



# EGA 2023 Sustainability Report

Together, innovating aluminium to make modern life possible





# 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 used and how aluminium is made.



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# | 01



**Introduction**



# Introduction

## About this report

Welcome to Emirates Global Aluminium's 2023 Sustainability Report.

Businesses have a crucial role in protecting our planet's ecosystems and fostering social cohesion. EGA acknowledges this responsibility and is dedicated to transparency in 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.

This report has been prepared in accordance with the Global Reporting Initiative (GRI) Standards<sup>1</sup> and disclosure requirements identified by the Aluminium Stewardship Initiative (ASI) Performance Standards<sup>2</sup>.

It covers EGA's operational facilities in 2023. The reporting period of this report is January 1<sup>st</sup> 2023, to December 31<sup>st</sup> 2023. In some instances we have also incorporated data and initiatives outside of this timeframe to illustrate trends in performance<sup>3</sup>. EGA's

sustainability reporting cycle is conducted on an annual basis.

To ensure appropriate content and data quality, the professional auditing firm Bureau Veritas independently assured disclosures from selected key performance areas, including our most material sustainability topics. Bureau Veritas'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](mailto:sustainability@ega.ae).

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).



<sup>1</sup> 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.  
<sup>2</sup> The ASI Performance Standards define environmental, social and governance performance standards for sustainability issues specific to the aluminium value chain.  
<sup>3</sup> 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

**The imperative to address global environmental and social challenges has never been more apparent. We must embrace sustainable practices and innovations to safeguard our planet and its communities, ensuring their resilience and wellbeing both now and for the long term.**

In 2023, profound global challenges continued to shape our world. We experienced extreme weather events, an accelerated decline of global nature and biodiversity, geopolitical instability, and growing economic challenges that impacted every economy and society, including cost of living pressures and supply chain disruptions. All these challenges represent threats to our planet, our economic prosperity, and the legacy we leave for future generations. Now more than ever, it is critical that every organisation across every industry plays a prominent role in addressing these challenges and building a more resilient world for all.

At EGA, we have long recognised our role in addressing these challenges. Our commitment extends throughout the entire aluminium value chain, from our production processes and the suppliers we partner with, right down to the use and disposal of the products we make. We are committed to aligning with the highest global sustainability standards in the aluminium industry, and in 2023, we achieved a significant milestone with all our operational assets globally being certified to the ASI's Performance Standard.

Aluminium plays an essential role in improving transport efficiencies, reducing energy consumption, enhancing product longevity, and lowering the demand on natural resources. Its infinite recyclability allows aluminium to be reused without loss of quality, minimising the need for new raw material extraction and reducing greenhouse gas (GHG) emissions.

In 2023, we advanced our low-carbon metal offerings by integrating solar energy and recycled aluminium, leading to the development of CelestiAL-R. This product achieved an even lower carbon footprint while meeting the stringent quality requirements

of the automotive industry. CelestiAL-R reflects the exceptional quality of our primary aluminium, the meticulous selection of scrap metal, and the versatility of our casthouses.

In 2023, we began construction of the largest aluminium recycling plant in the UAE. The products from this facility will have a significantly lower carbon footprint, made possible by the recycling of post-consumer and pre-consumer aluminium scrap.

In the communities where we operate, our community relations and corporate social responsibility (CSR) teams continue to implement targeted engagement programmes and foster valuable partnerships. In the UAE, our initiatives focused on encouraging students pursuing careers in STEM whilst also promoting aluminium recycling in collaboration with industry partners, entrepreneurs, and local communities. In Guinea, we supported projects aimed at improving livelihoods by creating new income-generating opportunities, including infrastructure development, training, and capacity-building to drive economic prosperity for our neighbouring communities.

I extend my sincere gratitude to our employees, suppliers, industry partners, and shareholders for their unwavering dedication and hard work. Our progress is a testament to the collective effort, innovative spirit, and commitment of everyone involved.

