Principles member<br>Challenger Programme<br>CSR Programme female participation targets |

# CSR initiatives

### STEM education

Our Engineer the Future Programme supports school students from grades 9-12 to continue their studies in STEM by serving as a bridge between classroom learning and industry applications and practices. The intent is to foster a passion for STEM subjects, encourage innovative thinking, and provide students with real-world exposure to STEM-associated industries. The programme is delivered in partnership with the Ministry of Education.

Engineer the Future involves EGA representatives visiting schools to offer interactive learning experiences covering various themes from sustainability to innovation. Students are provided with hands-on workshops and open-stage events, engaging them in STEM-related activities and discussions.

As part of the programme, we host the EGA Aluminium Design and Innovation Challenge, where students work on design projects related to the use of aluminium in sustainable mobility, space solutions, architecture, product design, and green solutions.

Additionally, our Ambassador Programme supports university students in STEM fields by encouraging them to consider careers in industry. Led by young Emirati engineers and professionals at EGA, the Ambassador Programme aims to inspire the next generation of industry leaders.

93 For more information on EGA's CSR programmes and initiatives visit: https://www.ega.ae/en/sustainability/our-csr-initiatives-in-the-uae

94 For more information visit: https://everycancounts.eu/ar-en

95 For more information visit: https://www.gorecapp.com/

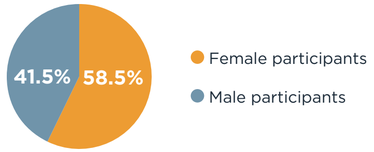
96 For more information visit: https://www.nadeera.org/yalla-return

97 Figures for the academic year 2024-25.

### Engineer the Future [97]

Schools participated
28

Students
7,330




### EGA Aluminium Design and Innovation Challenge

Teams signed up for the EGA Aluminium Design and Innovation Challenge
308

### EGA Ambassador Programme

Universities
1. Emirates Aviation University
2. American University of Sharjah
3. Ajman University.

132 Students

## EGA Ramp-Up

Our EGA Ramp-Up Programme supports UAE entrepreneurs in the areas of sustainability, technology, waste management, digital transformation, human capital, and social advancement. Through practical support and coaching, powered by UAE-based social enterprise C3 and under the patronage of the UAE Ministry of Economy, the programme fosters a thriving entrepreneurial ecosystem in the UAE.

Start-ups that reach the final stage of the programme are assessed for their eligibility to receive financial rewards from EGA. They are also considered in EGA's procurement processes.

In 2024, the programme successfully completed its second season of investing in local entrepreneurs:

- Phase 1 commenced with a three-month campaign to drive awareness and interest in the programme. The campaign reached 1,475,926 start-up founders across the region and resulted in over 600 applications from entrepreneurs and start-ups. The programme featured online courses on effective entrepreneurship including Introduction to the Start-up Journey and Funding Landscape, Introduction to Impact Entrepreneurship, Market and Competition, and Theory of Change and Impact Measurement Fundamentals.
- Phase 2 targeted only start-ups and resulted in 120 applications. Twenty selected start-ups received comprehensive training and access to EGA's expert network focusing on business, strategy, and impact fundamentals. An e-learning platform was also used to provide a seamless learning experience, where recordings and materials were made available online.
- 10 start-ups were selected for Phase 3 from a variety of sectors. The start-ups underwent six months of mentorship provided by mentors from EGA and the C3 network, helping them to scale their business and make a meaningful impact in their respective sectors.

Ten shortlisted entrepreneurs received tailored mentoring from EGA and C3 on finance, business strategy, and sustainability. Finalists included Amp, AR Engineering, BaseTracK, Falcon Robotics, Seramic Materials, StrategyConnect, Takalam, Tenderd, The Surpluss, and TranspRight.

The programme concluded with an Investor Pitch Day at EGA's headquarters, where The Surpluss won first place (AED 150,000), followed by Amp (AED 100,000) and AR Engineering (AED 75,000). The remaining start-ups each received AED 30,000. Winning business models aligned with the UN SDGs, addressing environmental technology, energy analytics, sustainability, and supply chain innovation.

As part of our dedication to delivering effective and impactful programmes while continually striving for improvement, we evaluated the EGA Ramp-Up Programme. This comprised surveys after each workshop to gather insights on the training sessions and a final programme survey to assess additional support areas covered during the mentorship phase.

Feedback on the training programme was overwhelmingly positive. 67 per cent of participants reported being very satisfied with the overall experience, while the remaining 33 per cent indicated they were satisfied. In total, 95 per cent said they would likely or very likely recommend the programme to other entrepreneurs. Participants also highlighted the value of the overall training experience in strengthening their business capabilities.


> Collaborating with the EGA CSR team has provided me with a specialised skillset to effectively influence the logistics sector in achieving net zero goals, aligning with the UAE's vision.

**Ahmad Al Falasi**
Founder and CEO, TranspRight, UAE

### Finalists of the EGA Ramp-Up Programme

FALCON ROBOTICS | Seramic | TENDERD | StrategyConnect | TranspRight | BASETRACK | takalam

### Winners

SURPLUS | AR Engineering

★★★★½

Percentage of EGA Ramp-Up participants would recommend the programme to other entrepreneurs

95%

### Aluminium recycling

Aluminium is already the world's most recycled material, with three-quarters of all the aluminium ever made still in use today. However, too much aluminium is still thrown away and lost in landfills. EGA is committed to raising awareness, and promoting and advancing recycling efforts, which we achieve through a range of initiatives and strategic partnerships[98].

Having launched the Aluminium Recycling Coalition[99] in 2023, to raise awareness in the UAE, in 2024 we partnered with beverage can-makers Crown and CANPACK[100] to introduce the Every Can Counts campaign[101] to the region. This innovative campaign, already operating in 21 countries, encourages consumers to recycle aluminium drinks cans with a focus on out-of-home consumption and collection.

The new UAE chapter, launched during COP28, is the third outside of Europe, after only Brazil and the U.S. It will run educational and recreational activations at festivals, beaches, and other popular locations.

We continued to partner with RECAPP by Veolia, a programme that facilitates the promotion of aluminium recycling within schools and universities across the UAE. RECAPP, as the implementation partner, oversees the establishment of recycling drop-off points strategically positioned for convenient access by students. In 2024, the partnership added 20 further educational institutions to the 12 involved since the original launch last year, as well as home collections. Together, we collected 145,000 used drink cans in the year following the launch in July 2023.

Our partnership with 2023 EGA Ramp-Up Programme finalist Nadeera on Yalla Return[102], reported last year, has rolled out the ten technology-enabled recycling stations at vertical communities near EGA operations.

Finally, we joined the Global Advocacy Plan at COP28 as a supporting company to promote aluminium can circularity. Spearheaded by the IAI, this initiative brings together signatories to enhance global aluminium can recycling rates from 71 per cent to 80 per cent by 2030. The plan, developed for the Global Beverage Can Circularity Alliance (GBCCA), involves 10 companies, 13 associations, and key entities like the ASI and Every Can Counts. EGA is proud to be among the supporting companies.

**Every Can Counts potential annual impact**

Aluminium drinks cans disposed of in UAE
660 million

Current recycling rate in UAE
33%

Recycling rate in leading countries
95%

### Gender diversity

EGA is a signatory member of the United Nations Women's Empowerment Principles, showcasing our commitment to promoting gender diversity. This dedication resonates with our public advocacy pillar to promote gender equity within the broader community and greater society. It is also in line with our goal to increase the participation of women at EGA.

The focus theme of gender diversity is integrated across all CSR pillars and programmes at EGA. We have set a target to achieve between 30 per cent and 50 per cent female participation in our CSR programmes, and we surpassed this in 2024.

In addition, our approach entails engagement with esteemed community stakeholder groups such as UN Women[103], Aurora50[104], and NAMA Women Advancement[105]. We seek to explore actionable ways in which we can further support gender equity in the UAE, particularly within heavy industry.

In 2024, we hosted:

- A workshop with NAMA for 40 DEI champions on best practices in advancing inclusion goals.
- Seven panel discussions as part of the Global Women Forum, which took place in Dubai in November.

EGA also awarded a contract this year to the new start-up IMPACTIV to roll out a community-based project supporting female mentorship in universities, which will commence in 2025.

### Volunteering

We promote and offer volunteering opportunities for all our workforce in the UAE. These opportunities include work in local communities, humanitarian support for overseas disasters, or involvement in our CSR projects that promote STEM education, entrepreneurship, or recycling.

As part of our commitment to community volunteering, we provide designated time during work hours for employees to engage in volunteer activities.

### Security practices in the UAE

Our security personnel in the UAE play an important role in providing emergency support and ensuring the safety of employees, visitors, and customers at our premises. All our security staff in the UAE are trained in line with the Voluntary Principles on Security and Human Rights.

## Community engagement: recycling

We do not yet have an engagement strategy specific to our EGA Leichtmetall recycling operations in Germany. Each year we donate to a local charity, as detailed below.

## CSR initiatives

Every year, EGA Leichtmetall donates to a local charitable organisation that supports terminally ill patients to fulfil their final wish when, for health or financial reasons, they can no longer do so themselves.

> "Our partnership with EGA's CSR team reflects a bold shift from traditional CSR to purpose-driven change – supporting systemic gender diversity in heavy industries through the Challenger Programme and advancing women in research by contributing to our Jawaher Fund. Together, our commitment goes far beyond conventional corporate giving."

**HE Mariam Al Hammadi**
Director General – Nama Women Advancement Establishment, UAE

98 For more information visit: www.ega.ae/en/aluminium-recycling
99 For more information visit: www.ega.ae/en/promoting-aluminium-recycling
100 For more information visit: www.media.ega.ae/every-can-counts-launched-in-uae-by-ega-crown-and-canpack/
101 For more information visit: www.media.ega.ae/every-can-counts-launched-in-uae-by-ega-crown-and-canpack/
102 For more information visit: www.nadeera.org/yalla-return
103 For more information visit: www.unwomen.org/en
104 For more information visit: www.aurora50.com/inclusion-summit
105 For more information visit: www.namawomen.ae/en

CASE STUDY

## Challenger Programme

Under the patronage of the Ministry of Human Resources & Emiratisation, EGA has created the Challenger Programme, the UAE's pioneering women's industrial network. This initiative brings together major industrial companies traditionally dominated by men, with the shared aim of advancing gender diversity.

The goal of the Challenger Programme is to make quicker progress on gender diversity by sharing innovation and best practice on practical challenges companies face, from redesigning worker accommodation to amending policies and procedures, and together advocating for more women to join industry.

The first companies who joined the Challenger Programme include: ADNOC, Ducab, EMSTEEL, Siemens, Strata, TAQA, and TechnipFMC. In 2024, we formed a steering committee to drive the programme and commissioned research to understand the challenges and opportunities for women working in heavy industry in the UAE.

**Volunteering efforts in the UAE during 2024**

| Hours | Volunteers |
|---|---|
| 1,185 | 411 |


# Working at EGA

**We prioritise the wellbeing and professional growth of our employees, building a culture where our company thrives through alignment with our four core values.**

These values form the foundation of our commitment to creating a positive work environment, fostering equity, promoting employee wellbeing, and encouraging collaboration among teams. By upholding these values, we strive for the overall success of our business and the satisfaction of our workforce.

Our goal is to attract and retain top talent by offering competitive salaries, benefits, and growth opportunities, fostering a positive work environment for long-term employee retention. We provide our full-time employees with comprehensive benefits including life insurance, health insurance, medical check-ups, parental leave, and compassionate leave to support employee engagement and wellbeing.

## Culture and values

In 2024, we focused on our recognition systems, psychological safety, and continuing to build our values-based culture. Work continued from 2023 with our Feedback is a Gift Programme, and initiatives to embed our values in recruitment procedures and streamline our promotions process.

Culture efforts centred in three key areas:

- Developing an agile mindset: a continued focus, aligned with EGA's broader digital transformation strategy, with various initiatives launched in 2024.
- Enhanced employee recognition: reinforcing appreciation for employees at all levels by consolidating existing programmes, while making them more transparent and accessible.
- Promoting fairness and integrity: multiple internal campaigns to increase awareness of EGA's core integrity and fairness value, with educational and engagement efforts.

## Human capital approach: mining

The human capital policies and procedures for our mining operations in Guinea are aligned with associated ILO[106] and IFC[107] performance standards.

Most employees are members of one of the national trade unions for the mining sector, and all are covered by collective bargaining agreements[108]. We have established a rapport with the unions in the company and meet with their representatives quarterly to prevent and resolve any potential work-related issues[109]. In 2024, we successfully concluded a crucial round of negotiations with unions.

In 2024, our local team also undertook a comprehensive review of key policies and engaged in the first wave of the company-wide digitalisation project to enhance the employee experience.

## Human capital approach: refining, smelting, and casting

There are several UAE-specific human capital issues the team in our refining, smelting, and casting operations considers, including that freedom of association and collective bargaining are restricted under UAE law. Nevertheless, at all levels of our organisation we encourage open communication, and support colleagues in sharing their concerns and ideas for improving our working environment and the wellbeing of our staff.

106 International Labour Organisation.

107 International Finance Corporation.

108 In Guinea, minimum notice periods regarding operational changes and provisions for consultation and negotiation are specified in collective bargaining agreements.

109 Federal Law no. 3 of 1987 (as amended).

We also provide a dedicated employee care centre in the UAE managed by a contracted third party. The primary purpose of this facility is to support our staff by addressing any inquiries, concerns, or problems related to their employment at EGA.

## Human capital approach: recycling

EGA Leichtmetall encourages a culture of open communication and direct feedback. If an employee has concerns to report outside of the usual feedback mechanisms, they can raise them confidentially and are protected by a whistleblowing process that conforms with German legal requirements.

## Fostering feedback

We value our employees' viewpoints and actively encourage feedback through employee engagement initiatives.

Our twice-yearly Mashura Pulse employee engagement survey[110] enables employees in our refining, smelting, and casting operations to provide feedback directly to our leadership and drive future change within the company. On average, 86 per cent of our employees participate in this feedback process.

**84%** of surveyed employees participated in the last Mashura Pulse in 2024

The survey addresses various dimensions of our business, including safety, sustainability, innovation, continuous improvement, teamwork, integrity, and fairness. It is a valuable tool for gathering feedback from employees, as well as fostering engagement and communication within the organisation.

The results help to guide continuous improvements in our business and culture, and foster a more engaging work environment. Following the survey, findings are shared with our Executive Committee and all leadership functions, who identify improvement initiatives by participating in action planning workshops.

In 2024, we gained several insights from Mashura Pulse:

- Employees appreciated the improvements made in areas such as recognition for good performance, managers holding people accountable for delivering against goals, and communication between senior management and other employees.
- Areas where we need to continue to focus include cooperation between departments and ensuring people feel able to speak out about potential improvements in how EGA operates.

Furthermore, we organise townhall sessions to connect with employees, seek their feedback, and provide responses to their inquiries, ensuring a platform for open, transparent communication.

## Remuneration and compensation

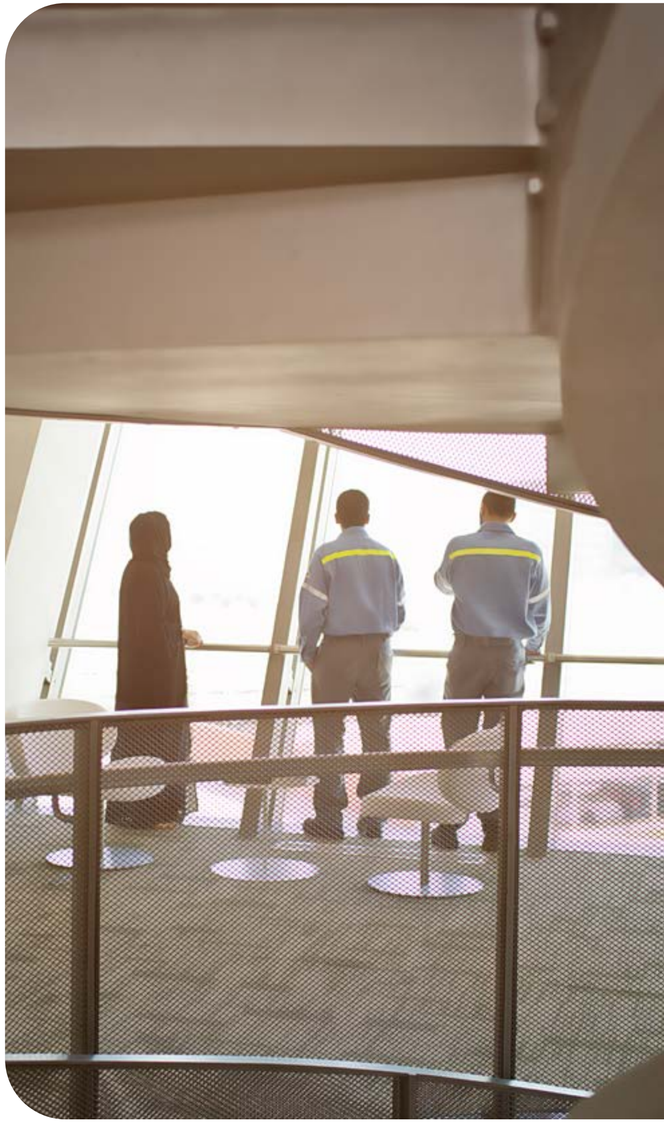
EGA remains focused on ensuring remuneration practices continue to present a fair reflection of the Company's performance, while maintaining competitiveness versus peers and aligning with the interests of all key stakeholders.

## The role of EGA Board of Directors, Human Capital Committee, and GAC Board

The EGA Board of Directors, with the endorsement from the Human Capital Committee (a sub-committee of the Board) and GAC's Board, aims to ensure that the executive compensation policy direct the efforts, values, and behaviours of leaders to create safe and sustainable long-term value for stakeholders.

The EGA Board of Directors and Human Capital Committee are comprised of members from outside of EGA, primarily representatives of the organisation's shareholders. The Committee has access to both executives and senior management, who are invited to join and present at meetings on a regular basis.

110 A specialised external provider administers all Mashura Pulse surveys to ensure an impartial, unbiased, and confidential process.



## Fair and responsible pay

The principle of fair and responsible pay continues to guide EGA's decision making, as does our aim to appropriately acknowledge the contribution of the company's employees. We recognise the dynamic nature of compensation, and our remuneration policy reflects both our pay philosophy and the current realities of our business and industry.

EGA and the Board, with the endorsement of the Human Capital Committee and GAC's Board, are responsible for ensuring that remuneration practices are equitable and attract, motivate, and retain a skilled, global workforce. This extends to ensuring that good governance is upheld and applied through the remuneration framework at every level so there is fair, responsible, and competitive remuneration.

We conduct annual benchmarking for salaries across our organisation to ensure alignment with the market. The results are presented to senior leadership to inform strategic decision-making on talent retention and competitive incentive packages.

In 2024, the Board approved a scheme to attract and retain high-performing employees who are UAE Nationals, entering into effect in 2025.

## Executive pay

At EGA, senior executive pay is determined in accordance with our Executive Compensation Policy, which details entitlements around fixed pay and variable pay, namely our short and long-term incentives. A competitive fixed pay is provided to our executives to ensure that their experience, skill, contribution, and appropriate market comparisons are fairly reflected and applied. Salary benchmarking is conducted regularly through retained independent salary survey providers.

Both the short-term and long-term incentive plans are regularly reviewed and revised in as needed by independent remuneration consultants, with the last review round being completed in 2023. These revisions still align with market best practices, continue support for the strategic priorities of the business, and reflect the interests of shareholders and stakeholders.

ESG goals are represented in incentive plans. For the short-term incentive element, this is based on annual, Board-approved scorecards. The long-term incentive plan is based around a three-year performance period and ESG measures made up 30 per cent of the total metrics in 2024.

## Retirement and other benefit provisions

In compliance with applicable local legislation, employees are eligible for retirement fund and/or related service benefits, aligned to the relevant local schemes in each jurisdiction. The retirement fund benefit schemes for executive management are aligned to that of employees.

At our recycling operations, employees receive a broad range of benefits that include, in addition to the insurance detailed on page 89, life insurance, parental leave, and retirement provision.

EGA does not operate any sign-on bonuses or recruitment incentives. In the event of a termination, EGA has the discretion to allow the employee to either work out their notice period or to pay the base pay for the stipulated period in lieu of notice. The base pay includes basic salary and other benefits but excludes variable pay. Severance packages, also referred to as 'golden handshakes', are not issued.

## Clawback

The company will consider applying clawback for the long-term incentive plan at any time during the three years, beginning (and including) the date on which such payment is made to the relevant participant.

The clawback will survive the termination of a participant's employment with the Group, based on the following trigger events:

- The discovery of action or conduct of a participant which, in the opinion of the company, amounts to gross misconduct that occurred prior to award or vesting.
- The determination of any amount payable under the plan being based on data that turns out to be manifestly wrong and/or inaccurate for any reason.

## Our residential facilities

We operate residential facilities for employees with the goal of ensuring that our people feel at home even when they are away from home.

### Residential facilities: mining

Our residential site at Tinguilinta includes a gym, tennis courts, football fields, basketball courts, canteen, and accommodation facilities.

**Employees in our mining operations receive:**

- Retirement provision and pre-retirement planning support
- Severance pay
- Life insurance
- Disability and invalidity coverage
- Maternity leave
- Residential provision, if their role requires
- Shuttle transport to various locations from our mine
- Lunch at our on-site canteen
- Travel insurance, for expatriate employees who need to travel to and around Guinea
- Interest-free salary advance

**Employees in our refining, smelting, and casting operations receive:**

- Life insurance
- Health Insurance
- Disability and invalidity coverage, critical illness, and voluntary life insurance top up
- Parental leave
- End of service benefit provision and overtime (as per labour law)
- Allowances (e.g. housing, shift, safety)
- Interest-free salary advance
- Annual merit & short-term incentives (subject to Board approval)
- Leave travel benefit
- Residential provision with separate accommodation for women
- Long service awards
- Flexible working benefit

We understand the importance of going beyond meeting basic needs, and that the quality of residential facilities and staff engagement activities have a profound impact on our employees' psychological wellbeing.

We organise activities every year, such as a half marathon for our staff members. We also equip employees with the best tools to work effectively and flexibly, such as by distributing rugged smartphones for all employees. This also increases connectivity, particularly for those in the field, who can then share real-time information with colleagues and partners.

### Residential facilities: refining, smelting, and casting

Our residential facilities in Jebel Ali have been in operation since our founding in Dubai. They are home to almost 2,000 employees and contractor staff that work at our UAE facilities.

For our long-term facilities in Jebel Ali, we have adopted proactive measures to collect feedback from residents. This approach helps us gain insights into areas where we can enhance our facilities and address any concerns raised by residents.

In response to our residents' feedback, we have updated the air conditioning system at our accommodation facilities, provide free laundry services, continue to provide maintenance teams available on call for seven days a week, and free high-speed internet access for all residential areas.

We have always provided substantial recreational facilities for our Jebel Ali residents, including a canteen catering for the diverse nationalities of our residents, a swimming pool, golf course, tennis courts, and cricket ground. We also provide residents with a transportation service to reach recreational destinations in Dubai. All residents also have access to free, 24-hour medical care at on-site clinics staffed by qualified doctors and nurses.

CASE STUDY

## Our EGA Jebel Ali residential area facilities include:

**Outdoor sports facilities:**

- Outdoor swimming pool
- Golf course
- Cricket ground
- Hockey field
- Football ground
- Tennis court

**Indoor sports facilities:**

- Men's and ladies' gym
- Basketball court for men and women
- Volleyball court
- Badminton court

**Leisure pursuits:**

- Music room
- Ladies' indoor games facility
- Gardening club
- Billiards

**Supermarkets and food areas:**

- Local supermarket
- Canteen
- BBQ area

**Health & wellbeing:**

- Medical clinic
- Laundry facility

**Practical services:**

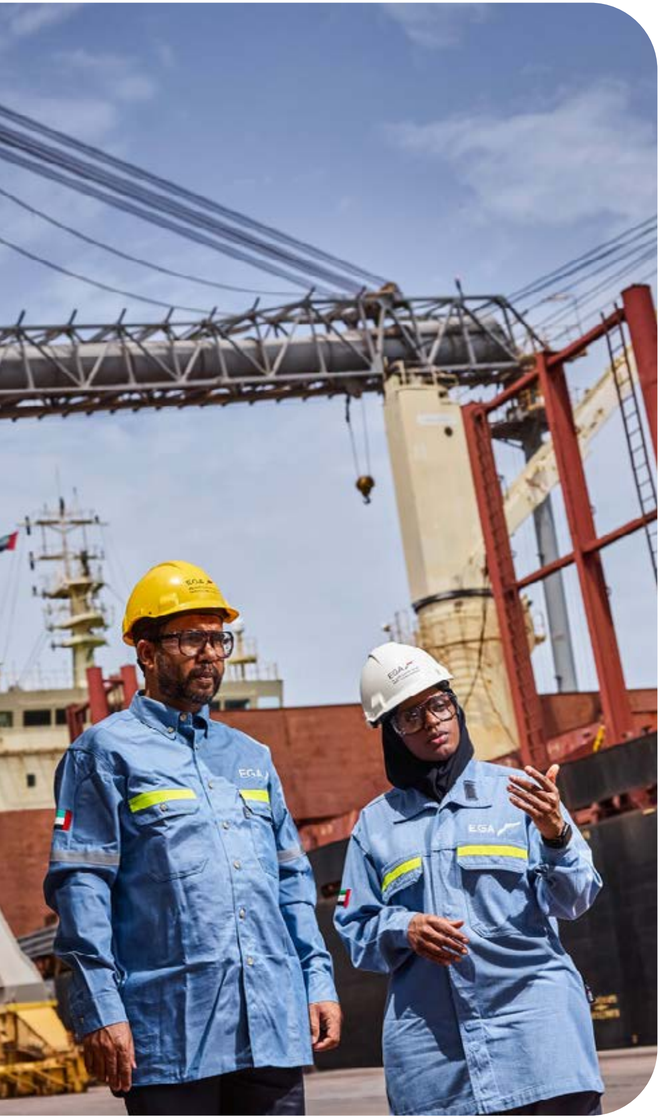
- 24-hour reception
- Free Wi-Fi
- ATM
- Mail room


> I lived in the EGA Jebel Ali Residential Accommodation for 15 years and my experience is not just that the amenities are luxurious, but also that it creates a space that fosters wellbeing, connection, and a sense of belonging.

**Ian Santos Manalac**
Senior Operator – Reduction & EGA resident, UAE

> Our facilities reflect EGA's excellence. From various dining options to clean living spaces, everything is designed to support wellbeing and create a community we're proud to be part of.

**Maitha Abdulla Mohamed Yousif Al Marzooqi**
Senior Officer – Facilities Management & Services, UAE



# Diversity, equity, and inclusion

**At EGA, we proudly welcome employees from diverse corners of the globe. We are a global organisation with a workforce comprised of over 80 different nationalities. We embrace and celebrate the wealth of perspectives, ideas, and cultures that such a diverse workforce brings.**

Our DEI strategic framework considers how to support equal opportunities for our workforce, communities, and supply chain. The framework also enables us to advocate for DEI issues through industry groups and events. Our mining operations in Guinea and refining, smelting, and casting business in UAE then each have their own, local strategy and targets.

## Inclusion and gender balance

We recognise that the metals and mining industry has historically been a very male-dominated sector, capable of creating a non-inclusive work environment for female employees. We are seeking to challenge this archetype, with plans to create a more inclusive workplace and increase female representation among our workforces.

Our Code of Ethics for the UAE[111], Guinea[112], and Germany[113] all expressly prohibit any form of discrimination based on gender. Our basis for hiring is built on a consistent, fair, and merit-based approach providing equal opportunities irrespective of gender.

Furthermore, our remuneration structure remains identical, ensuring gender equality in compensation. EGA reviews gender pay ratios on an annual basis. While we consider pay-related information to be confidential, we can confirm that no significant gender pay gap issues are observed company wide.

People of determination are also a focus, with efforts underway to explore how best to include them in our operations by identifying roles suited to different capabilities.

**9.8%**
of all employees are women, exceeding our target of 9.3%

**29%**
of new hires in our mining operations were women

**26%**
of new hires in our refining, smelting, and casting operations were women

**23%**
of supervisory positions in refining, smelting, and casting now held by women

111 Available at https://www.ega.ae/en/about-us/our-policies-and-certifications
112 Available at https://gacguinee.com/en/about-us/our-policies-and-certifications
113 Available at https://www.leichtmetall.eu/en/downloads/pdfs

> At EGA, we have made remarkable strides in catalysing our gender diversity. We are committed to fostering an organisational ecosystem where everyone feels valued and empowered, unlocking teamwork and innovation that will lead to a more sustainable and inclusive future.

**Shakia Tasheka Sewell**
Senior Manager – Culture & Engagement, UAE

### Inclusion and gender balance: mining

We understand the importance of expanding opportunities and choices for female employees in our mining operations in Guinea. At the same time, we recognise the diverse cultures and faiths present in the country.

Through our continuously evolving DEI Programme, we are witnessing a growing female presence in both technical and support roles. In 2024, 13 per cent of our workforce in mining were women, progressing towards our target of reaching 20 per cent by 2030. This was supported by 29 per cent of our new hires being women this year.

We also actively participate in forums and events that promote gender equity in the mining sector, as well as female health, wellbeing, and belonging, including Women in Mining industry workshops, International Women's Day events, and Pink October.

Applying the recommendations to establish a culture that eliminates any form of discrimination, made following the employee survey reported last year, we held Zero Discrimination Day in July 2024 to raise awareness among EGA employees in Guinea. Issues relating to inclusion were also covered in the human rights survey we completed in preparation for an ASI audit.

Our efforts to promote gender diversity also extend to engaging with suppliers of goods and services, and neighbouring communities. We actively promote women-led businesses through qualification programmes and incentive measures to strengthen their participation in our supply chain.

Our community programmes place a strong emphasis on supporting female community members, accounting for the needs of their families, especially those with young children. See page 79 for details of awareness-raising campaigns about the importance of education for young girls.

### Inclusion and gender balance: refining, smelting, and casting

EGA is committed to advancing gender diversity through external partnerships, internal campaigns, and ongoing monitoring and reviews of key performance indicators.

We are one of the founding members of Aurora50's NOORA network, a professional community initiative in the UAE focused on increasing gender diversity in boardrooms through mentorship, training, and networking opportunities for women.

### Refining, smelting, and casting targets

Our refining, smelting, and casting workforce in the UAE now has over 670 women, on permanent and temporary contracts, which is the highest number of women employed in our company history. In 2024, 23 per cent of all executive committee, management, and supervisory roles in the UAE were held by women, and we are on track to reach our goal of 25 per cent by the end of 2025.

We are also aiming for 15 per cent of our UAE workforce to be women by the end of 2026. Over 9 per cent of our total UAE workforce were female in 2024.

### Refining, smelting, and casting DEI strategy and activities

To help us reach our gender balance targets, our DEI strategy incorporates 17 initiatives to accelerate gender balance in our workforce, covering areas such as:

- Improving site facilities for women.
- Training opportunities and leadership development initiatives focused on empowering women.
- Policy updates.
- Advocating for gender diversity more broadly in our society.

The strategy sets clear expectations, including an annual gender diversity target for every department. EGA's Women's Network plays a pivotal facilitative role.

We support new, expectant, and nursing mothers while also providing maternity leave either above or in accordance with statutory requirements[114]. We have, additionally, established nursing rooms across the organisation. Employees on maternity leave are supported and treated fairly in the performance management review process.

To achieve our goals, we recognise the need to accelerate progress. We want to ensure that EGA is a welcoming place for women, particularly in parts of our business where few women have worked before. This year we addressed the following critical enablers:

- The establishment of safe and secure female accommodation for non-supervisory employees.
- New recreational and sport facilities for women.
- New policies, including a part-time employment policy.
- Work from home arrangements to support maternity cases.
- A company-wide awareness campaign, including virtual and in-person learning opportunities.
- Conducted unconscious bias training.
- Embedded DEI into safety inductions and our general employee induction process.
- Accelerating the addition of more female restrooms, prayer rooms, and nursing rooms.
- Launched our DEI Leadership Assessments and Toolkit across our major teams to inculcate inclusive behaviours.

We evaluate the effectiveness of all initiatives annually to ensure they are moving us toward achieving our gender equity goals.

### Inclusion and gender balance: recycling

Our EGA Leichtmetall operations does not currently have a formal DEI strategy and targets. In 2024, 12 per cent of the overall team of 65 people and one of our seven new hires were women. Eleven nationalities are represented across the team.

CASE STUDY

#### Including people of determination: mining

Mining is an industry with high safety risks and, in countries like Guinea, legal requirements for every job candidate to present aptitude certificates. These issues can limit job opportunities for some people with disabilities.

In our mining operations, we have a policy of finding ways to redeploy any employee who is no longer physically able to perform their current role, whether temporarily or permanently. Our first course of action is always to seek an alternative role within the company or, in some cases, create a new role.

In 2024, we helped two field workers transition to office-based roles.

114 In Guinea, maternity leave is also established through collective bargaining agreements, reflecting the local labour code.

# Local recruitment

We support the shared goals of both Guinea and the UAE to enhance the skills and employability of their respective citizens, thereby unlocking their full potential for contributing to the national economy. In both Guinea and the UAE, we have set local recruitment objectives aimed at increasing the representation of locals within our workforce.

Our Emiratisation and Guineanisation Programmes provide well-defined pathways for career progression through structured development and training programmes, designed to attract, develop, and retain UAE and Guinean nationals.

In 2024, 19 per cent of our UAE workforce were UAE Nationals, and over 87 per cent of our Guinea workforce were Guineans.

In Guinea, our hiring practices place emphasis on individuals from within the zone of influence of our mine in Guinea[115], whenever the right skill set is available.

## Supporting local recruitment in the UAE

| | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|
| National employees | 1,139 | 1,249 | 1,241 | 1,334 |
| Expatriate employees | 5,396 | 5,451 | 5,506 | 5,697 |
| Total staff | 6,535 | 6,700 | 6,747 | 7,031 |

## Senior management hired from the local community in the UAE

Nationals in Executive Committee

2024

50%

Nationals in senior management (grade F & above excluding ExCo)

2024

39.5%

## Supporting local recruitment in Guinea

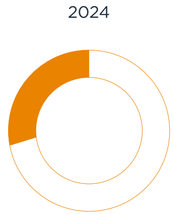
| | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|
| National employees | 361 | 363 | 396 | 408 |
| Expatriate employees | 73 | 61 | 64 | 58 |
| Total staff | 434 | 424 | 460 | 466 |

## Senior management hired from the local community in Guinea

Nationals in Executive Committee

2024

31%



Nationals in senior management (grade F & above excluding ExCo)

2024

43%


115 The zone of influence is the area over which a mine's operations have direct or indirect environmental, social, and economic impacts.

# Employee development

**We invest in the development of our people at all levels and in all areas so we can become a talent-driven organisation. We believe that our people and culture are at the heart of our success, creating a distinctive competitive advantage that drives improved business performance.**

Each year, all active employees have interim and year-end performance reviews. We are also committed to investing a minimum of five days of development each year for every employee in EGA. This increases access to high-quality training and development opportunities for a broader spectrum of EGA employees, offering a range of learning options to suit individual needs. In 2024, 82 per cent of employees achieved their target to complete 40 hours of training.

## Global programmes

We continue to modernise our training and development efforts across EGA. This includes using digital learning platforms like edX, LinkedIn Learning, OpenSesame, and Axonify, as well as augmented reality and virtual reality training platforms. More than 7,650 employees and contractors accessed these platforms in 2024, collectively engaging in over 68,095 days of development.

### Leadership Excellence Programme

More than 400 leaders have graduated from the Leadership Excellence Programme out of the 900 we aim to complete the programme by 2026. A further 205 are midway through the journey and over 170 more start in 2025.

The programme is a key element of our cultural transformation efforts, redefining leadership at all levels to drive performance with behaviours aligned with our purpose, mission, values, and strategy. The nine-month journey blends experiential learning, coaching, and peer engagement. Participants are selected from among those nominated by senior leaders in their operational area.

### Technical training

A major technical training transformation strategy ramped up, as we change how we train people in the areas of operational excellence and safety. It includes an on-the-job coaching programme, where employees nearing retirement impart know-how to others in their team.

### LEAP Graduate Development Programme

We further updated content in the LEAP Graduate Development Programme and increased the frequency of mentoring sessions that participants receive.

### Skills for young employees

We continued to strengthen FURSA, EGA's youth educational and development platform, which aims to upskill young employees. FURSA offered 26 curated programmes in 2024, including 17 academic courses delivered by leading global institutions such as Silicon Valley Innovation Center, London Business School (LBS), and the University of Bradford. The most popular courses were the Oxford Artificial Intelligence Programme, Engineers Without Borders by NomuHub, and Next Level Leadership by LBS. By the end of the year, FURSA had engaged 226 graduates, helping to foster a strong culture of innovation, continuous learning, and global exposure within EGA's youth community.

### Study leave

We also continued to offer 15 days of paid study leave per year to any employee who is either sponsored by EGA to study a course or otherwise studying for a qualification relevant to their role at an accredited institution.

## Employee development: mining

Our specialised training team in Guinea evaluates the training needs of our mining personnel, allocates appropriate budgets, and designs tailored programmes to address these requirements. Our leadership also encourages coaching and mentoring within their teams, and we actively identify opportunities for employees to attend local conferences.

This year we implemented a wide range of development programmes, from training in technical skills for frontline personnel to advanced managerial courses for those managing people or processes and their successors. The highlights are two major high-potential development initiatives, the first to train supervisors in operations management and the second is implementation of the global Leadership Journey Programme.

Due to our concerted efforts to promote continuous learning and skills development in Guinea, our:

- Male staff's average training hours rose from 22 in 2023 to 33 in 2024.
- Female staff's average training hours increased from 33 to 36 during the same period.

The higher rate of hours for our female staff occurred due to an increase in the number of women in our workforce, as well as targeted efforts to promote inclusive and equitable development opportunities.

## Employee development: refining, smelting, and casting

EGA has numerous programmes to equip employees at all levels in our refining, smelting, and casting operations to grow within our business. Career planning, particularly through individual development plans, are central to these efforts.