**Abdulla Kalban**  
Managing Director



## Chief Executive Officer's statement

**In 2023, EGA achieved strong performance in safety, innovation, and continuous improvement. These efforts have strategically positioned us to sustain our success and confidently navigate the challenges that lie ahead.**

The health and safety of our employees, contractors, and the communities we operate in remains our top priority. In 2023, our safety performance once again surpassed global industry standards. Incidents serve as a constant reminder that complacency is not an option, and safety must never be taken for granted. At EGA, safety is a shared responsibility, and we remain committed to embedding a strong safety culture across all areas of our operations.

Towards the end of 2023, I had the privilege of attending COP28 in the UAE. With over 85,000 participants, including world leaders, it was the largest COP gathering to date. The event highlighted the pressing need to tackle the climate impacts being experienced globally and the significant actions required to protect our planet. Importantly, COP28 was the first to formally recognise the need for a global transition away from fossil fuels.

In 2023, we made further progress on our roadmap towards net zero emissions, focusing on research and development (R&D) of new technologies and increasing production of our CelestiAL product line.

Also in 2023, we reached a major milestone with the construction of a pioneering pilot facility aimed at proving productive uses for bauxite residue, a longstanding challenge in our industry. This facility can transform the waste from alumina refining into a manufactured soil for plant growth, a process we proudly showcased at COP28.

We also recognise the opportunities to advance economic and social prosperity in the countries where we operate by transforming livelihoods, fostering a diverse workforce, and building ethical,

transparent supply chains. In Guinea, we revised our approach to community engagement in 2023, aiming to increase interactions with local communities, improve the quality of these engagements, and reach a broader cross-section of society. This approach enabled us to connect with over 19,000 community members, gather feedback on existing livelihood programmes, and identify new opportunities to enhance livelihoods and social wellbeing.

We continued to advocate for gender diversity and emphasised the vital role of women in the industry. While we have made significant progress, we acknowledge the need to do more. In 2023, we launched the 'Challenger Programme' in the UAE, a pioneering industrial network bringing together major industrial companies to share best practice on gender diversity initiatives, from redesigning worker accommodation to amending workplace policies and procedures. In Guinea, we participated in industry forums promoting gender equality in the mining sector and implemented initiatives focused on female health, wellbeing, and fostering a sense of belonging in both our workforce and local communities.

I want to extend my gratitude to our EGA team members for their dedication and contributions throughout the year. I also appreciate our shareholders and community members for their ongoing feedback, confidence, and support. We remain committed to maintaining transparent and accurate reporting on our progress now and in the future.

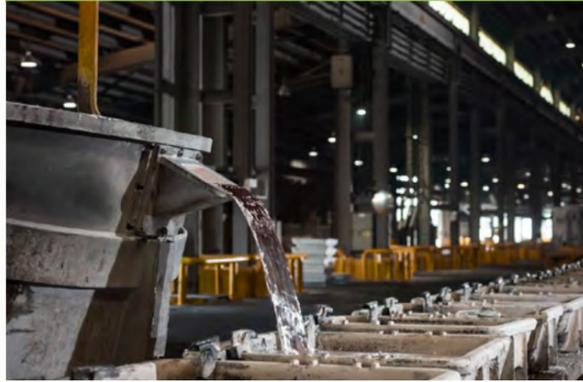
**Abdulnasser Bin Kalban**  
Chief Executive Officer

2023 Sustainability Highlights

**Zero** fatalities at any of our operations



**Zero** occupational related illnesses at any of our operations



**All** EGA's operational facilities have been certified against the ASI Performance Standards



asi Aluminum Stewardship Initiative

**↓ 1.1%**  
reduction in GHG emissions intensity from smelting and casting operations



**↓ 2.1%**  
reduction in SO<sub>2</sub> emissions intensity from our smelting operations



**↓ 9%**  
reduction in water consumption on site in the UAE



**18,500+**  
attendances across multiple phases of our SafeStart training sessions



**22%**  
supervisory and management roles are held by women in the UAE



**↑ 86%**  
employees in Guinea are Guinean nationals



**729** USD thousand  
spent on community investment in Guinea



**↑ 7000+**  
students participated in our STEM programme in the UAE



**↑ 19,000+**  
people engaged through community engagement forums in Guinea



**↑ 235** USD million  
spent on local procurement in the Guinea



## About Emirates Global Aluminium

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

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.