Our Emiratisation Programme, detailed on page 93 above, includes several development elements:

- Internships.
- Summer work experience for high school and university students.
- Scholarships for employees and students.
- A national trainee programme for high school students seeking jobs.
- A graduate trainee programme for university graduates entering the workforce.

Scholarships are for UAE Nationals pursuing a higher education course at university-level.

EGA's National Training Programmes for UAE Nationals develop high school leavers for operational, technical, and administrative roles in our organisation. More than 5,100 UAE Nationals have graduated from these programmes since they were first established in 1982, with many then having long and successful careers with EGA.

> The hallmark of a successful organisation is its ability to convert employee learning into immediate and impactful action on the job. At EGA, we pride ourselves on investing in people's development, so they can contribute even more to EGA's success.

**Mohammad Amin Mohammad Saleh Fikree**
Senior Manager – Operational and Technical Training, UAE

In 2024, 150 trainees enrolled in National Training Programmes across various specialisations, such as Reduction, Power, and Technical. Some 93 per cent of Business Administration National Training Programme trainees successfully completed the programme.

In terms of training for employees overall, performance in key metrics improved as our:

- Male staff's average training hours decreased from 77 in 2023 to 72 in 2024.
- Female staff's average training hours increased from 81 to 102 during the same period.

### Accelerating talent

Ascend was launched in 2024 as EGA's flagship programme for accelerating talent at all levels in workforce in the UAE. Its innovative design challenges and inspires the people who are most critical to EGA's future success.

We offer five different levels of the programme, and nominated participants join a cohort for the level appropriate to their current level of seniority within EGA. Ascend runs for between nine and twelve months, depending on the level. Participants learn in the classroom, at work, and through exposure to companies and networks beyond EGA.

To date, 263 people have completed Ascend programmes and their feedback has been excellent. Responses have been particularly positive to the hands-on nature of the learning experience and the opportunity to 'bring the outside in'.

## Employee development: recycling

Our EGA Leichtmetall operations in Germany have created a culture of constantly promoting talent and developing skills for all employees.

To enhance understanding of the business as a whole and promote smooth collaboration, we operate a job rotation so people can work in other departments for a period of time. Other training we invest in has a technical and compliance focus. For example, we offer:

- On-the-job training, particularly for employees working in the casthouse.
- External qualifications, such as to obtain forklift licences, crane licences, or first aid certificates.
- Training in various areas to comply with ISO certifications.
- Specific training in technical skills, like conducting ultrasonic inspections and testing on billets we produce for aerospace market.

> A wide range of training and further education courses are offered based on demand. For this purpose, a flexible training budget is available. In 2024, for example, 15 per cent of the workforce received training in non-destructive testing methods.

**Harm Langee**
Prokurist & Chief Financial Officer, Germany

# 04

# Good governance


Corporate governance
Risk management approach
Embedding ethical practices
Business integrity
Meeting international quality standards
Customer feedback
A responsible supply chain
Local procurement
Continuous improvement and Centre of Excellence


We see governance as the foundation of responsible growth. At EGA, we embed integrity, transparency, and accountability into every level of our organisation. Our approach is participatory and evolving, shaped by active stakeholder engagement and a commitment to meeting the highest ethical and regulatory standards. By continuously strengthening our governance practices, we aim to build trust, manage risks effectively, and support our long-term sustainability goals.

**86%**
of customers are either satisfied or extremely satisfied with the quality of EGA's products

**38,198**
suggestions submitted as part of the EGA's Suggestion Scheme

**92.3%**
of audited suppliers in the UAE agreed to implement improvements or action plans to address identified negative social impacts

**42%**
of actual payments made to suppliers in the UAE

**49%**
of actual payments made to suppliers in the Guinea

**212**
Tamayaz projects submitted

# Good governance

## Corporate governance

**EGA's corporate governance practices have been designed to ensure suitable control mechanisms underpin the business's sustainable and responsible long-term growth.**

### Our Board

The EGA Board is responsible to shareholders for the company's success, strategic direction, values, and governance. The EGA Board relies on four sub-board committees for subject matter expertise.

#### Composition and skills

EGA continues to have a strong mix of talented individuals on the Board with a depth of commercial experience from a range of industries[116]. This diversity helps create an effective and entrepreneurial Board, which offers an external perspective on the business and constructively challenges the executive management, particularly when developing the company's strategy and performance.

116 For more information on our leadership, visit our leadership pages on EGA's website, or refer to the Corporate Governance Report. https://www.ega.ae/en/about-us/our-leadership

> At EGA, we see governance as the cornerstone of our long-term success. It's not just about policies and procedures; it's about fostering transparency, accountability, and making decisions that align with our core values. By keeping governance at the heart of every aspect of our operations, we not only meet the challenges of today, but also position ourselves for the opportunities of tomorrow. As we continue to evolve, our governance practices remain central to building resilience, agility, and sustainable growth, driving us to create lasting value for our stakeholders.

**Sara Abdulatif Abdulla Hassan Galadari**
Assistant Company Secretary – Legal, Ethics & Business Integrity, UAE

Members of the Board also regularly receive training and engage in other activities to understand global trends, regulatory shifts, developments in the sector, emerging best practices, and how EGA's own operations are evolving. In 2024, the Board enriched its collective knowledge through sessions on:

- Energy transition strategies
- Human capital management and incentivisation
- Immersion in EGA's on-site safety practices and culture

#### Oversight of corporate governance

The Board periodically reviews and updates its corporate governance framework to ensure it remains appropriate for the company's size and strategies. The guiding principles of EGA's corporate governance framework follow EGA's core values. The Board's goal is to ensure EGA adopts the highest governance standards to support our planned corporate growth strategy, our increased focus for environmental and social awareness, and our ambitions for the future.

#### Shareholder relations

The Board regularly liaises and engages with its shareholders to gauge, assess, and implement their responses on key matters affecting EGA's business. These matters include review of EGA's long-term strategy and business plans (including decarbonisation projects), human capital policies, and ESG targets and progress.

#### Conflicts of interest

Board members are required to disclose all other directorships on an annual basis, and these declarations are documented in the Corporate Governance Report for transparency and best practice.

At the beginning of every Board meeting, members are asked to declare any potential conflicts of interest, including both personal and business matters. For decisions needing the approval of members not present at a meeting, we require those absent to declare any conflicts of interest before their approval is considered valid.

All declared conflicts of interest, whether submitted before or during the meeting, are formally recorded in the minutes.

# EGA Board and its committees

## The Board

- Provides entrepreneurial leadership.
- Ensures effective controls for finance, risk assessment, and management.
- Focuses on long-term sustainable success and value creation for shareholders.
- Oversees ESG issues, including the identification, assessment, and management of environmental and social considerations such as climate change, human rights, and corporate social responsibility (CSR) policies.
- Oversees management, reporting, and planning on finance, human capital, risk management, regulatory compliance, and corporate governance matters.

## Human Capital Committee

- Oversees human capital matters.
- Aligns incentives with the company's medium and long-term performance, particularly sustainability and climate-change objectives.
- Ensures incentives promote adherence to appropriate ESG standards and sustainable practices.

## Technical Projects Committee

- Supports the Board in making technical decisions for the company.
- Particular focus on technology strategy, including decarbonisation solutions, sustainability, and climate-change objectives.

## Audit, Risk & Compliance Committeee

- Responsible for audit and risk management.
- Provides support on audit and risk matters related to sustainability, ensuring the company's operations align with ESG principles, standards, and goals.

## Financial & Commercial Committee

- Responsible for company's responsible investment approach and financial strategy.
- This includes a specific focus on climate change, sustainability, achieving suitable ESG standards, and ensuring financial decisions align with EGA's sustainability commitments and ESG principles.

# Executive management and committees

## Managing Director

- Member of the EGA Board
- The most senior executive at EGA
- Responsible for meeting the Board's strategic objectives and aligning the Executive Management's work with the Board's overall vision for EGA's business

## Chief Executive Officer

- Responsible for managing EGA's ongoing operations and business
- Leads the Executive Management team and develops Group strategy, in conjunction with the Managing Director and EGA Board

## 5 management committees that report to the CEO

- Support the CEO.
- Each committee has a strong track record of operational success and business leadership.
- Present to the Board and its committees regularly, upholding transparency throughout the business.

### Executive Committee

- Oversees all strategies, policies, and risks affecting EGA and its subsidiaries.
- Particular emphasis on sustainability, ESG principles, and decarbonisation efforts.
- Responsibilities include developing, implementing, and monitoring group strategy, business plans, and policies.
- Fosters synergies among group companies.
- Promotes group values, culture, and behaviour aligned with sustainability (see page 100 - 101).

### Intellectual Property Committee

- Advises on strategy for protecting, enforcing, and commercialising the Group's intellectual property rights.
- Oversees development of strategies, policies, and procedures to identify and protect intellectual property.
- Guides framework for technology marketing, licensing, transfer, and royalties.
- Evaluates licensing opportunities.
- Appoints advisors as needed to support its role.

### Strategic Procurement Committee

- Ensures continuous supply of strategic raw materials for EGA and its subsidiaries.
- Prioritises responsible sourcing practices, operational needs, ESG targets, and value for money.
- Assesses procurement strategies, monitors performance, and reviews contractual variances.
- Develops policies for the sale of surplus and waste materials to meet sustainability goals.

### Risk Management Committee

- Advises the EGA Board on the principal, current, and emerging risks facing the Group, including ESG related risks.
- Establishes and oversees framework for identifying, assessing, monitoring, and mitigating risks.
- Helps manage ESG risks within the approved corporate risk appetite and tolerance levels.
- Oversees related policies, strategies, and processes to ensure they align with sustainability goals and responsible business practices.
- Overall aim is to protect and enhance shareholder value.

### ESG Committee

- Oversees and makes decisions on actions required to achieve ESG goals.
- Sets policies, procedures, and strategic direction for EGA and its subsidiaries.
- Focuses on aligning EGA operations and decision-making processes with ESG objectives and principles.

# Board oversight and communication

In 2024, the Board convened four times to discuss critical topics shaping EGA's direction. This included topics such as:

- Strategy
- Business performance
- Governance
- Environmental health and safety (EHS)
- Finance
- Risk
- ESG matters
- Human capital
- External audit

**Areas of focus in 2024**

A significant focus was on core issues for EGA's business across risk, governance, and strategy.

To enhance the Board's capabilities in executing the company's strategy and effectively leading business areas, Board members participated in several deep-dive sessions, including:

- Business and market updates and forecasts
- EHS, with a focus on safety and key environmental initiative
- Climate change, EHS, ESG, and GHG awareness
- CSR initiatives and activities
- Capital investment
- Long-term strategy

# Board responsibility for sustainability

Throughout 2024, the Board maintained an active role in challenging and collaborating with executive management on EGA's long-term strategic planning, particularly focusing on decarbonisation and its implementation.

The Board was pleased to note in 2024 the continued implementation of EGA's 2040 strategy, which it had approved in 2023. Key areas of focus included:

- Decarbonisation of our assets, particularly power generation.
- Expansion of EGA's presence in recycling.
- Development of leading technologies to improve energy efficiency.
- Innovative solutions for bauxite residue management.

It is also noted that EGA's decarbonisation roadmap, recognising the increasing importance of meeting climate-related goals and responding to customer demand, is developed as planned.

> "At EGA we think of ESG not in terms of our external obligations, but as integral to our long-term resilience. Embedding sustainable practices and ESG metrics into EGA's long term strategy ensures we honour our responsibilities - to our communities, our environment, and our shareholders - while building a future that is both innovative and accountable."

**Kimberley Christiansen**
Company Secretary – Legal, Ethics & Business Integrity, UAE

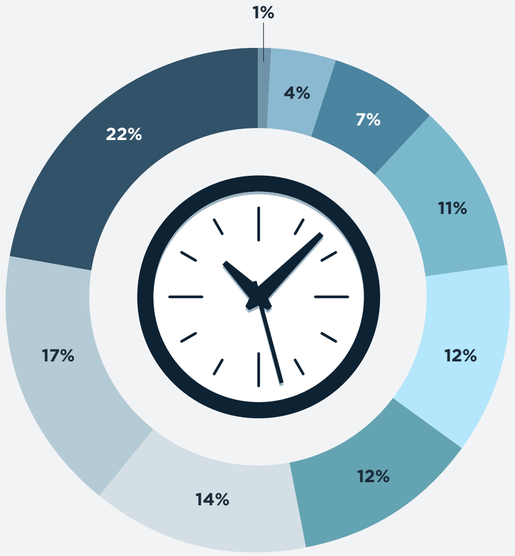
**Oversight of integration into operations**

The Board has full oversight over the integration of ESG initiatives into the corporate strategy and all relevant corporate governance policies, including Board and committee charters.

The Board oversaw significant progress on ESG commitments in 2024. EGA's commitment to reducing emissions and meeting global standards is evident in the allocation of ESG metrics, which comprised 30% of the company's scorecard for 2024.

In 2024, to further enhance focus on ESG and sustainability, EGA reorganised the previous EHS business area to form the new ESG & Sustainability business area. This newly reorganised area is responsible for developing and overseeing the implementation of ESG and sustainability practices throughout the company.

## Time allocation for 2024 Board meetings (%)




- **1%** External audit
- **4%** Governance
- **7%** ESG*
- **11%** Business performance
- **12%** EHS
- **12%** Financial
- **14%** Strategy
- **17%** Risk
- **22%** Human capital

*including Board and committee governance and CSR

# Chain of responsibility for reporting on sustainability

To truly embed sustainability within our organisation and achieve our aspirations, it requires involvement from all aspects of our business and for the entire executive leadership team to take an active role in EGA's sustainability agenda.

### CEO direction

The CEO is EGA's highest executive management level position with responsibility for overseeing EGA's approach to sustainability and ESG. The CEO actions this, as part of his role in delivering the strategy approved by the Board.

Risk management, portfolio reviews, capital investments, annual financial planning, and EGA's approach to government engagement are all integrated with our sustainability direction and aligned with executive priorities.

### Management committees' roles

In total, there are five management committees that report to the CEO. See page 99 above for an overview.

### Executive Committee and sustainability

The Executive Committee is the highest committee with responsibility for ESG issues and sustainability. It assesses and manages climate-related risks, sustainability issues, and ESG opportunities relating to EGA's business. The CEO chairs the Executive Committee, which meets every week throughout the year.

### ESG Committee and sustainability

EGA's ESG Committee reports to the CEO and Executive Committee on specific sustainability strategy targets set by the CEO and approved by the Board, as well as on ESG matters in general. The committee is tasked with anticipating changes in stakeholder expectations, regulatory requirements, market position, reputational risk, and EGA's values, while promoting a strong sustainability culture across the organisation.

This committee is comprised of our full executive leadership team, including our:

- Chief Executive Officer (Chair)
- Chief Financial Officer
- Chief Executive Officer of GAC
- Chief Digital Officer
- Chief Marketing Officer
- Chief Supply Chain & Business Development Officer
- Executive Vice President, Human Capital
- Senior Vice President, Corporate Affairs.
- Executive Vice President, ESG & Sustainability (Vice Chair)
- Executive Vice President, Midstream
- Executive Vice President, Alumina & Bauxite
- Senior Vice President, Product and Casting Operations
- General Counsel, Head of Ethics & Business Integrity

The ESG Committee is chaired by our CEO, with our EVP – ESG & Sustainability as co-chair, and our Senior Manager – Sustainability as Committee Liaison.

### Senior management responsibilities

Our EVP – ESG & Sustainability reports directly to the CEO and is responsible for overseeing and implementing EGA's sustainability strategy. The EVP – ESG & Sustainability brings sustainability-related risks and opportunities to the attention of the ESG Committee, the CEO, EGA's Board, and several Board committees through the chain of reporting set out above.

Our Senior Manager – Sustainability reports directly to our EVP – ESG & Sustainability and provides functional expertise and counsel to direct the development, implementation, and continuous enhancement of EGA's sustainability strategy. The Senior Manager – Sustainability is also responsible for overseeing improvements that align our organisation with corporate commitments, stakeholder expectations, and international sustainability programmes, including our alignment with the ASI.

# Risk management approach

**EGA's risk management governance framework uses a three-lines-of-defence model. This has been implemented to ensure there is clear ownership and delegation of responsibility for management, as well as oversight of risk, to support the appropriate flow of information throughout the company.**

We embed risk management at every level of our organisation, while seeking to identify emerging risks and their impact on our business and local communities.

Through ongoing stakeholder engagement, data driven scenario analysis, and cross functional collaboration we maintain a dynamic risk register and integrate ESG considerations into our enterprise risk framework, ensuring that climate related exposures, regulatory developments, social equity issues, and governance practices are systematically evaluated.

> "True resilience is not about managing a particular instance of risk, but being ready for anything through the way you operate."

**Julie Claire Cunningham**
Senior Director –
Tax, Risk & Resilience, UAE

## Risk management systems and culture

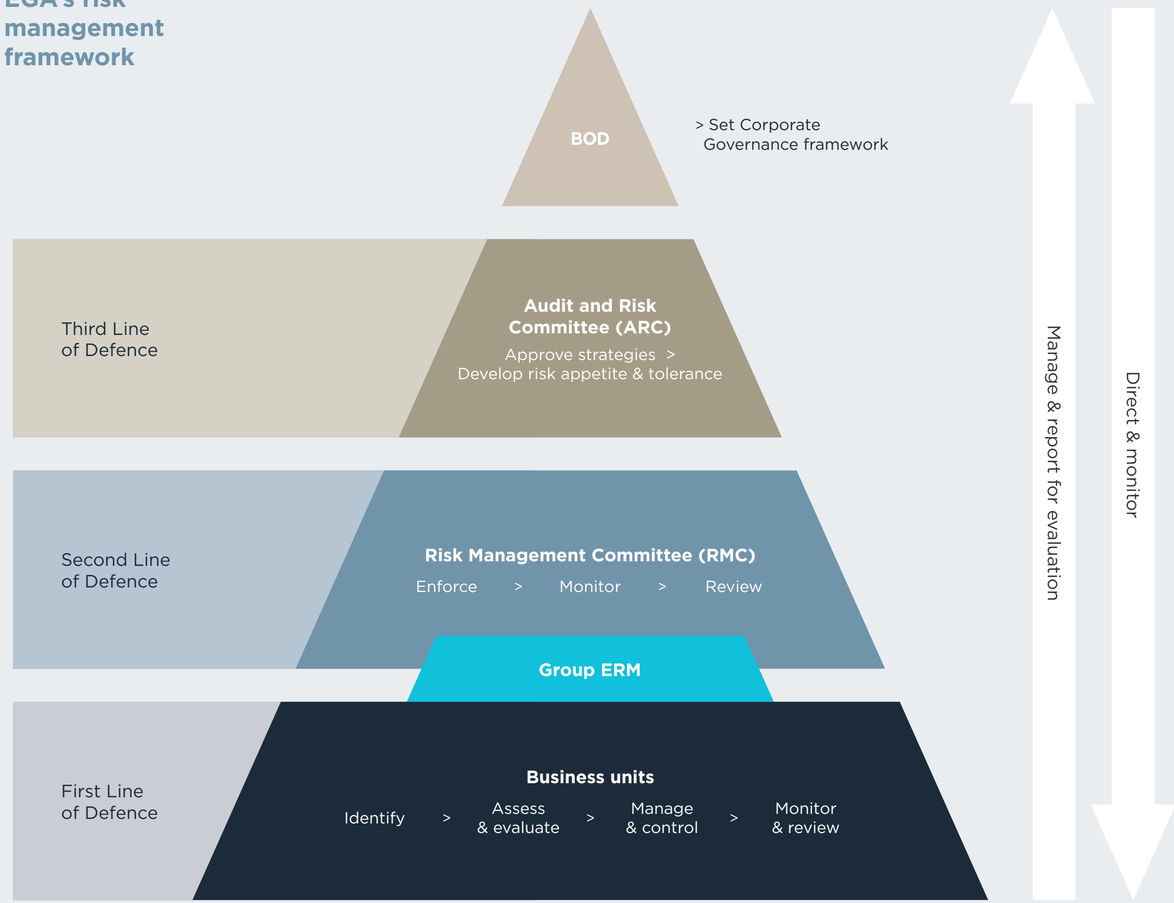
To maintain a mature risk culture, effective communication is provided across all our stakeholders. Our centralised Enterprise Risk Management (ERM) department places emphasis on training in risk management processes and integrating the analysis of events within risk assessments.

Principal risks are identified across EGA by aligning them with our strategic business objectives. These risks are assessed based on our ERM methodology, using a centrally managed online Global Risk Compliance (GRC) platform. Outcomes of the assessment are measured against risk appetite and tolerance statements to ensure appropriate risk management options are chosen and implemented.

Key actions and procedures to ensure effective and efficient risk management include:

- Quarterly monitoring of the company's risk portfolio, updating the corporate risk map and register, including for emerging and strategic risks.
- Quarterly review of the most significant risks by the Risk Management Committee, the Board's Audit, Risk & Compliance Committee, and the Board of Directors.
- Regular training in risk management principles and procedures for employees and the management of the company to drive a risk-aware culture.
- Continuous improvement of the ERM framework and the automated risk management system by integrating recent framework updates and leveraging the latest technological advancements.
- Effective risk and resilience approach to ensure business continuity plans are in place for the most critical risks.

## EGA's risk management framework



## Identifying, assessing, and managing climate-related risks

Climate-related transitional and physical risks are identified, assessed, and managed within EGA's ERM framework and monitoring system. To capture the increasing importance of climate change, it has been reflected as a standalone principal risk.

## Climate-related transitional risks

We evaluate the potential impact of forthcoming regulatory changes related to emissions disclosures and reporting requirements as part of our assessment of climate change transitional risks. This includes analysing the financial implications of carbon pricing. By examining these factors, we aim to understand how regulatory shifts could influence our operations, enabling us to plan accordingly, maintain compliance, and manage associated risks effectively.

## Climate-related physical risks

Regardless of actions taken to reduce emissions today, change is already locked into global climate systems. It is imperative that EGA fully understands the physical risks associated with a changing climate to be in the best position to plan and adapt.

Building on the physical climate risk assessment completed in 2023 for our assets in the UAE and Guinea, this year we continued to implement its findings in our ERM platform.

The physical climate risk assessment considers core operations in both the UAE and Guinea, as well as broader aspects such as supporting infrastructure and services, the local environment, stakeholders, and communities.

Using the best available science, we have derived a series of climate variables and associated climate-related hazards for each of our operational assets. These include projections related to precipitation levels, extreme rainfall, drought, coastal storm surges, sea level rise, wind speeds, dust storms, lightning, ambient temperatures, humidity, and sea surface temperature, among others. The sensitivity of our assets, supporting infrastructure, local communities, and local environments to climate variables have been assessed in collaboration with EGA subject-matter experts, including engineering and operations.

Identified risks and opportunities have been integrated into EGA's ERM governance framework to ensure that there is adequate monitoring, management, and implementation of adaptation solutions.


# Embedding ethical practices

At EGA, we believe good ethics are the foundation of good business. Unethical behaviour can severely damage the trust stakeholders place in an organisation and compromise its ability to meet its objectives.

At EGA, everyone is responsible for fostering a culture of ethical behaviour across all departments and operations. We are committed to embedding ethical practices throughout our business, and we seek to build mutual trust with our customers, suppliers, and communities by working honestly and ethically.

Our in-house Legal, Ethics & Business Integrity department implements a risk-based ethics and compliance programme. This reflects the specific challenges encountered within our industry and in our countries of operation. Our team oversees the identification of integrity risks and associated controls across our operations. We apply our standards in all areas and geographies, and continue to look for ways to improve how we detect, prevent, and respond to ethical issues.

Following the recent acquisition of EGA Leichtmetall's operations by EGA, the alignment of core business integrity processes is actively progressing. During this transition, EGA Leichtmetall continues to operate in full accordance with German law. The company's already high standards in governance, environmental, and occupational practices are further underpinned by its certifications, which are detailed on page 106 below.

## EGA's Code of Ethics

The Code of Ethics establishes and communicates the standards that guide our behaviour. It applies to everyone at EGA.

Our Code of Ethics covers 24 compliance issues, including:

- Supporting diversity and inclusion
- Opposing harassment
- Opposing bribery and corruption
- Competing fairly
- Acting with integrity in all dealings with customers, suppliers, and governments[117]

The Code of Ethics is published on our website[118].


## Anti-corruption and anti-bribery

Bribery not only undermines the rule of law and the principles of free and fair competition, but also has a stifling effect on businesses and commerce.

EGA maintains a zero-tolerance approach to bribery and corruption. We take compliance seriously and recognise the high levels of risk in some of the countries in which we operate. Regular risk assessments are a key part of an effective ethics and business integrity programme, and all our operations are monitored for risks related to bribery and corruption.

Guinea, in particular, remains a high-risk business environment in relation to bribery and corruption as identified by Transparency International's 2024 Corruption Perception Index[119].

The significant risks identified in 2024 were:

- Integrity risks associated with procurement
- Corruption risks associated with routine government actions in certain countries

All employees, directors, and anyone acting on behalf of EGA must adhere to our ethical standards and the applicable laws as outlined in the Anti-Bribery & Anti-Corruption Policy. Each year, we incorporate scenario training into annual Code of Ethics training, as detailed in Communication and training, below.

## Communication and training

EGA's Code of Ethics training is mandatory for all staff, including our Executive Committee, both at induction for new joiners and as an annual 'refresher' course. Both types of training cover anti-bribery and anti-corruption measures.

117 EGA does not involve itself directly or indirectly with any form of political or electoral activity.
118 Learn more about the EGA Code of Ethics: www.ega.ae/en/about-us/our-policies-and-certifications
119 For more information, please visit https://www.transparency.org/en/cpi/2024

Induction training introduces EGA's ethics and business integrity programme, addressing issues such as discrimination, harassment, corruption, and fraud. It explains the multiple ways to report ethical concerns, how concerns are investigated, and our non-retaliation policy.

Each year, our Code of Ethics 'refresher' training provides a specific focus on different topics. In 2024, the scenario-specific training focused on fraud and harassment. We also provided risk-based targeted training in areas such as corruption, trade restrictions, and human rights. To further raise awareness, we celebrated Global Ethics Day.

In Guinea and the UAE, we continued to provide induction training to contractor staff to raise awareness of EGA's values and Code of Ethics, and to encourage reporting of any suspected illegal or unethical activity.

In Germany, our integrated management system mandates annual training for all employees on safety, ethics, compliance, behaviour, and the Code of Conduct.


# Your Voice

We encourage people to speak up if they have any ethical related questions or concerns. Your Voice is an independently operated reporting line that allows our employees, suppliers, contractors, and others to report any possible violation of EGA's Code of Ethics, policies, or applicable laws. It is available 24/7 in multiple languages, publicised within EGA, and appears on our website[120] and Responsible Sourcing Standard.

We have a strict policy of non-retaliation. Anyone reporting a concern in good faith is assured that they will be supported, regardless of the outcome of their report.

8000 021
(UAE toll-free)

8123
(Guinea toll-free)

Recycling operations in Germany currently operate a whistleblowing system via the Whistleport platform[121], which is accessible through the company's homepage and available in multiple languages.
This system is expected to transition to EGA's whistleblower platform by 2026.

120 Available at https://www.ega.ae/en/sustainability/governance
121 Available at https://leichtmetall.whistleport.de/

**Your Voice – Report Line Process**

Reporters are given a unique code that they can use to check the status of their report for feedback or questions.

Our Ethics & Business Integrity team reviews the report to determine the best course of action. They may ask further questions as part of this initial review. When appropriate, the team will open an investigation.

Investigations are handled objectively and confidentially. If not anonymous, the identity of the reporter is kept confidential and only shared with authorised persons as may be necessary to complete the investigation or as otherwise required by law.

A final determination is made as to whether the concern is substantiated or not. Corrective action is determined on a case-by-case basis depending on the seriousness of the substantiated facts. It may include disciplinary action, up to and including termination.

# Business integrity

## Our response to discrimination and harassment

In 2024, our Ethics & Business Integrity team recorded a total of 47 cases of a 'lack of respect', including instances of harassment and discrimination. Following investigation, seven of these cases were substantiated. Remedial actions associated with these substantiated cases have included counselling and training, as well as formal disciplinary action.

> At the heart of our sustainability journey is an unwavering commitment to ethical conduct. I like to think that integrity guides every decision we make – from our supply chains to our boardroom – ensuring transparency, accountability, and fairness across our global operations. As we focus on our global growth strategy, we are committed to building a more inclusive and sustainable future. For us, ethics is not a policy – it is a foundation.

**Katherine Elizabeth Hahm**
General Counsel,
Head of Ethics & Business Integrity – Legal & Compliance, EGA

## Our response to incidents of corruption

In 2024, our Ethics & Business Integrity team recorded a total of 13 reports of alleged corruption and/or alleged lack of controls to prevent corruption. On investigation, two cases were substantiated.

One case led to dismissal. The other case involved a contractor, who has been blocked from bidding for any work with EGA.

## Fines, judgments, penalties, or sanctions

In 2024, EGA received no significant fines, judgments, penalties, or non-monetary sanctions for non-compliance with laws and/or regulations. We had no legal actions, threatened or ongoing, relating to anti-competitive behaviour or corruption, and no violation of anti-competitive behaviour or anti-trust and monopoly legislation.

In 2016, EGA received a violation notice from the environmental regulator in Dubai related to $NO_x$ emissions originating from our power plant in Jebel Ali. This violation was a consequence of our reliance on older, less efficient gas turbines. In 2021, following the commissioning of our new H-class power block, we have substituted older turbines and our $NO_x$ emissions have significantly reduced. Regrettably, due to operational disruptions associated with our H-class power block, we were unable to meet regulatory thresholds in 2024. See page 31 for details on efforts to resolve this issue.

# Meeting international quality standards

## Systems aligned with international standards

All of EGA's UAE facilities and our EGA Leichtmetall operations hold ISO 9001:2015 certifications. Additionally, our casting operation and its support functions are certified to IATF 16949:2016 standards.

ISO 9001:2015 is the international standard for quality management systems, ensuring systematic provision of products and services meet customer regulatory requirements and continuous improvement expectations.

IATF 16949:2016 sets forth comprehensive guidelines encompassing the entire lifecycle of automotive products, from design and development to manufacturing, installation, and servicing. Certification is a requirement for supplying value-added products to companies operating in the automotive supply chain. The standard was developed by the International Automotive Task Force, a group of leading automotive manufacturers including the BMW Group, General Motors, Ford, and Volkswagen.

EGA operates certified laboratories, adhering to ISO/IEC 17025:2017, demonstrating technical proficiency and precise test data generation. We comply with the European Union's REACH, and Restriction of Hazardous Substances (ROHS) standards, providing material safety data for each product.

For further details on management systems and international standards for each of our locations, visit their respective websites[122].

122 For our mining operations, see https://qacguinee.com/en/about-us/our-policies-and-certifications; for our refining, smelting, and casting operations see https://www.ega.ae/en/about-us/our-policies-and-certifications; and for recycling operations see https://www.leichtmetall.eu/en/about-us/our-certifications

# Customer feedback

We value the feedback we receive from customers. Each year, EGA conducts a customer satisfaction survey, which is an important feedback tool enabling us to identify potential ways to further improve our products and associated services.

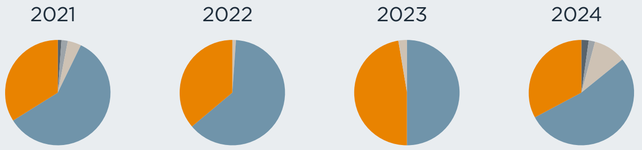
We launched the EGA External Customer Satisfaction (ECSAT) survey for 2024 performance in March 2025. We received an overall response rate of 76 per cent from customers across all regions including Asia, Europe, Middle East, North Africa, the Indian Subcontinent, and the Americas.

The survey identified that 86 per cent of respondents were either satisfied or extremely satisfied with the quality of EGA's products. In total, 253 clients participated in the survey in 2024. We maintained a high satisfaction rate and take pride in this achievement.

> For EGA, international management systems certifications such as ISO 9001, ISO 14001, ISO 45001, and IATF 16949 form the foundation of sustainable, safe, and high-quality operations. These globally recognised standards support excellence in quality management, environmental responsibility, and occupational health and safety across all sectors we serve. By embedding these frameworks into our operations, we demonstrate our commitment to continuous improvement, stakeholder trust, and delivering value across diverse industries.

**Awatef Mohamed Al Hosani**
Senior Manager – Quality Environment, UAE

## Customer quality and services satisfaction



| | 2021 | 2022 | 2023 | 2024 |
|---|---|---|---|---|
| Extremely satisfied | 34% | 40% | 45% | 33% |
| Satisfied | 59% | 59% | 50% | 53% |
| Neutral | 4% | 1% | 4% | 10% |
| Dissatisfied | 2% | 0% | 0% | 2% |
| Extremely dissatisfied | 1% | 0% | 1% | 2% |

# A responsible supply chain

**Our supply chain comprises more than 2,900 active suppliers of materials, goods, and services from around the world. The effective management of our supply chain is essential for maintaining the competitiveness of our business.**

We also recognise that it is critical to consider and manage ESG factors across our supply chain. Responsible sourcing practices are critical for effective risk management, promoting ethical behaviour, aligning with stakeholder expectations, preventing regulatory penalties, and mitigating the potential for supply chain disruptions.

## Responsible Sourcing Programme

EGA is committed to identifying, assessing, and responding to risks of potential and actual adverse impacts in our supply chain, even if we have not directly contributed to those impacts.

Our Responsible Sourcing Programme, in place for operations in the UAE and Guinea, has been developed and is maintained in accordance with international standards, frameworks, and best practice guidelines including ASI, OECD, and the UN Guiding Principles on Human Rights.

Having only recently acquired EGA Leichtmetall, Germany still has its own, separate sourcing management process, which is aligned to its local context and operations. This process requires any new supplier to sign a declaration form, which emphasises compliance with legal regulations and Leichtmetall's standards.

Regular monitoring of compliance is conducted through a yearly performance review of each supplier including review of suppliers' certifications, and social and environmental performance. Suppliers that do not meet EGA Leichtmetall's standards must demonstrate measurable improvements to maintain their approved status.

> "Our corporate policy, ASI certification, and Code of Conduct guide all business decisions and shape our relationships with both existing and potential business partners. Through our terms of delivery, we require our suppliers to comply with all applicable laws and regulations as well as our internal guidelines and values. This approach is intended to help minimise negative social impacts within our supply chain. In line with this commitment, we also prioritise regional procurement wherever possible, giving preference to nearby or certified suppliers."

**Harm Lange**
Prokurist & Chief Financial Officer, Germany

## Standards used to develop our Responsible Sourcing Programme

- Aluminium Stewardship Initiative Performance Standard Version 3
- OECD Guidance for Responsible Business Conduct
- UN Guiding Principles on Business and Human Rights
- OECD Due Diligence Guidance for Responsible Supply Chains of Minerals from Conflict-Affected and High-Risk Areas

## Responsible Sourcing Policy and standards

EGA's commitment to responsible sourcing is articulated through our Core Policies[123] and a standalone Responsible Sourcing Standard[124], which details the commitments we require from all suppliers. Our Responsible Sourcing Standard includes topics such as human rights, environmental performance, conflict-free minerals, health and safety, anti-corruption and bribery, harassment, discrimination, and worker welfare.

We only do business with suppliers who confirm their understanding and agree to conduct business in a manner consistent with our Responsible Sourcing Standard. The provisions of this standard are communicated during onboarding and become part of the contractual agreement with EGA.

In accordance with the Responsible Sourcing Standard, our suppliers must communicate these requirements to their supply chain partners, who are expected to also communicate and enforce this further down the supply chain.

This means that EGA's requirements should be communicated and enforced at every level of the supply chain.

We have also screened all existing suppliers using ESG risk-based criteria and conduct further due diligence according to the degree of risk.

> "It is great to work in a place that places strong emphasis on upholding human rights - not only for employees, but also for contractors, with a focus that extends across the entire supply chain. We make every effort to prevent bonded labour in any form and ensure that candidates are never charged recruitment fees, reinforcing our commitment to fairness and ethical practices."

**Asif Amanulla**
Associate Manager – Talent Acquisition & Emiratisation, UAE


123 For more information visit: https://www.ega.ae/en/about-us/our-policies-and-certifications
124 For more information visit: https://www.ega.ae/en/sustainability/governance

# Supplier ESG risk-based due diligence process

1. Risk-rate supplier by performing screening[125] and requiring acceptance of Responsible Sourcing Standard.
2. Awarding an inherent risk rating based on country and category criteria.
3. Engage with supplier to complete an ESG questionnaire[126] to determine risk exposure and management effectiveness.
4. Prioritised and selected high-risk suppliers will undergo an enhanced due diligence audit[127].
5. A risk management plan is developed and implemented for high-risk suppliers identified as having actual significant social or negative impacts. Timelines are determined at the start of each plan and will alter depending on the risk.

### Monitoring and enforcing compliance

In the event that significant actual impacts are identified during the due diligence process, we implement a mitigation process that involves:

- Discussing the identified risk(s) with the supplier.
- Clarifying why it constitutes a risk and outlining potential improvement or remediation measures.
- Agreeing a mutually acceptable timeline to close the identified gap.
- Providing ongoing support until the identified gap is closed.
- Monitoring progress and conducting periodic re-assessment, as appropriate.
- Disengaging from activities if the supplier fails to implement corrective actions to mitigate the risk.

We actively encourage reporting of any potential breaches of EGA's Responsible Sourcing Standard through our confidential reporting channel known as Your Voice. Your Voice is a confidential report line for our employees, suppliers, and the public to report a concern, and is available 24/7 in multiple languages. See page 105 for more details.

### Evaluating the programme

EGA's Responsible Sourcing Programme is subject to continual scrutiny through both internal and external evaluations. These evaluations are carried out by certification bodies, sustainability rating agencies, lenders, customers, and EGA's own internal audit team.

### Performance in 2024

In 2024, all 506 newly onboarded suppliers agreed to conduct their business in a manner consistent with our Responsible Sourcing Standard and were screened with ESG risk-based criteria.

We also audited high-risk suppliers:

- 26 suppliers in the UAE for social and environmental impacts.
- 14 suppliers in Guinea for social impacts.

The results of these audits are shared with each supplier, and we engage with them to address key actions to improve or remediate any negative social or environmental impacts. Where significant impacts are identified, we support capacity-building efforts with the company and verify that corrective actions are implemented according to an agreed timeline.