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 also connected to the grid, allowing access to solar energy. Additionally, we operate an alumina refinery in Abu Dhabi and a bauxite mine in Guinea.

EGA completed two major acquisitions in 2024 which will be included in our next annual sustainability report. EGA acquired 100 per cent of Leichtmetall, a European producer of high-strength recycled aluminium that operates a plant in Hannover, Germany.

EGA also acquired an 80 per cent stake in Spectro Alloys, a leading secondary foundry alloy producer based in Rosemount, Minnesota in the United States.

### Where we are located

● EGA operations    ◆ EGA regional offices



#### Spectro Alloys

##### Secondary foundry alloy producer

- Production capacity of around 110,000 tonnes per year of aluminium ingots
- Expansion project at Rosemount site will add approximately 55 thousand 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



#### Al Taweelah (EGA)

##### Al Taweelah alumina refinery

- Met 48 per cent of EGA's alumina requirements in 2023
- The site is the size of 200 football fields
- 1<sup>st</sup> alumina refinery in the UAE
- Certified to ASI Performance Standards in 2023



##### Smelting, casting, anode production, power and water

- Commissioned in 2009, second phase in 2013
- 1,266 reduction cells in three potlines
- Nine casting stations producing more than 1.5 million tonnes of aluminium
- 3,500 MW natural gas power plant
- 3.75 million gallons per day capacity desalination plant
- The site is the size of 555 football fields
- The site includes our head office
- 1<sup>st</sup> site in Middle East certified to the ASI Performance Standards



#### Jebel Ali (EGA)

##### Smelting, casting, anode production, power, and water

- 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
- 30 million gallons per day capacity desalination plant
- The site is the size of 250 football fields
- Certified against the ASI Performance Standards since 2021



#### Guinea Alumina Corporation (GAC)

##### Bauxite mine and export facilities

- 14.1 million tonnes of bauxite in 2023
- 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
- 1<sup>st</sup> bauxite mine in Africa to be certified to the ASI Performance Standards

### GERMANY

ZURICH  
MILAN

USA  
ST. LOUIS

GUINEA

UAE

SHANGHAI    SEOUL



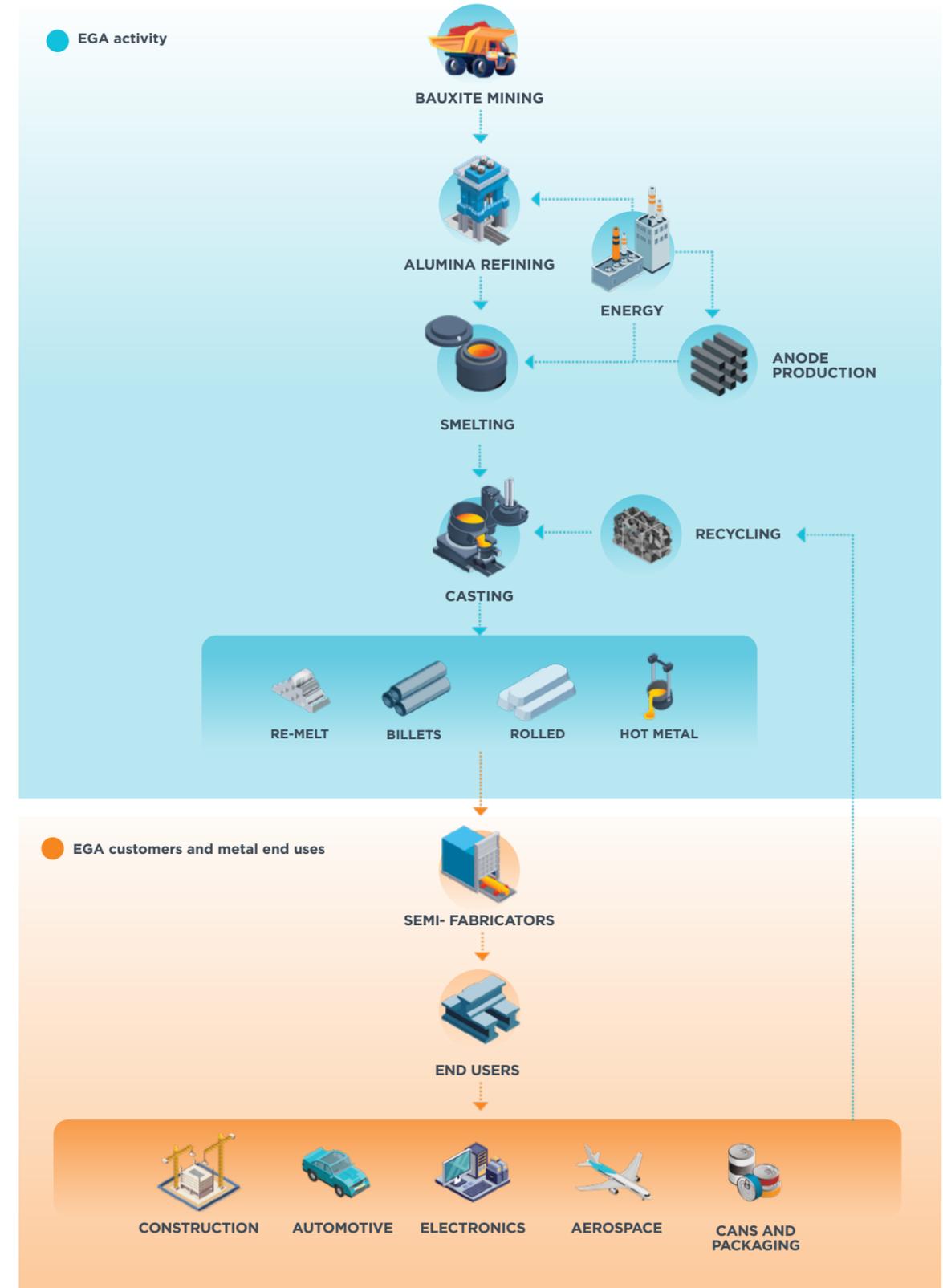
#### Leichtmetall

##### High strength recycled aluminium plant

- 30,000 tonnes of aluminium billets produced every year using renewable energy
- 80% of input 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's role in the aluminium value chain

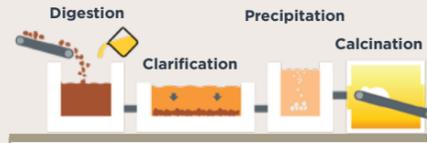




### Bauxite mining

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 open cast mining. Around 90 per cent of the world's bauxite resources are in tropical and sub-tropical regions.

01



### 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 bauxite solids from the pregnant liquor via sedimentations. In the precipitation stage, aluminium crystals are recovered from the liquor by crystallisation. Calcination is a roasting process to remove remaining water.

02



### Aluminium smelting

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.

03



### Casting

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.

04



### Aluminium recycling

Aluminium recycling involves the collection and processing of scrap aluminium 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.

05

In **re-melt casting**, liquid aluminium at a temperature over 700°C, is poured into moulds. The moulds are cooled and the aluminium solidified before being packed and shipped to the customer.

**Re-melt purity products**

- 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

In **sheet ingot casting**, cast aluminium slabs are either: heated and passed through a sequence of rollers until either the required plate thickness is obtained or until the metal is thin enough for cold rolling; or cut into plates.

**Sheet Ingots**

In **billet casting**, cast aluminium billets are heated and either: forced through a steel die by the extrusion process producing profiles; or forged, producing different products such as wheels and automotive parts.

**Billet**

EGA also supplies **molten metal** to nearby customers. Receiving aluminium in molten form eliminates the need to use high energy to re-melt it before use. We transfer molten metal by trucks in preheated 14.5 tonnes crucibles which can keep the metal liquid for up to 18 hours at temperatures of around 780°C.