In the instance that a supplier is clearly not committed to the mitigation process and agreed timeframe, then EGA will actively disengage with such suppliers.

125 Initial screening focuses on key areas such as explicit sanctions (e.g. investment and travel bans), embargoes, presentation of criminal activities, politically exposed persons, and sanctions-related violations.

126 From December 2023, supplier questionnaires are managed through EcoVadis, a globally recognised platform that provides sustainability ratings based on environmental, social, and ethical performance.

127 The majority of high-risk supplier audits are performed by an external third-party auditor. Ad-hoc audits are also conducted in response to issues raised by stakeholders or identified through our internal assessments. Some sections of these audits are completed by EGA, including our Responsible Sourcing and Quality teams.

## Of the high-risk suppliers audited in 2024

### Social aspect

13 suppliers, all in the UAE, were identified as having significant actual or potential negative social impacts.

Negative impacts related primarily to the quality of workers' accommodation, retention of personal documents, and issues with recruitment fees.

12 suppliers have subsequently agreed on improvements or action plans to address negative social impacts.

1 supplier contract was terminated due to a lack of commitment from the supplier to address the identified social issues.

### Environmental aspect

2 suppliers were identified as having significant actual or potential negative environmental impacts.

1 supplier has subsequently agreed on improvements or action plans to address the environmental impacts identified.

1 supplier contract was terminated due to a lack of commitment from the supplier to address the identified environmental issues.

In 2024, our Responsible Sourcing team worked closely with business stakeholders and previously identified high-risk suppliers to drive positive improvements for workers in our supply chain. This included supporting our suppliers to update policies and procedures related to the recruitment and welfare of workers.

Through our programme of capacity building and active management, we have supported our suppliers to make significant improvements including the relocation of several hundred contracted workers to safe and compliant accommodation facilities, alignment of working hours to the respective country's labour laws, and improved health and safety practices.

We also made significant improvements in our training process to ensure human rights considerations and sensitivities are embedded in training for employees responsible for conducting on-site interviews.

> "In 2024, we focused on scope 3 emissions and improving living conditions for workers of local contractors. We established a baseline for supply chain emissions to support our decarbonisation strategy. On worker welfare, we collaborated with several contractors who either upgraded existing accommodations or relocated employees to improved facilities. While this marks significant progress, responsible sourcing demands continuity. With more milestones ahead, our efforts will intensify in 2025."

**Emma Tooley**
Senior Manager - ESG Supply Chain, UAE

# Local procurement

At EGA, we recognise the impact that procuring goods and services locally can contribute to the prosperity of the countries we operate in, and to our supply chain resilience. We aspire to double our absolute contribution to GDP in countries where we operate by 2040.

EGA defines local suppliers as those that are headquartered in, and wholly or partially owned and controlled by one or more individuals that have a substantial connection to, communities in which we operate. We identify our significant locations to be the UAE, Guinea, and Germany, where our operated assets are located.

Our procurement strategy prioritises two main goals:

- Maximise the use of local supply chains.
- Nurture their growth and resilience over time.

We achieve this through strategic supply chain policies, partnerships, supplier training programmes, and local business development opportunities with a concerted focus on raw materials and original equipment manufacturers (OEMs).


## Procurement: mining

In Guinea, the mining industry has historically relied on imported goods and services due to an absence of competitive local suppliers.

We recognise the crucial importance of strengthening the local supply chain to unlock Guinea's economic potential and ensure the success of our mining operations long term. We proactively seek local suppliers before considering options elsewhere in Africa, or globally, and have established a specialised training programme to support local businesses to compete for contracts. This initiative equips suppliers with comprehensive insights into our tender process, enabling them to align with the quality and integrity standards we uphold.

Our procurement in Guinea amounted to USD 149 million with local suppliers in 2024, representing 49 per cent of total actual payments made to Guinean suppliers. The decrease in total amount and proportion of payments compared to 2023 is due to the suspension of our operations in Guinea from October 2024 onwards.

## Procurement: refining, smelting, and casting

In the UAE, we actively participate in the UAE National In-Country Value (ICV) Program, a government programme aiming to boost economic performance and support local industries by redirecting larger portions of public spend into the national economy.

In 2024, our local procurement in the UAE amounted to AED 7.99 billion (USD 2.18 billion) representing 42 per cent of total payments made to suppliers, the same proportion as in 2023.

HIGHLIGHT

## UAE National In-Country Value (ICV) Program

National ICV Program promotes local companies and introduces their products to the market, localising value chains and strengthening industrial self-sufficiency for the UAE.

EGA has developed a clear strategic plan to implement ICV to maximise our local procurement and achieve the following objectives:

- UAE GDP growth
- Emiratisation
- Technology adoption
- Strategic supply chain

To support this strategy, EGA's tendering and procurement policies and procedures:

- Incorporate suppliers' ICV scores into the awarding model.
- Have been progressively enhanced, with continuous improvements to evaluation and awarding criteria to maximise local value creation.

We have also actively encouraged our suppliers and partners to establish production and manufacturing facilities within the UAE, contributing to local industrial growth and supply chain sustainability.

CASE STUDY

## Media highlights

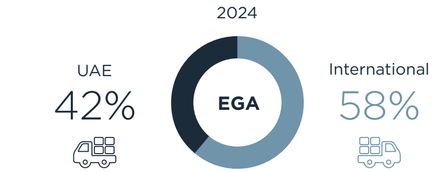
In 2024, EGA entered into key agreements to further our economic contribution in the UAE, including:

- Two agreements, signed at ADIPEC, with local manufacturers Santoo Sealing and Rolon Seals[128]. EGA has previously worked with both companies to establish manufacturing facilities in Abu Dhabi. These contracts, further extending our local procurement of mechanical materials and spare parts, will support Santoo and Rolon as they expand their facilities in the UAE.
- A joint investment with Mubadala Investment Company (Mubadala), Strata Manufacturing (Strata), and Khalifa University of Science and Technology (Khalifa University), to develop a first-of-its-kind national laboratory and research programme for high temperature materials[129]. The research and its impact are detailed on page 117, below.
- In partnership with Citi, ING, and First Abu Dhabi Bank (FAB), EGA launched its Green Finance Framework to enable sustainable financing of decarbonisation and other environmental initiatives. The framework supported EGA's first green loan facility, which financed the acquisition of EGA Leichtmetall, a European producer of recycled aluminium.
- Breaking ground on the pilot of our new EX smelting technology, as detailed on page 41.

128 For more information visit: https://media.ega.ae/ega-signs-agreements-at-adipec-to-support-the-development-of-local-manufacturing-capacity-and-further-localise-supply-chain/

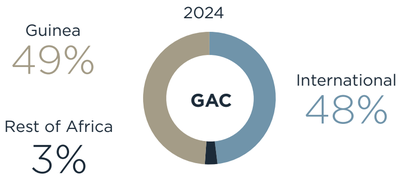
129 For more information visit: https://media.ega.ae/mubadala-investment-company-ega-strata-and-khalifa-university-partner-to-develop-uaes-first-national-high-temperature-materials-laboratory-and-research-programme/

### Percentage of the procurement budget spent in UAE




| | 2021 | 2022 | 2023 |
|---|---|---|---|
| UAE | 45% | 39% | 42% |
| International | 55% | 61% | 58% |

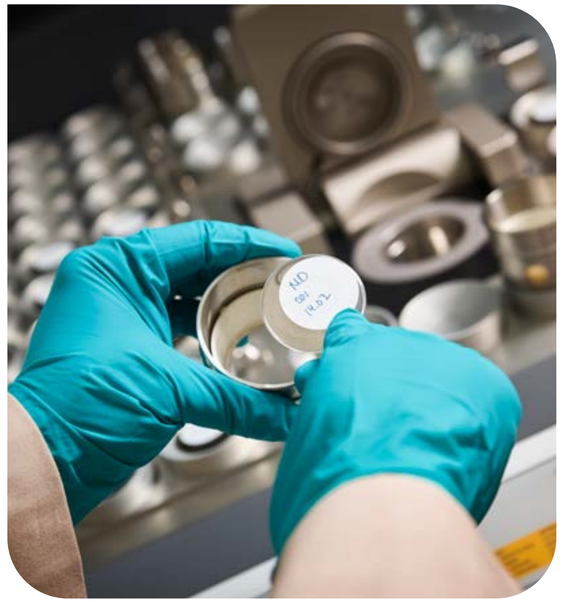
### Percentage of the procurement budget spent in Guinea




| | 2021 | 2022 | 2023 |
|---|---|---|---|
| Guinea | 71% | 79% | 69% |
| Rest of Africa | 3% | 2% | 1% |
| International | 26% | 19% | 30% |

> "At EGA, we are championing in-country value by successful local content, promoting product off-take and local manufacturing. Together we are accelerating the local economy and aiming for a sustainable tomorrow with a 2040 vision to provide business opportunities to local and international suppliers to establish factories in the UAE."

**Kiran Kumar Reddy Govind**
Principal – Category Management and Material Procurement, UAE



# Continuous improvement & Centre of Excellence

For decades, EGA has focused on continuous improvement as a foundation for developing and maintaining global competitiveness.

We believe that the people closest to a work process are often in an ideal position to identify what improvements are required and to create the best solution. We have therefore put in place a system to encourage and reward innovative thinking at all levels of our organisation. As part of this system, EGA operates two continuous improvement programmes, the Suggestion Scheme and Tamayaz Programme. We also have a Technology Development and Transfer Department which works on breakthrough technological innovation.

EGA has a dedicated team of in-house Lean Six Sigma specialists who support various business functions in identifying opportunities for improving overall performance.

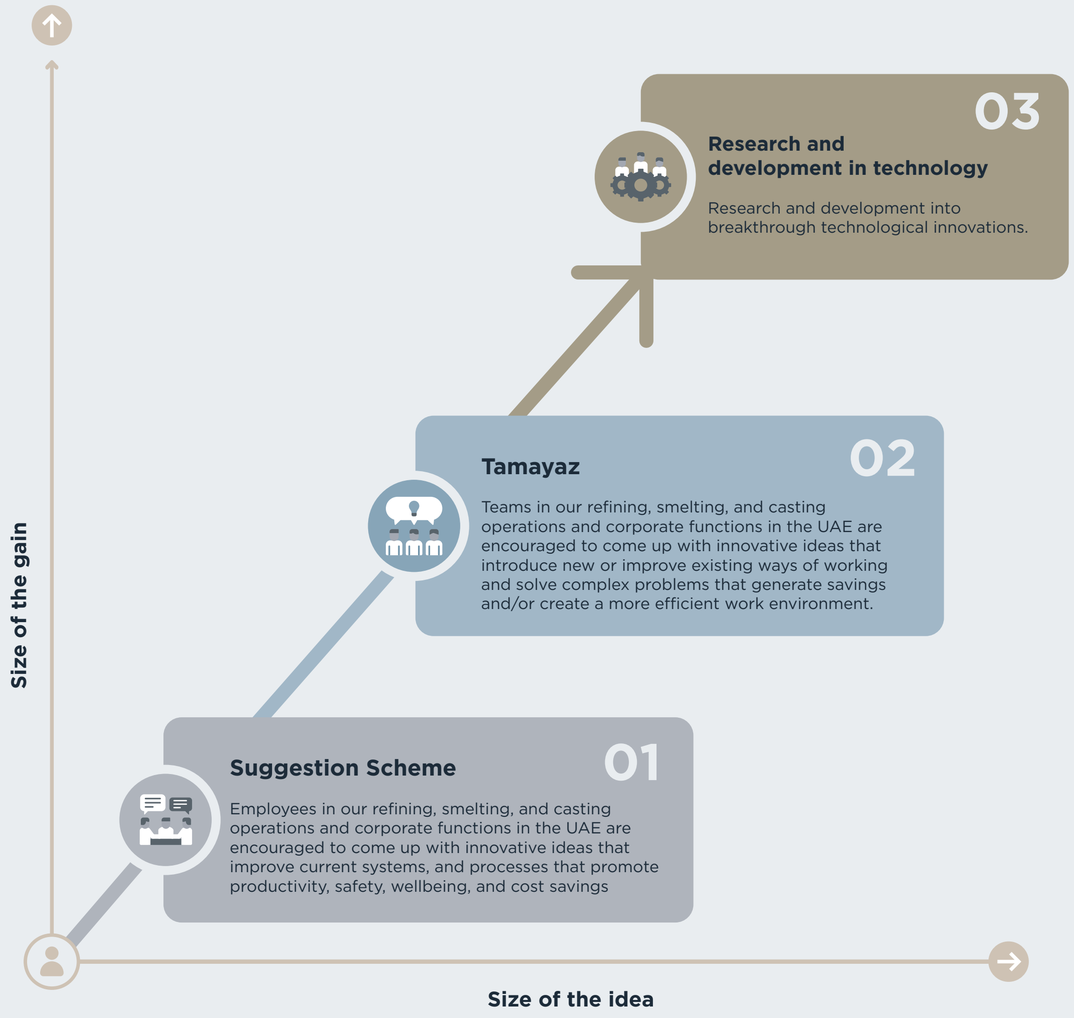
## EGA innovation journey

1. **Suggestion Scheme:** Employees in our refining, smelting, and casting operations in the UAE are encouraged to come up with innovative ideas that improve current systems, and processes that promote productivity, safety, wellbeing, and cost savings.
2. **Tamayaz:** Teams in our refining, smelting, and casting operations in the UAE are encouraged to come up with innovative ideas that introduce new or improve existing ways of working and solve complex problems that generate savings and/or create a more efficient work environment.
3. **Research and development in technology:** Research and development into breakthrough technological innovations.

## EGA's Suggestion Scheme

EGA's Suggestion Scheme, running in the UAE, is integral to our company's culture of innovation and continuous improvement. Since its foundation in 1981, more than 10,600 EGA employees have collectively submitted over 640,000 suggestions associated with every facet of the business. Designed as a reward-and-recognition programme, our Suggestion Scheme encourages and empowers employees to bring forward their ideas for both incremental and large-scale improvements.

In 2024, approximately 82 per cent of EGA non-supervisory employees in the UAE participated in the Suggestion Scheme. These employees have helped improve every facet of our business, with their suggestions generating cost savings, as well as strengthening our health, safety, and environmental performance, saving the organisation more than AED 18.4 million (USD 5.0 million).



### Suggestions create efficiency

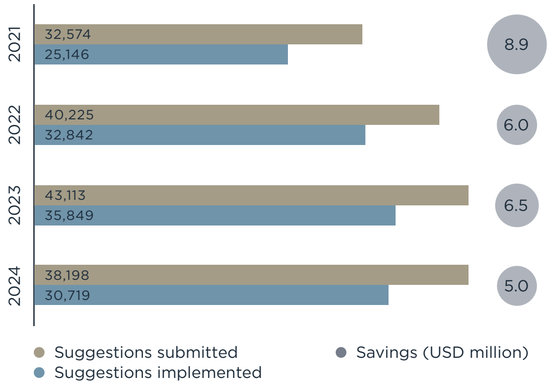
In an excellent example of the many ways the Suggestion Scheme has helped create efficiencies, in 2024 employees proposed a new way to maintain a key element of the alumina smelting process.

Smelting performance requires a constant flow of aluminium fluoride through a feeding system. When the feeding system deviates from the optimum flow, a maintenance crew has to access a difficult-to-reach part of the smelting equipment and also risk exposure to high levels of aluminium fluoride.

Through the Suggestion Scheme, the Maintenance team found a way to develop a new tool to conduct required maintenance on the feeding system that:

- Eliminated the need for people to go up to the difficult-to-reach point on the smelting equipment.
- Reduced exposure to aluminium fluoride for the maintenance crew.
- Cut downtime from 90 minutes to only 10.

### Suggestions submitted and implemented




> Being a supervisor and Suggestion Scheme area committee member, I strongly believe that every great improvement starts with a small idea. By encouraging my team to share their suggestions, we have created a culture where everyone feels responsible for making our workplace safer, more efficient, and more sustainable. When people see their ideas valued and implemented, it motivates others to step forward too.

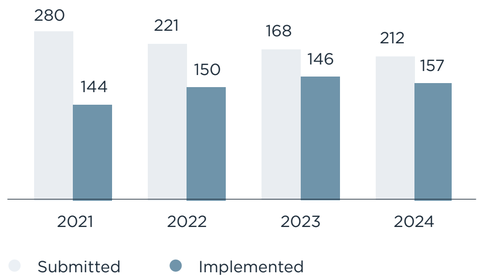
**Nabeel Abdulraheem Mohamed Al Ali**
Manager – Port Operations & Maintenance, Carbon and Port, UAE

## Tamayaz Programme

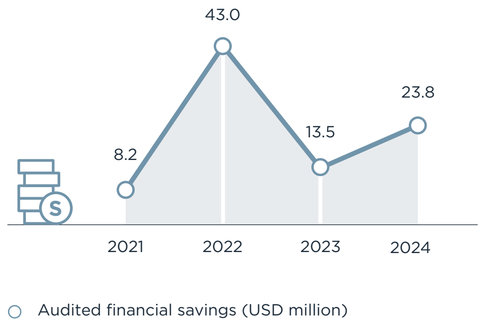
Tamayaz, meaning ‘to differentiate or distinguish oneself’ in Arabic, is the name of a continuous improvement and employee reward-and-recognition programme, running in the UAE, which we launched in 2016 to encourage mid-level managers and their teams to find potential solutions to complex problems through structured, scientific methodology. Tamayaz teams are coached by our in-house lean manufacturing specialists.

In 2024, the programme generated savings of about AED 87.2 million (USD 23.8 million). This significant increase over 2023 results from teams staging more idea generation workshops, driving greater numbers of submissions.

### Tamayaz projects submitted and implemented




### Tamayaz projects audited financial savings




# Centre of Excellence

EGA's Centre of Excellence team is an integral part of our Technology Development and Transfer department, conducting extensive research into practical challenges across EGA operations and facilitating employee-driven solutions that optimise internal processes, minimise environmental impact, and reduce costs.

The team also oversees the stewardship of EGA's intellectual property portfolio. To date, we have filed 45 patents related to aluminium smelting enhancement, casthouses, and bauxite residue, with three new patents as well as 37 applications to existing patent families filed in 2024.

Since 1985, over 269 research papers have been submitted to international aluminium committees and conferences, with 34 published in 2024 alone. In 2024, we also presented three technical papers at the Minerals, Metals & Materials Society, and the International Committee for Study of Bauxite, Alumina & Aluminium (ICSOBA) annual conference.

> Our commitment to excellence ensures that we are always striving to enhance our processes, reduce non-value-added activities, and deliver greater value to our customers. This dedication fosters a culture where our team members are encouraged to explore their full potential, innovate, and contribute to our collective success. Continuous improvement is not just a goal, it is a core part of our culture and mission.

**Nouf Abdulqader Abdulwahid Alblooshi**
Senior Controller – Data Maintenance, UAE

EGA's Knowledge Hub is another testament to our commitment to continuous learning. The Hub offers all EGA employees full and unlimited access to an extensive digital library containing a wide range of books, magazines, technical articles, and journal papers.

### Collaboration with academic institutions

The Centre of Excellence team's pursuit of innovation extends beyond our operations through collaborations with established academic institutions in the UAE and internationally.

We have forged strong partnerships with:

- Khalifa University
- American University of Sharjah
- Rochester Institute of Technology
- Abu Dhabi University
- American University in Dubai
- Emirates University
- University of Auckland
- University of New South Wales
- Massachusetts Institute of Technology (MIT)

Through the EGA Ambassador Programme, we collaborate with universities to bridge the gap between academic studies and practical industry experience. Through engagement on new research topics, knowledge exchange sessions, projects sponsorships and competitions, students are exposed to real industrial challenges, experience critical thinking, and contribute to engineering solutions for EGA.

> Driving meaningful change starts with identifying everyday challenges and turning them into opportunities. From digitalising operations to improving safety and resource efficiency, each step we take is about creating value that lasts – for our team, our systems, and our future.

**Abdolkarim Abootaleb Abbasi**
Graduate Officer – Midstream, UAE

CASE STUDY

# Research initiatives

In 2024, we initiated several research programmes to improve the process, operation, and efficiency of our business through analysis, identifying challenges, and exploring innovative solutions. The following are examples of those projects, supporting new approaches, technologies, and sustainable success:

### High Temperature Materials Laboratory at Khalifa University campus

This collaboration between EGA, Mubadala, Khalifa University, and Strata is developing a national lab facility at Khalifa University by procuring specialised equipment for precise high temperature materials testing. This will:

- Support the material testing needs of EGA, other local industries, and researchers from UAE's academic institutions in material testing.
- Enable advanced research and development.
- Reduce costs and time for overseas testing.
- Support the validation of EGA's reduction pot models and R&D efforts on characterising materials at high temperatures.
- Support the 'Make it in the Emirates' initiative.

### Waste heat recovery research project

An advanced R&D collaboration between EGA, Mubadala, Strata, and Khalifa University has commenced to create applied solutions for recovering and utilising waste heat. This exploration of innovative heat recovery technologies will:

- Help reduce emissions.
- Improve plant productivity.
- Enhance energy efficiency.
- Support the UAE's sustainability goals and national priority of achieving net zero emissions by 2050.

In the course of the project, the collaboration will also contribute to the development of UAE talent.

### AI-based thermal imaging multi-fault detection

We joined with the team of five students from the American University of Dubai to establish the Emarabot startup. The team had won the EGA aluminium competition in 2023 (known as AI Robot), which we had run in partnership with the American University of Dubai.

Based on that winning submission, Emarabot is further developing a smart system to provide a real-time measurement and high-performance display for in-depth analysis in harsh environments using thermal cameras, AI systems, and software. The focus is on deploying a mobile AI-based thermal imaging system for measuring anode top cover thickness and detecting multiple defects.

The solution will be compact, physically robust, and mobile, that can be easily used by our operators and technicians. This will enable prompt, on-the-go decision-making, reducing the time currently needed to make these measurements. Its advanced capabilities mean we will be able to replace manual measurements, therefore also improving safety for operators.

# 05 Appendices


Independent assurance statement ↗

GRI content index ↗

ASI content index ↗

ESG data tables ↗


# Independent assurance statement

## INDEPENDENT ASSURANCE STATEMENT

**To: EMIRATES GLOBAL ALUMINIUM**

### Introduction and Objectives of the Work:

Emirates Global Aluminium (Company) has engaged Bureau Veritas to provide limited assurance on the following subject matter information ("Subject Matter"). Our objective is to determine whether, based on the procedures performed, anything has come to our attention that would cause us to believe that the Subject Matter has not been prepared, in all material aspects, in accordance with the applicable criteria ("Applicable Criteria") as specified below.

### Subject Matter

The subject matter for our limited assurance engagement included the selected quantitative indicators outlined below, as presented in the Company's 2024 Sustainability Report for the year ended 31 December 2024, which was prepared and presented by the Company's management. These selected quantitative indicators are based on the reporting boundary established by the Company, encompassing operating facilities in the United Arab Emirates (UAE), Al Taweelah and Jabel Ali facilities, Guinea, Guinea Alumina Corporation (GAC) and Germany, EGA Leichtmetall. Data for external contractors, suppliers and clients are not included unless stated otherwise.

The selected quantitative indicators are listed below:

| Selected Information | | Pages of Selected Information in the Sustainability Report |
|---|---|---|
| **Topic** | **Disclosure** | |
| Health, Safety & Wellbeing – UAE & Guinea operations | Working Hours | 66-71, 73-74, 135-137 |
| | Total Recordable Injuries (TRI) | |
| | Lost Time Injuries (LTI) | |
| | Total Recordable Injury Frequency Rate (TRIFR) | |
| | Lost Time Injury Frequency Rate (LTIFR) | |
| | Occupational Disease Rate (ODR) | |
| | Total Fatalities | |
| | Health and Safety Trainings | |
| Business Integrity and Ethics – UAE & Guinea Operations | Incidents of Discrimination and Corrective Actions Taken | 105 |
| | Total Number of Substantiated Incidents of Corruption and Corrective Actions Taken | |
| Water – UAE, Guinea & German operations | Water Withdrawal | 46-48, 130-131 |
| | Water Discharge | |
| | Water Consumption | |
| Waste Management – UAE, Guinea & German operations | Hazardous & Non-Hazardous Waste Generation | 50,52 & 57, 132-134 |
| | Hazardous & Non-Hazardous Waste Diverted from Disposal – Recycling | |
| | Hazardous & Non-Hazardous Diverted to Disposal – Landfill & Incineration | |
| Respecting Human Rights – UAE & Guinea Operations | Community Grievance Mechanisms | 75 |
| Responsible Sourcing – UAE & Guinea Operations | High Risk Supplier Audited for Social and Environmental Impacts and Actions Taken | 109-110 |
| GHG Emissions – German Operations | Direct GHG Emissions (Scope 1) | 40, 128 |
| | Indirect GHG Emissions (Scope 2) | |
| Air Quality – German Operations | $NO_x$ Emissions | 35 |



### Applicable Criteria

The criteria for this limited assurance engagement were the reporting requirements of the Global Reporting Initiative (GRI) standards issued by the Global Sustainability Standards Board (GSSB).

### Assessment Standard

The assurance process was conducted in line with the requirements of the International Standard on Assurance Engagements-ISAE 3000 Revised, Assurance Engagements Other than Audits or Reviews of Historical Financial Information and International Standard on Assurance Engagements-ISAE 3410, Assurance Engagements on Greenhouse Gas Statements.

### Limitations and Exclusions

Our assurance was primarily based on Company-provided documentation and interactions with relevant personnel. Our engagement, conducted on a test basis, was not exhaustive in detecting all internal control weaknesses over the Subject Matter preparation. Additionally, our procedures did not encompass testing, verifying, or auditing the completeness and accuracy of outputs from the Company's data collecting systems, used for the compilation of the Subject Matter information. The Subject Matter may contain errors or irregularities that remain undetected due to fundamental limitations in the internal control systems.

Additionally, for the purpose of this limited assurance engagement, we have not performed any procedures involving:

- Verifying any assertions or qualitative information within the ESG report beyond the quantitative data relating to the specified indicators mentioned in the subject matter.
- Evaluating the accuracy and completeness of the reporting boundaries defined by the management for the purpose of the ESG report.
- Verifying or auditing the underlying sources from which the Subject Matter information was derived.
- Reviewing the method utilized by management to conduct materiality assessment.
- Testing, verifying, or auditing the completeness and accuracy of outputs from Company's data collecting systems used for the compilation of the Subject Matter information.
- Company position statements (including any expression of opinion, belief, aspiration, expectation, aim or future intent).
- Historic text which was unchanged from previous years and did not relate to ongoing activities.
- Financial data.



- Appropriateness of commitments and objectives chosen by the company.

### Responsibilities

The preparation and presentation of the Subject Matter in accordance with the Applicable Criteria are the sole responsibility of the Company.

Bureau Veritas Certification was not involved in drafting of the Subject Matter. Bureau Verita's responsibilities included:

- Providing limited assurance as per ISAE 3000 over the accuracy, reliability and objectivity of the information contained within the Subject Matter.

### Methodology

The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

As part of our independent assurance, our work included:

1. Conducting employee interviews regarding the scope of work involved.
2. Process analysis of collecting and reporting the information/data included.
3. Verifying the completeness of the quantitative data included in the subject matter to ensure it encompasses all sites/operating units within the reporting boundary established by the Company.
4. Review of documentary evidence produced by the Company.
5. Recalculation of examples in accordance with the evidence documents used to prepare the information included.
6. Implementation of analytical procedures on the final reported data.

### Limited Assurance Conclusion

This assurance report has been prepared for Emirates Global Aluminium to provide limited assurance on the Subject Matter Information in the Company's 2024 Sustainability Report for the year ended December 31, 2024.

Based on the procedures performed and evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matter Information in the Company's 2024 Sustainability Report for the year ended 31 December 2024 has not been prepared in all material respects in accordance with the Applicable Criteria.

### Statement of Independence, Competence and Quality Control

Bureau Veritas is an independent professional services company that specializes in quality, environmental, health, safety and social accountability with over 190 years history. Its assurance team has extensive experience in conducting verification over environmental, social, ethical and health and safety information, systems and processes.

Bureau Veritas maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards, quality reviews and applicable legal and regulatory requirements which we consider to be equivalent to ISQM 1 & 2:



International Standard on Quality Management 1 (Previously International Standard on Quality Control 1) & International Standard on Quality Management 2

Bureau Veritas has implemented and applied a Code of Ethics across the business to ensure that its employees maintain integrity, objectivity, professional competence and due care, confidentiality, professional behaviour and high ethical standards in their day-to-day business activities. We consider this to be equivalent to the requirements of the IESBA Code: Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants.

No member of the assurance team has a business relationship with Emirates Global Aluminium, its directors or Managers beyond that required of this assignment. We have conducted this verification independently, and there has been no conflict of interest.

Krupa Rahul,

Certification Manager, Bureau Veritas – Abu Dhabi

31-Jul-25

# GRI content index

| GRI standard/ other source | Disclosure | Page number | Requirement(s) omitted | Reason | Explanation | GRI sector standard reference no. |
|---|---|---|---|---|---|---|
| **GRI 2: General Disclosures 2021** | | | | | | |
| **GRI 2: General Disclosures 2021** | 2-1 Organiational details | 8-12 | | | | |
| | 2-2 Entities included in the organisation's sustainability reporting | 8-12 | Disclosure 2-2 b. | b. Confidentiality constraints | b. Given EGA is privately held, audited consolidated financial statements or financial information is not filed on public record. The approach for consolidating and disclosing information is consistent across EGA's operations. In 2024, EGA completed two acquisitions: an 80% stake in EGA Spectro Alloys and full ownership (100%) of EGA Leichtmetall. | |
| | 2-3 Reporting period, frequency and contact point | 4, 24 | Disclosure 2-3 b. | b. Confidentiality constraints | Given EGA is privately held, audited consolidated financial statements or financial information is not filed on public record. | |
| | 2-4 Restatements of information | 43 | | | | |
| | 2-5 External assurance | 25-26, 118 | | | | |
| | 2-6 Activities, value chain, and other business relationships | 4-26, 109-111 | | | | |
| | 2-7 Employees | 85-94, 135-142 | Disclosure 2-7 b. iii. | Not applicable | EGA does not employ non-guaranteed hours employees. | |
| | 2-8 Workers who are not employees | 85-94, 135-142 | | | | |
| | 2-9 Governance structure and composition | 96-100 Corporate Governance Report | | | | |
| | 2-10 Nomination and selection of the highest governance body | - | Disclosure 2-10 a. & b. | Confidentiality constraints | Given that EGA is privately held, what is discussed by the Board in their meetings and in their review of EGA's business matters is considered confidential. | |
| | 2-11 Chair of the highest governance body | 96-100 Corporate Governance Report | Disclosure 2-11 b. | Not applicable | The chair of EGA is not a senior executive. | |
| | 2-12 Role of the highest governance body in overseeing the management of impacts | 96-100 Corporate Governance Report | | | | |
| | 2-13 Delegation of responsibility for managing impacts | 96-100 Corporate Governance Report | | | | |

| GRI standard/ other source | Disclosure | Page number | Requirement(s) omitted | Reason | Explanation | GRI sector standard reference no. |
|---|---|---|---|---|---|---|
| **GRI 2: General Disclosures 2021** | | | | | | |
| | 2-14 Role of the highest governance body in sustainability reporting | 25-26, 99-100 | | | | |
| | 2-15 Conflicts of interest | 96-110 Corporate Governance Report | Disclosure 2-15 b. ii, iii, iv. | | Future improvement | |
| | 2-16 Communication of critical concerns | 104-104 | Disclosure 2-16 b. | Confidentiality constraints | b. Due to their confidential nature, the specifics of the Board's discussions during meetings and their review of EGA's business matters are not disclosed. The Board collaborates closely with EGA's management to maintain open and constructive communication, address raised issues, and take necessary actions as needed. | |
| | 2-17 Collective knowledge of the highest governance body | Corporate Governance Report | | | | |
| | 2-18 Evaluation of the performance of the highest governance body | Corporate Governance Report | Disclosure 2-18 c. | Confidentiality constraints | Given that EGA is privately held, what is discussed by the Board and in their review of EGA's business matters is considered confidential. | |
| | 2-19 Remuneration policies | 86-90 | | | | |
| | 2-20 Process to determine remuneration | 86-90 | | | | |
| | 2-21 Annual total compensation ratio | - | Disclosure 2-21 | Confidentiality constraints | EGA considers information linked to pay as confidential. | |
| **GRI 2: General Disclosures 2021** | 2-22 Statement on sustainable development strategy | 5-6 | | | | |
| | 2-23 Policy commitments | 63-64, 85-87, 90-93, 103-104, 107-108 Policy commitments are available on our public website. Code of Ethics, Core Policy, Responsible Sourcing Policy | | | | |
| | 2-24 Embedding policy commitments | 63-64, 86-95, 91-93, 96-100, 103-108 | | | | |
| | 2-25 Processes to remediate negative impacts | 103-110 EGA Code of Conduct | | | | |
| | 2-26 Mechanisms for seeking advice and raising concerns | 103-110 EGA Code of Conduct | | | | |
| | 2-27 Compliance with laws and regulations | 31-32, 46-47, 50-51, 87, 103-110 | | | | |
| | 2-28 Membership associations | 20-23 | | | | |
| | 2-29 Approach to stakeholder engagement | 25-26 | | | | |
| | 2-30 Collective bargaining agreements | 84-94 | | | | |

| GRI standard/ other source | Disclosure | Page number | Requirement(s) omitted | Reason | Explanation | GRI sector standard reference no. |
|---|---|---|---|---|---|---|
| **Most material topics** | | | | | | |
| **GRI 3: Material Topics 2021** | 3-1 Process to determine material topics | 25-26 | | | | |
| | 3-2 List of material topics | 25-26 | | | | |
| **Health, safety, & wellbeing** | | | | | | |
| **GRI 3: Material Topics 2021** | 3-3 Management of material topics | 96-110 | | | | |
| **GRI 403: Occupational Health and Safety 2018** | 403-1 Occupational health and safety management system | 63-80 | | | | 14.16.2 |
| | 403-2 Hazard identification, risk assessment, and incident investigation | 63-80 | | | | 14.16.3 |
| | 403-3 Occupational health services | 63-80 | | | | 14.16.4 |
| | 403-4 Worker participation, consultation, and communication on occupational health and safety | 63-74, 113-116 | | | | 14.16.5 |
| | 403-5 Worker training on occupational health and safety | 63-80 | | | | 14.16.6 |
| | 403-6 Promotion of worker health | 63-80 | | | | 14.16.7 |
| | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships | 63-80 | | | | 14.16.8 |
| | 403-8 Workers covered by an occupational health and safety management system | 63-80 | | | | 14.16.9 |
| | 403-9 Work-related injuries | 63-80 | | | | 14.16.10 |
| | 403-10 Work-related ill health | 63-80 | | | | 14.16.11 |

| GRI standard/ other source | Disclosure | Page number | Requirement(s) omitted | Reason | Explanation | GRI sector standard reference no. |
|---|---|---|---|---|---|---|
| **Business integrity & ethics** | | | | | | |
| **GRI 3: Material Topics 2021** | 3-3 Management of material topics | 96-110 | | | | |
| **GRI 205: Anti-corruption 2016** | 205-1 Operations assessed for risks related to corruption | 63-74 | | | | 14.22.2 |
| | 205-2 Communication and training about anti-corruption policies and procedures | 63-74, 96-106 | | | | 14.22.3 |
| | 205-3 Confirmed incidents of corruption and actions taken | 103-105 | | | | 14.22.4 |
| **GRI 206: Anti-competitive behaviour 2016** | 206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices | 103-105 | | | | |
| **Respecting human rights** | | | | | | |
| **GRI 3: Material Topics 2021** | 3-3 Management of material topics | 75-94, 103-110 | | | | |
| **GRI 406: Non-discrimination 2016** | 406-1 Incidents of discrimination and corrective actions taken | 103-110 | | | | 14.21.7 |
| **GRI 407: Freedom of Association and Collective Bargaining 2016** | 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk | 85-89 | Disclosure 407-1 | Not applicable for UAE operations | | 14.20.2 |
| **GRI 408: Child Labour 2016** | 408-1 Operations and suppliers at significant risk for incidents of child labor | 103-110 | Disclosure 408-1 | Not applicable | Not applicable – No significant risk of child labour identified across operations or supply chain. | 14.18.2 |
| **GRI 409: Forced or Compulsory Labour 2016** | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor | 107-112 | | | | 14.19.2 |
| **GRI 410: Security Practices 2016** | 410-1 Security personnel trained in human rights policies or procedures | 75-80, 103-104 | | | | 14.14.2 |
| **GRI 413: Local Communities 2016** | 413-1 Operations with local community engagement, impact assessments, and development programs | 75-84 | | | | 14.10.2 |
| | 413-2 Operations with significant actual and potential negative impacts on local communities | 75-84 | | | | 14.10.3 |
| **GRI 402: Labor/ Management Relations 2016** | 402-1 Minimum notice period regarding operational changes | 85-89 | | | | 14.17.1 |

| GRI standard/ other source | Disclosure | Page number | Requirement(s) omitted | Reason | Explanation | GRI sector standard reference no. |
|---|---|---|---|---|---|---|
| **Waste Management** | | | | | | |
| **GRI 3: Material Topics 2021** | 3-3 Management of material topics | 49-57 | | | | 14.5.1. |
| **GRI 306: Waste 2020** | 306-1 Waste generation and significant waste-related impacts | 49-57 | | | | 14.5.2 |
| | 306-2 Management of significant waste-related impacts | 49-57 | | | | 14.5.3 |
| | 306-3 Waste generated | 49-57 | | | | 14.5.4 |
| | 306-4 Waste diverted from disposal | 49-57 | | | | 14.5.5 |
| | 306-5 Waste directed to disposal | 49-57 | | | | 14.5.6 |
| **Air quality** | | | | | | |
| **GRI 3: Material Topics 2021** | 3-3 Management of material topics | 33-40 | | | | 14.3.1 |
| | 305-1 Direct (Scope 1) GHG emissions | 33-40 | | | | 14.1.5 |
| | 305-2 Energy indirect (Scope 2) GHG emissions | 33-40 | | | | 14.1.6 |
| | 305-3 Other indirect (Scope 3) GHG emissions | 33-40 | | | | 14.1.7 |
| | 305-4 GHG emissions intensity | 33-40 | | | | 14.1.8 |
| | 305-5 Reduction of GHG emissions | 33-40 | | | | 14.1.9 |
| | 305-6 Emissions of ozone-depleting subtsances | Not applicable | Disclosure 305-6 | Not applicable | | |
| **GRI 305: Emissions 2016** | 305-7 Nitrogen oxides ($NO_x$), sulfur oxides ($SO_x$), and other significant air emissions | 33-40 | | | | 14.3.2 |