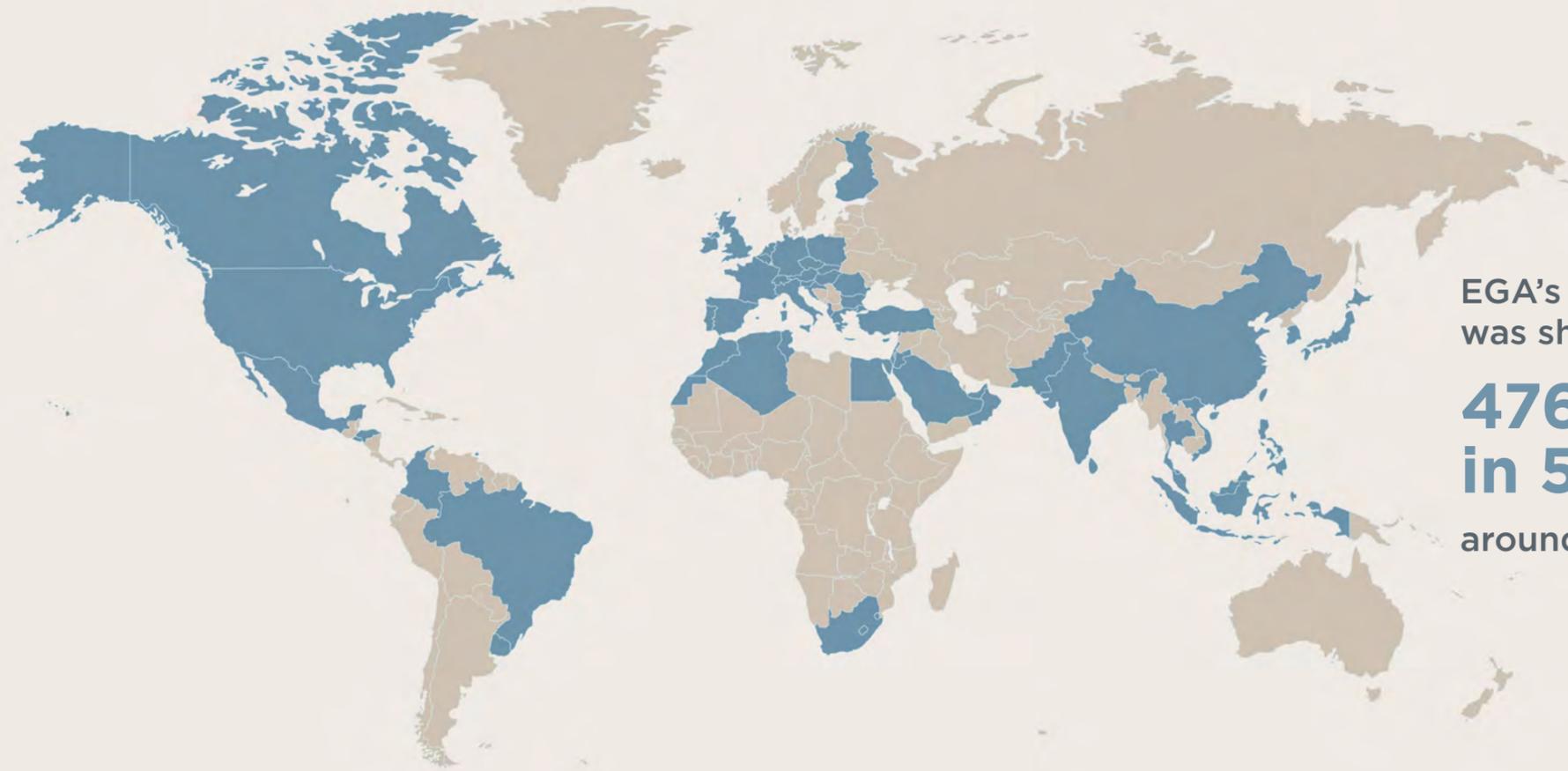
**Hot molten metal**

## Quality products

EGA is the world's largest producer of 'premium aluminium', called value-added products in our industry. Premium aluminium includes 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.

EGA's customers also benefit from our technical expertise, as we help customers determine which specifications and alloys can achieve the best cost-performance balance for intended applications. In 2023, EGA produced 2.73 million tonnes of cast aluminium, supplying 476 customers in 57 countries.