# ASI content index

| Version 3 Criterion | ASI ref # | Disclosure Requirement | Page number |
|---|---|---|---|
| **Anti-corruption** | 1.2 | Compliance with applicable legal requirements in all jurisdictions where the organisation operates. | 96-100, 103-105 |
| **Code of Conduct** | 1.3 | Development, implementation, and communication of a publicly available Code of Conduct covering ethical, legal, and responsible business practices. | 96-100, 103-105 |
| **Responsible Sourcing** | 2.4 | Implementation, public disclosure, and regular review of a responsible sourcing policy addressing material ESG risks. | 107-112 |
| **Environmental and Social Impact Assessments** | 2.5 a | Environmental and social impact assessments conducted for new projects or major changes to existing facilities. | 75-80 |
| **Human Rights Impact Assessment** | 2.6 a | Human rights impact assessment for new projects or major changes to existing facilities. | 75-80 |
| **Sustainability reporting** | 3.1 | Governance approach and material, environmental, social and economic impacts. | Entire report |
| **Non-compliance and liabilities** | 3.2 | Information on significant fines, judgments, penalties and non-monetary sanctions for failure to comply with applicable law. | 31-32, 46-47, 50-51, 87, 103-110 |
| **Payments to governments** | 3.3 b | Payments to governments, building on existing audit and assurance systems. | 24, 111-112 |
| **Stakeholder complaints, grievances and requests for information** | 3.4 a | Implement a Complaints Resolution Mechanism that is:<br>i. Legitimate;<br>ii. Accessible;<br>iii. Predictable;<br>iv. Equitable; | 25-26, 75-80 |

| Version 3 Criterion | ASI ref # | Disclosure Requirement | Page number |
|---|---|---|---|
| **Aluminium Process Scrap** | 4.3 | Aluminium process scrap generated, collected, and recycled or re-used, including management of alloys and grades. | 49-57 |
| **Disclosure of GHG emissions and energy use** | 5.1 | Material GHG emissions and energy use by source. | 36-44 |
| **Scope 1 and 2 emissions intensity** | 5.2 | GHG emissions intensity of our metal (Scope 1 and 2). | 36-40 |
| **GHG emissions reductions** | 5.3 | Time-bound GHG emissions reduction targets. | 17-19, 36-40 |
| **GHG Emissions Management** | 5.4 | Management system, evaluation procedures, and operating controls to achieve performance aligned to the GHG Emissions Reduction Plan and targets | 36-40 |
| **Emissions to air** | 6.1 | Emissions to air. | 33-40 |
| **Discharges to water** | 6.2 | Discharges to water. | 45-48 |
| **Reporting of spills and leakages** | 6.4 | Impact assessments of any significant spills and remediation actions taken. | 31-32 |
| **Waste management and reporting** | 6.5 | Quantity of hazardous and non-hazardous waste generated and associated waste disposal methods. | 49-57 |
| **Spent Pot Lining (SPL)** | 6.7 a, b | SPL storage, environmental controls, and recovery or recycling of carbon and refractory materials. | 21, 51 |
| **Dross** | 6.8 a | Storage and management of dross. | 51-57 |
| **Disclosure of water usage and risks** | 7.1 | Water withdrawal and use by source, and material water related risks. | 45-48 |

| Version 3 Criterion | ASI ref # | Disclosure Requirement | Page number |
|---|---|---|---|
| **Biodiversity management** | 8.1 | Biodiversity and ecosystem services risk and impact assessment. | 58-61 |
| | 8.2 c | Biodiversity action plan outcomes. | 58-61 |
| | 8.3 b | Management of priority ecosystem services | 58-61 |
| | 8.4 | Management of alien species. | 58-61 |
| | 8.5 | Commitment to "No Go" in World Heritage Properties. | 58-61 |
| | 8.6 | Identification and prevention of protected areas. | 58-61 |
| **Gender equity and women's empowerment** | 9.1 | Effectiveness of the measures taken to promote gender equity. | 75-93 |
| | 9.2 | Programmes promoting gender equity and women's empowerment. | 75-93 |
| **Cultural and sacred heritage** | 9.5 a | Identification of sacred or cultural heritage sites and values within the organisation's area of influence and actions taken to avoid or remedy impacts, and ensure continued rights of access. | 75-94 |
| **Displacement** | 9.6 | Actual or potential displacement of people due to the organisation's activities, and the measures taken to avoid, minimise, or compensate for such displacement. | 75-80 |
| **Affected Populations and organisations** | 9.7 a, b | Respect and protection of the legal and customary rights, livelihoods, and natural resource use of local communities, and take steps to prevent and address any adverse impacts. | 75-94 |

| Version 3 Criterion | ASI ref # | Disclosure Requirement | Page number |
|---|---|---|---|
| **Forced Labour** | 10.3 c | Actions taken to address modern slavery. | 108-113 |
| **Freedom of Association and Right to Collective Bargaining** | 10.1 a, b | Respect for workers' rights to freely associate and collectively bargain. | 85-87 |
| **Non-discrimination** | 10.4 | Equal opportunities and non-discrimination in employment decisions. | 90-94 |
| **Communication and engagement** | 10.5 | Open communication and direct engagement with workers and their representatives regarding working conditions and resolution of workplace and compensation issues, without reprisal. | 85-94 |
| **Violence and harassment** | 10.6 | Mechanisms in place to receive, assess, and respond to complaints or concerns related to the organisation's activities, including how affected stakeholders are informed of and can access these mechanisms. | 85-94, 103-104 |
| **Occupational Health and Safety (OH&S) management system** | 11.1 e | Effectiveness of the OH&S Management System including leading and lagging indicators and comparative performance with peers and leading practice. | 63-74 |
| **Worker participation, consultation, and communication on occupational health and safety** | 11.2 | Mechanisms by which employees can raise, discuss and participate in the resolution of Occupational Health and Safety issues with management. | 63-74 |

# ESG data tables

## Safeguarding the environment

### Protecting air quality

| **$NO_x$ and $SO_x$ emissions from mining operations** | **Guinea** | |
|---|---|---|
| Year | $NO_X$ (tonnes) | $SO_X$ (tonnes) |
| 2024 | 114.32 | 91.46 |

| **$NO_x$ emissions from power plant operations** [130] | **UAE** | |
|---|---|---|
| Year | Total $NO_X$ emissions (thousand tonnes) | $NO_X$ emissions intensity (kg/MWh of power from power plant) |
| 2021 | 11.9 | 0.31 |
| 2022 | 8.2 | 0.20 |
| 2023 | 8.2 | 0.20 |
| 2024 | 8.7 | 0.21 |

| **$SO_2$ emissions from anode production and smelting operations** [131 132] | **UAE** | |
|---|---|---|
| Year | Total $SO_2$ emissions (thousand tonnes) | $SO_2$ emissions intensity (kg/t Al) |
| 2021 | 29.5 | 11.78 |
| 2022 | 30.7 | 11.59 |
| 2023 | 30.2 | 11.35 |
| 2024 | 30.6 | 11.26 |

| **Total fluoride emissions from smelting operations in the UAE** [133] | **UAE** | |
|---|---|---|
| Year | Total fluoride emissions (tonnes) | Fluoride emissions intensity (kg/t Al) |
| 2021 | 856 | 0.34 |
| 2022 | 844 | 0.32 |
| 2023 | 904 | 0.34 |
| 2024 | 964 | 0.36 |

130 Emissions data are direct continuous readings (CEMS) from analysers. The total $NO_x$ emissions depend predominantly on electricity generation to meet the requirements for aluminium production.
131 Emissions data are continuous readings (CEMS) from analysers, manual sampling or manual balance estimations.
132 Al Taweelah alumina refinery reported 24.54 tonnes of $SO_2$ emissions. Total 2024 $SO_2$ emissions for UAE operations were 30,592 tonnes.
133 Emissions data are derived from direct readings from a site analyser, laboratory analysis of manual stack sampling, and/or mass balance estimations. For previous reports, historic data has been derived using quarterly averages, data presented herein uses monthly averages. This change in reporting method has had no material impact.

## Greenhouse gas emissions

| **Total direct (scope 1) emissions in mining ($tCO_2e$)** [134] | **Guinea** |
|---|---|
| Year | |
| 2021 | 64,711 |
| 2022 | 76,943 |
| 2023 | 78,518 |
| 2024 | 72,925 |

| **Total indirect (scope 3) emissions in mining ($tCO_2e$)** | **Guinea** | | | |
|---|---|---|---|---|
| Category 1 | Category 3 | Category 4 | Category 9 | Category 10 |
| 10,220 | 17,002 | 441 | 569,042 | 4,326,522 |

| **GHG emissions intensity in mining ($tCO_2e$/t Bauxite)** | **Guinea** |
|---|---|
| Year | |
| 2021 | 0.0040 |
| 2022 | 0.0052 |
| 2023 | 0.0064 |
| 2024 | 0.0067 |

| **Total direct (scope 1) emissions in refining, smelting, and casting ($tCO_2e$)** [135] | **UAE** |
|---|---|
| Year | |
| 2021 | 21,350,012 |
| 2022 | 21,120,167 |
| 2023 | 21,412,603 |
| 2024 | 22,128,184 |

134 GWP are based on the IPCC Sixth Assessment Report (AR6). Scope 1 emissions have been derived using emission factors and GWP values from IPCC AR6.

135 GWP for $CO_2$, CH4, and $N_2O$ are based on the IPCC Sixth assessment report, 2021. Standards used for estimation are GHG Protocol (revised edition) developed by WRI and WBCSD, the IAI addendum developed for the aluminium sector by the International Aluminium Institute (IAI, 2006) and the IPCC Guidelines.

| Total indirect (scope 2) emissions in refining, smelting, and casting ($tCO_2e$) | UAE |
|---|---|
| Year | |
| 2021 | 3,420 |
| 2022 | 0 |
| 2023 | 0 |
| 2024 | 0 |

| PFC emissions intensity in refining, smelting, and casting ($tCO_2$/t Al) | UAE |
|---|---|
| Year | |
| 2021 | 0.119 |
| 2022 | 0.067 |
| 2023 | 0.036 |
| 2024 | 0.060 |

| Total indirect (scope 3) emissions in refining, smelting, and casting ($tCO_2e$) | | | UAE | |
|---|---|---|---|---|
| Category 1 | Category 3 | Category 4 | Category 9 | Category 10 |
| 6,741,638 | 1,291,723 | 487,288 | 77,576 | 1,948,186 |

| Direct (scope 1) emissions in recycling ($tCO_2e$) | Germany |
|---|---|
| Year | |
| 2023 | 2,007 |

| GHG emissions intensity for our metal (scope 1 and 2) ($tCO_2e$/t Al) [136] | UAE |
|---|---|
| Year | |
| 2021 | 8.00 |
| 2022 | 7.58 |
| 2023 | 7.50 |
| 2024 | 7.57 |

136 GHG emissions intensity is calculated based on hot metal production, in line with the IAI methodology, and not on casted metal volumes. As defined by the IAI, primary aluminium refers to aluminium tapped from electrolysis cells or pots during the electrolytic reduction of metallurgical alumina, excluding alloying additions and recycled aluminium. For more information, visit: Primary Aluminium Production - International Aluminium Institute.

## Conserving our energy

| Energy consumption in mining (Thousand GJ) | Guinea |
|---|---|
| Year | |
| 2021 | 902 |
| 2022 | 1,027 |
| 2023 | 1,062 |
| 2024 | 1,003 |

| Energy consumption from non-renewables in refining, smelting, and casting (Thousand GJ) | UAE |
|---|---|
| Year | |
| 2021 | 333,684 |
| 2022 | 341,000 |
| 2023 | 339,330 |
| 2024 | 344,146 |

| Energy consumption (GJ) in recycling | Germany |
|---|---|
| Year | |
| 2024 | 99,010 |

| Energy intensity in mining (GJ/t Bauxite) | Guinea |
|---|---|
| Year | |
| 2021 | 0.06 |
| 2022 | 0.07 |
| 2023 | 0.09 |
| 2024 | 0.09 |

| Smelting and casting energy intensity (GJ/t Al) | UAE |
|---|---|
| Year | |
| 2021 | 119.3 |
| 2022 | 115.1 |
| 2023 | 113.7 |
| 2024 | 114.5 |

| Energy intensity in recycling (GJ/t Al) | Germany |
|---|---|
| Year | |
| 2024 | 5.08 |

## Water management

| Water withdrawal from surface water in mining (Thousand megalitres) | Guinea | |
|---|---|---|
| Year | Freshwater (≤1000mg/l TDS), non-water stress areas | Brackish/saltwater (≤1000mg/l TDS), non-water stress areas |
| 2021 | 238 | 283 |
| 2022 | 190 | 196 |
| 2023 | 204 | 201 |
| 2024 | 204 | 210 |

| Water discharge to surface water in mining (Thousand megalitres) | Guinea | |
|---|---|---|
| Year | Freshwater (≤1000mg/l TDS), non-water stress areas | Brackish/saltwater (≤1000mg/l TDS), non-water stress areas |
| 2021 | 6 | 18 |
| 2022 | 6 | 16 |
| 2023 | 6 | 13 |
| 2024 | 0 | 14 |

| Water withdrawal from groundwater in mining (Thousand megalitres) | Guinea | |
|---|---|---|
| Year | Freshwater (≤1000mg/l TDS), non-water stress areas | Brackish/saltwater (≤1000mg/l TDS), non-water stress areas |
| 2021 | 20 | 1 |
| 2022 | 44 | 5 |
| 2023 | 77 | 0 |
| 2024 | 28 | 0 |

| Water withdrawal and discharge from the sea in refining, smelting, and casting (Thousand megalitres) | UAE | |
|---|---|---|
| Year | Water withdrawal from the sea | Water discharged to the sea |
| 2021 | 1,602 | 1,538 |
| 2022 | 1,558 | 1,498 |
| 2023 | 1,507 | 1,452 |
| 2024 | 1,617 | 1,573 |

| Water consumption in refining, smelting, and casting (Megalitres) | UAE |
|---|---|
| Year | |
| 2021 | 63,424 |
| 2022 | 60,366 |
| 2023 | 54,938 |
| 2024 | 43,274 |

| Water consumption in recycling (Megalitres) | Germany |
|---|---|
| Year | |
| 2024 | 15 |

| Water withdrawal and discharge in recycling (Megalitres) | Germany | |
|---|---|---|
| Year | Third party withdrawal | Discharge to water bodies |
| 2024 | 26 | 11 |

## Waste management

**Hazardous waste and its disposal in mining (Tonnes)** [137] [138]

**Guinea**

| Year | Total waste generated | Incinerated | Recycled | Total stockpiled volume | Total waste diverted from disposal | Total waste directed to disposal |
|---|---|---|---|---|---|---|
| 2021 | 428.0 | 23.0 | 144.5 | 269.0 | 167.5 | 0.0 |
| 2022 | 202.4 | 21.0 | 134.0 | 50.0 | 155.0 | 0.0 |
| 2023 | 198.7 | 4.3 | 71.6 | 173.0 | 75.9 | 0.0 |
| 2024 | 197.4 | 71.0 | 108.9 | 250.1 | 179.9 | 0.0 |

**Non-hazardous waste and its disposal in mining (Tonnes)**

**Guinea**

| Year | Total waste generated | Incinerated | Recycled | Total stockpiled volume | Total waste diverted from disposal | Total waste directed to disposal |
|---|---|---|---|---|---|---|
| 2021 | 279.0 | 764.0 | 178.0 | 78.0 | 942.0 | 0.0 |
| 2022 | 567.5 | 700.3 | 89.4 | 45.0 | 789.7 | 0.0 |
| 2023 | 505.0 | 0.0 | 89.4 | 460.0 | 89.4 | 0.0 |
| 2024 | 482.1 | 0.0 | 280.5 | 589.7 | 280.5 | 0.0 |

137 Total stockpiled includes the cumulative total of waste stored on-site in-year as well as from previous years.

138 Weights are determined through the use of site-based industrial scales, with the exception of odd-shaped, non-bulk waste, which are estimated by volume.

**Hazardous waste and its disposal in refining, smelting, and casting (Thousand tonnes)** [139] [140] [141]

**UAE**

| Year | Total waste generated | Recycled | Landfilled | Total stockpiled volume | Total waste diverted from disposal | Total waste directed to disposal |
|---|---|---|---|---|---|---|
| 2021 | 109.3 | 98.8 | 0.3 | 200.7 | 98.8 | 0.3 |
| 2022 | 89.2 | 178.0 | 0.2 | 120.8 | 178.0 | 0.2 |
| 2023 | 101.8 | 153.9 | 1.0 | 84.6 | 153.9 | 1.0 |
| 2024 | 114.5 | 312.8 | 0.5 | 21.2 | 313.0 | 0.5 |

**Non-hazardous waste and its disposal in refining, smelting, and casting (Thousand tonnes)**

**UAE**

| Year | Total waste generated | Recycled | Landfilled | Total stockpiled volume | Total waste diverted from disposal | Total waste directed to disposal |
|---|---|---|---|---|---|---|
| 2021 | 79.8 | 71.2 | 8.4 | 64.2 | 71.2 | 8.4 |
| 2022 | 56.3 | 27.3 | 10.0 | 33.9 | 27.3 | 10.0 |
| 2023 | 29.1 | 40.6 | 12.1 | 4.3 | 40.6 | 12.1 |
| 2024 | 36.0 | 32.9 | 8.8 | 5.3 | 32.9 | 8.8 |

139 Excludes bauxite residue. All waste weights are measured at a weighbridge. EGA's waste management team enter records from the waste manifest to our waste management database and ensure records are adequately maintained and distributed.

140 Total stockpiled includes the cumulative total of waste stored onsite in-year as well as from previous years.

141 We disclose waste data in alignment with GRI 306: Waste (2020) requirements; however, recycling figures include SPL used as feedstock in the cement industry, in line with EGA's internal definition of recycling, which differs from GRI's classification. Waste diverted from disposal volumes can appear higher than waste generation volumes in a given year as they also account for materials recycled from stockpiles generated in previous years.

| **Hazardous waste and its disposal in recycling (Tonnes)** | **Germany** | | | | | |
|---|---|---|---|---|---|---|
| Year | Total waste generated | Recycled | Total stockpiled volume | Landfilled | Total waste diverted from disposal | Total waste directed to disposal |
| 2024 | 611.3 | 566.0 | 45.0 | 45.0 | 566.0 | 45.0 |

| **Non-hazardous waste and its disposal in recycling (Tonnes)** | **Germany** | | | | | |
|---|---|---|---|---|---|---|
| Year | Total waste generated | Recycled | Total stockpiled volume | Landfilled | Total waste diverted from disposal | Total waste directed to disposal |
| 2024 | 153.6 | 109.6 | 0.0 | 44.0 | 109.6 | 44.0 |

# Social responsibility

| Total number of attendees at safety courses in mining | Guinea |
|---|---|
| Employees | All contractors |
| 1,804 | 7,837 |

| Total number of attendees at safety courses in refining, smelting, and casting | UAE |
|---|---|
| Employees | All contractors |
| 11,948 | 24,883 |

| Total number of workers trained in safety in recycling | Germany |
|---|---|
| Employees | All contractors |
| 65 | 0 |

| Total working hours (thousands) | Guinea | | | UAE | | | Germany | | |
|---|---|---|---|---|---|---|---|---|---|
| Year | Employees | All contractors | Guinea Total | Employees | Directly supervised contractors | UAE Total | Employees | All contractors | Germany Total |
| 2021 | 717 | 6,520 | 7,236 | 15,788 | 2,787 | 20,826 | | | |
| 2022 | 691 | 7,747 | 8,439 | 15,094 | 4,467 | 19,561 | | | |
| 2023 | 837 | 8,148 | 8,985 | 15,630 | 3,451 | 19,082 | | | |
| 2024 | 889 | 6,592 | 7,481 | 15,665 | 4,327 | 19,992 | 92,071 | 0 | 92,071 |

| Total recordable injuries (TRI) [142] | Guinea | | | UAE | | | Germany | | |
|---|---|---|---|---|---|---|---|---|---|
| Year | Employees | All contractors | Guinea Total | Employees | Directly supervised contractors | UAE Total | Employees | All contractors | Germany Total |
| 2021 | 2 | 6 | 8 | 15 | 7 | 22 | | | |
| 2022 | 0 | 13 | 13 | 20 | 5 | 25 | | | |
| 2023 | 0 | 16 | 16 | 14 | 9 | 23 | | | |
| 2024 | 1 | 8 | 9 | 12 | 9 | 21 | 1 | 0 | 1 |

142 Total recordable injuries is the sum of all work-related injuries and illnesses during the reporting period and includes any fatalities, lost time cases, medical treatments or incidents leading to restricted work activities.

**Lost time injuries (LTI)** [143]

| | Guinea | | | UAE [144] | | | Germany | | |
|---|---|---|---|---|---|---|---|---|---|
| Year | Employees | All contractors | Guinea Total | Employees | Directly supervised contractors | UAE Total | Employees | All contractors | Germany Total |
| 2021 | 1 | 1 | 2 | 1 | 0 | 1 | | | |
| 2022 | 0 | 2 | 2 | 1 | 1 | 2 | | | |
| 2023 | 0 | 2 | 2 | 1 | 0 | 1 | | | |
| 2024 | 0 | 2 | 2 | 1 | 1 | 2 | 1 | 0 | 1 |

**Total recordable injury frequency rate (TRIFR)** [145 146]

| | Guinea | | | | UAE [147 148] | | | | Germany | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Year | Employees | All contractors | Guinea Total | Industry benchmark | Employees | Directly supervised sontractors | UAE Total | Industry benchmark | Employees | All contractors | Germany Total |
| 2021 | 2.79 | 0.92 | 1.11 | 2.94 | 0.95 | 1.39 | 1.06 | 4.15 | | | |
| 2022 | 0.00 | 1.68 | 1.54 | 2.90 | 1.33 | 1.12 | 1.28 | 4.00 | | | |
| 2023 | 0.00 | 1.96 | 1.78 | 1.78 | 0.90 | 2.61 | 1.21 | 3.15 | | | |
| 2024 | 1.12 | 1.21 | 1.20 | 2.59 | 0.77 | 2.08 | 1.05 | 4.74 | 10.86 | 0.00 | 10.86 |

143 Lost time injuries is the sum of all work-related injuries or illness that result in an affected individual temporarily being unable to perform any regular job or restricted work activity on a subsequent scheduled workday or shift.
144 The data for 2021 has been restated to correct a previously reported classification error related to a work-related incident, in accordance with GRI 403: Occupational Health and Safety (2018).
145 Total recordable injury frequency rate is the total number of recordable injuries per million hours worked during the reporting period.
146 Benchmark derived from data available from the IAI.
147 In accordance with GRI 403-9, benchmarking is based on industry averages for refinery and smelter operations only. Figures for previous years have been updated accordingly to ensure consistency.
148 Benchmark derived from data available from the IAI.

| Lost time injury frequency rate (LTIFR) [149] | Guinea | | | UAE | | | Germany | | |
|---|---|---|---|---|---|---|---|---|---|
| Year | Employees | All contractors | Guinea Total | Employees | Directly supervised contractors | UAE Total | Employees | All contractors | Germany Total |
| 2021 | 1.40 | 0.15 | 0.28 | 0.06 | 0.00 | 0.05 | | | |
| 2022 | 0.00 | 0.26 | 0.24 | 0.07 | 0.22 | 0.10 | | | |
| 2023 | 0.00 | 0.25 | 0.22 | 0.06 | 0.00 | 0.05 | | | |
| 2024 | 0.00 | 0.30 | 0.27 | 0.06 | 0.23 | 0.10 | 10.86 | 0.00 | 10.86 |

| Occupational disease rate (ODR) | Guinea | | | UAE | | | Germany | | |
|---|---|---|---|---|---|---|---|---|---|
| Year | Employees | Directly supervised contractors | Guinea Total | Employees | Directly supervised contractors | UAE Total | Employees | All contractors | Germany Total |
| 2021 | 0.00 | 0.00 | 0.00 | 0.11 | 0.00 | 0.11 | | | |
| 2022 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | |
| 2023 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | | | |
| 2024 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 | 0.00 |

| Heat related illness cases in the UAE | | |
|---|---|---|
| Year | Employees | Directly supervised contractors |
| 2021 | 2 | 0 |
| 2022 | 0 | 0 |
| 2023 | 0 | 0 |
| 2024 | 0 | 0 |

149 Lost time injury frequency rate is the total number of lost time injuries per million hours worked during the reporting period.

| Supporting local recruitment | Guinea | | | UAE | | |
|---|---|---|---|---|---|---|
| Year | Nationals | Expatriate Employees | Total Staff | Nationals | Expatriate Employees | Total Staff |
| 2021 | 361 | 73 | 434 | 1,139 | 5,396 | 6,535 |
| 2022 | 363 | 61 | 424 | 1,249 | 5,451 | 6,700 |
| 2023 | 396 | 64 | 460 | 1,241 | 5,506 | 6,747 |
| 2024 | 408 | 58 | 466 | 1,334 | 5,697 | 7,031 |

150 All employment statistics are calculated based on the number of FTE's as of Dec 31st 2024. The exception being the attrition rate which is calculated based on the sum of total FTE's for each month of the year, divided by 12.

151 EGA does not employ non-guaranteed hours employees.

152 This refer to workers who are not employees and whose work is controlled by EGA. In the UAE, directly supervised contractors predominantly perform tasks such as maintenance and testing of equipment, control of conveyors, landscaping, and operation of forklifts. EGA and the contracted organisations have a framework agreement with specified terms which cover services, payments, confidentiality, accommodation, and safety. Contractors in Guinea predominantly perform tasks such as port operations, mining activities, maintenance, construction activities.

| Total number of employees [150] and type of employment by gender [151] and by region | Guinea | | | | UAE | | | | Germany |
|---|---|---|---|---|---|---|---|---|---|
| Year | 2021 | 2022 | 2023 | 2024 | 2021 | 2022 | 2023 | 2024 | 2024 |
| **Total employees** | **434** | **424** | **460** | **466** | **6,535** | **6,700** | **6,747** | **7,031** | **65** |
| Male | 394 | 383 | 402 | 404 | 6,163 | 6,230 | 6,223 | 6,358 | 57 |
| Female | 40 | 41 | 58 | 62 | 372 | 470 | 524 | 673 | 8 |
| **Permanent employees** | **290** | **335** | **334** | **323** | **6,444** | **6,581** | **6,621** | **6,919** | **65** |
| Male | 263 | 301 | 299 | 285 | 6,087 | 6,169 | 6,148 | 6,298 | 57 |
| Female | 27 | 34 | 35 | 38 | 357 | 412 | 473 | 621 | 8 |
| **Temporary employees** | **144** | **89** | **126** | **143** | **91** | **119** | **126** | **112** | **-** |
| Male | 131 | 82 | 103 | 119 | 76 | 61 | 75 | 60 | 0 |
| Female | 13 | 7 | 23 | 24 | 15 | 58 | 51 | 52 | 0 |
| **Full-time employees** | **434** | **424** | **460** | **466** | **6,535** | **6,700** | **6,747** | **7,031** | **62** |
| Male | 394 | 383 | 402 | 404 | 6,163 | 6,230 | 6,223 | 6,358 | 57 |
| Female | 40 | 41 | 58 | 62 | 372 | 470 | 524 | 673 | 5 |
| Workers who are not employees [152] | - | 2,754 | 2,173 | 2,774 | 980 | 1,070 | 1,100 | 1,463 | 0 |

| New employee hires and employee turnover | Guinea | | | | UAE | | | | Germany |
|---|---|---|---|---|---|---|---|---|---|
| Year | 2021 | 2022 | 2023 | 2024 | 2021 | 2022 | 2023 | 2024 | 2024 |
| **New employees hired (By Number)** | | | | | | | | | |
| Male | 45 | 23 | 50 | 31% | 401 | 430 | 360 | 542 | 6 |
| Female | 3 | 4 | 18 | 12% | 14 | 121 | 77 | 190 | 1 |
| **Age group** | | | | | | | | | |
| Up to 29 | 5 | 2 | 11 | 5% | 227 | 311 | 228 | 390 | 1 |
| 30-49 | 34 | 18 | 51 | 36% | 185 | 243 | 201 | 336 | 5 |
| 50 & above | 9 | 7 | 8 | 2% | 3 | 10 | 8 | 6 | 1 |
| **New employees hired (By Rate)** | | | | | | | | | |
| Male | 94% | 85% | 74% | 72% | 97% | 78% | 82% | 74% | 86% |
| Female | 6% | 15% | 26% | 28% | 3% | 28% | 18% | 26% | 14% |
| **Age group** | | | | | | | | | |
| Up to 29 | 10% | 7% | 16% | 11% | 55% | 55% | 52% | 53% | 14% |
| 30-49 | 71% | 67% | 73% | 84% | 45% | 43% | 46% | 46% | 72% |
| 50 & above | 19% | 26% | 11% | 5% | 1% | 2% | 2% | 1% | 14% |
| **Employee turnover (By Number)** | | | | | | | | | |
| Male | 34 | 38 | 25 | 26 | 776 | 360 | 367 | 322 | 7 |
| Female | 10 | 2 | 3 | 6 | 65 | 22 | 24 | 41 | 0 |
| **Age group** | | | | | | | | | |
| Up to 29 | 0 | 0 | 2 | 2 | 120 | 86 | 104 | 81 | 0 |
| 30-49 | 29 | 22 | 21 | 18 | 475 | 209 | 213 | 211 | 5 |
| 50 & above | 15 | 18 | 5 | 12 | 246 | 87 | 74 | 71 | 2 |

| New employee hires and employee turnover | Guinea | | | | UAE | | | | Germany |
|---|---|---|---|---|---|---|---|---|---|
| Year | 2021 | 2022 | 2023 | 2024 | 2021 | 2022 | 2023 | 2024 | 2024 |
| **Employee turnover (By Rate)** | | | | | | | | | |
| Male | 95% | 77% | 90% | 81% | 92% | 94% | 94% | 89% | 100% |
| Female | 5% | 23% | 10% | 19% | 8% | 6% | 6% | 11% | 0% |
| **Age group** | | | | | | | | | |
| Up to 29 | 0% | 0% | 2% | 6% | 14% | 23% | 27% | 22% | 0% |
| 30-49 | 55% | 66% | 51% | 56% | 56% | 55% | 54% | 58% | 71% |
| 50 & above | 45% | 34% | 47% | 38% | 29% | 23% | 19% | 20% | 29% |
| **Attrition rate (%)** | | | | | | | | | |
| Total | 10.33 | 9.00 | 6.10 | 6.87 | 12.60 | 5.86 | 5.90 | 5.16 | 10.77 |
| Male | 8.82 | 10.00 | 6.20 | 6.44 | 12.40 | 5.87 | 5.90 | 5.06 | 12.28 |
| Female | 24.90 | 5.00 | 5.20 | 4.20 | 16.60 | 5.75 | 5.00 | 6.09 | 0.00 |
| **Age group** | | | | | | | | | |
| Up to 29 | 0.00 | 0.00 | 10.50 | 15.38 | 15.40 | 11.57 | 12.30 | 6.59 | 0.00 |
| 30-49 | 8.83 | 6.00 | 5.80 | 4.84 | 9.80 | 4.42 | 4.50 | 4.35 | 7.69 |
| 50 & above | 24.59 | 26.00 | 6.30 | 14.81 | 23.60 | 8.31 | 6.90 | 7.48 | 3.08 |

| Diversity of governance bodies and employees | Guinea | | | | UAE | | | | Germany |
|---|---|---|---|---|---|---|---|---|---|
| Year | 2021 | 2022 | 2023 | 2024 | 2021 | 2022 | 2023 | 2024 | 2024 |
| **Executive Committee** | **6** | **13** | **13** | **11** | **11** | **12** | **12** | **12** | **N/A** |
| Male | 100% | 92% | 62% | 82% | 82% | 83% | 83% | 83% | N/A |
| Female | 0% | 8% | 38% | 18% | 18% | 17% | 17% | 17% | N/A |
| **Age group** | | | | | | | | | **N/A** |
| Up to 29 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | N/A |
| 30-49 | 50% | 62% | 62% | 36% | 82% | 58% | 58% | 58% | N/A |
| 50 & above | 50% | 38% | 38% | 64% | 18% | 42% | 42% | 42% | N/A |
| **Senior management - grade F and above** | **14** | **15** | **31** | **30** | **209** | **220** | **235** | **241** | **N/A** |
| Male | 86% | 80% | 81% | 20% | 86% | 85% | 83% | 82% | N/A |
| Female | 14% | 20% | 19% | 80% | 14% | 15% | 17% | 18% | N/A |
| **Age group** | | | | | | | | | **N/A** |
| Up to 29 | 0% | 0% | 0% | 0% | 0% | 0% | 0% | 0% | N/A |
| 30-49 | 57% | 73% | 65% | 73% | 60% | 64% | 64% | 65% | N/A |
| 50 & above | 43% | 27% | 35% | 27% | 40% | 36% | 36% | 35% | N/A |
| **Middle management - grade G to K** | **207** | **202** | **223** | **227** | **1,437** | **1,490** | **1,482** | **1,524** | **N/A** |
| Male | 90% | 90% | 89% | 88% | 81% | 78% | 77% | 76% | N/A |
| Female | 10% | 10% | 11% | 12% | 19% | 22% | 23% | 24% | N/A |
| **Age group** | | | | | | | | | **N/A** |
| Up to 29 | 5% | 3% | 4% | 2% | 14% | 14% | 15% | 14% | N/A |
| 30-49 | 78% | 81% | 81% | 82% | 62% | 61% | 60% | 26% | N/A |
| 50 & above | 17% | 14% | 15% | 16% | 25% | 25% | 26% | 60% | N/A |

| **Diversity of governance bodies and employees** | **Guinea** | | | | **UAE** | | | | **Germany** |
|---|---|---|---|---|---|---|---|---|---|
| Year | 2021 | 2022 | 2023 | 2024 | 2021 | 2022 | 2023 | 2024 | 2024 |
| **Staff - grade L and below** | **207** | **194** | **193** | **198** | **4,878** | **4,978** | **5,018** | **5,255** | **N/A** |
| Male | 92% | 91% | 89% | 87% | 98% | 98% | 97% | 95% | N/A |
| Female | 8% | 9% | 11% | 13% | 2% | 2% | 3% | 5% | N/A |
| **Age group** | | | | | | | | | **N/A** |
| Up to 29 | 7% | 4% | 5% | 4% | 11% | 12% | 13% | 14% | N/A |
| 30-49 | 80% | 82% | 80% | 80% | 77% | 75% | 74% | 72% | N/A |
| 50 & above | 13% | 14% | 15% | 16% | 12% | 13% | 14% | 14% | N/A |

| **Average hours of training per year per employee** | **Guinea** | | | | **UAE** | | | | **Germany** |
|---|---|---|---|---|---|---|---|---|---|
| Year | 2021 | 2022 | 2023 | 2024 | 2021 | 2022 | 2023 | 2024 | 2024 |
| Employee | 7.4 | 20.9 | 25.8 | 33.2 | 17.4 | 62.0 | 92.0 | 75.0 | 42.0 |
| Male | 7.5 | 20.4 | 22.3 | 32.8 | 18.1 | 62.8 | 77.0 | 72.0 | 39.0 |
| Female | 7.2 | 26.0 | 33.3 | 36.4 | 16.7 | 78.2 | 81.0 | 102.0 | 94.0 |
| Executive Committee | 0.6 | 16.7 | 0.3 | 5.5 | 9.0 | 80.3 | 27.0 | 44.0 | N/A |
| Senior management (excluding Executive Committee) - grade F and above | 0.8 | 20.3 | 2.9 | 44.9 | 15.5 | 70.4 | 77.0 | 71.0 | N/A |
| Middle management - grade G to K | 9.2 | 25.7 | 33.6 | 30.0 | 22.8 | 73.8 | 99.0 | 87.0 | N/A |
| Staff - grade L and below | 6.2 | 16.3 | 22.2 | 32.4 | 44.5 | 56.7 | 92.0 | 72.0 | N/A |

# Good governance

**Customer quality and services satisfaction**

| Year | Extremely satisfied | Satisfied | Neutral | Dissatisfied | Extremely dissatisfied |
|---|---|---|---|---|---|
| 2021 | 34% | 59% | 4% | 2% | 1% |
| 2022 | 40% | 59% | 1% | 0% | 0% |
| 2023 | 45% | 50% | 4% | 0% | 1% |
| 2024 | 33% | 53% | 10% | 2% | 2% |

**Percentage of the procurement budget spent in the UAE**

| Year | UAE | International |
|---|---|---|
| 2021 | 45% | 55% |
| 2022 | 39% | 61% |
| 2023 | 42% | 58% |
| 2024 | 42% | 58% |

**Percentage of the procurement budget spent in Guinea**

| Year | Guinea | Rest of Africa | International |
|---|---|---|---|
| 2021 | 71% | 3% | 26% |
| 2022 | 79% | 2% | 19% |
| 2023 | 69% | 1% | 30% |
| 2024 | 49% | 3% | 48% |

**Suggestion Scheme: suggestions submitted and implemented**

| Year | Submitted | Implemented | Savings (USD million) |
|---|---|---|---|
| 2021 | 32,574 | 25,146 | 8.9 |
| 2022 | 40,225 | 32,842 | 6.0 |
| 2023 | 43,113 | 35,849 | 6.5 |
| 2024 | 38,198 | 30,719 | 5.0 |

**Tamayaz projects submitted and implemented**

| Year | Submitted | Implemented |
|---|---|---|
| 2021 | 280 | 144 |
| 2022 | 221 | 150 |
| 2023 | 168 | 146 |
| 2024 | 212 | 157 |

**Tamayaz projects submitted and implemented - financial savings**

| Year | Audited financial savings (USD million) |
|---|---|
| 2021 | 8.2 |
| 2022 | 43.0 |
| 2023 | 13.5 |
| 2024 | 23.8 |

Blank fields correspond to data points from periods prior to EGA's acquisition of Leichtmetall and have therefore been intentionally left empty.

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