EGA produced 66 thousand tonnes of CelestiAL solar aluminium in 2023. BMW Group remained the largest customer for this low carbon metal. During 2023, almost all the CelestiAL supplied to BMW Group was CelestiAL-R, solar aluminium enriched with recycled metal.



EGA's primary aluminium was shipped to

**476 customers in 57 countries**

around the world in 2023.

“

Sustainability has become increasingly important for our industry. I am proud to work for an organisation like EGA, who is sustainably responsible. Low carbon aluminium will soon become the industry norm and EGA is well positioned.

”

At EGA's wholly owned bauxite mining and export subsidiary in Guinea, we exported a total of 14 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, Europe, as well as shipping some bauxite to EGA's alumina refinery in UAE.

Our Al Taweelah alumina refinery exceeded its nameplate capacity in 2023, delivering 2.48 million tonnes of alumina.



**Jake Skelton**  
Chief Executive Officer,  
EGA America Inc.

### 2023 metal production



CAST METAL PRODUCED (million tonnes) **2.73**

VALUE ADDED PRODUCTS **76%**

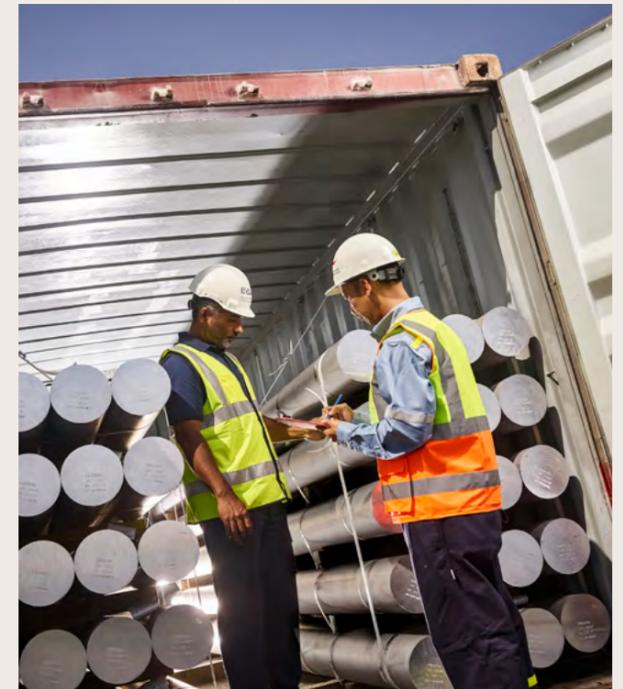
AVERAGE PURITY RATING **99.9%**

### 2023 raw material production



ALUMINA PRODUCED (million tonnes) **2.48**

BAUXITE EXPORTED (million tonnes) **14**





## Bauxite ore

Bauxite is the ore from which aluminium is derived and 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.

## Re-melt aluminium

EGA primarily supplies high-purity and foundry-remelt products to manufacturers in the aerospace, automotive and electronics industries.



## Rolled products

For the packaging and printing industries, we produce rolled products as sheet ingots, which are used to make foil and lithographic printing plates. The automotive industry also uses EGA's lightweight aluminium sheet ingots to manufacture vehicles.

## Billets

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 trucks via a dedicated hot metal road. This direct delivery of molten metal eliminates customers' need to re-melt the metal upon receipt from EGA, thereby significantly reducing customers' energy consumption and thus, environmental emissions.



## Low carbon products<sup>4</sup>

**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 responsibly-sourced scrap

**CELESTIAL-R**  
**MINIMAL-R**

Low-carbon aluminium enriched with recycled aluminium

<sup>4</sup>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>

## Our purpose, 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.



#### 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.

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.



#### 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.

## Our sustainability approach

Aluminium has an essential role to play in our society’s future. It is used in renewable energy solutions, for improving transport and energy efficiency, increasing product longevity, and reducing demand on natural resources.

Yet the production of aluminium is not without challenges. These challenges require rigorous, and in some cases, innovative management for an aluminium producer to contribute towards a sustainable society. These challenges include land use change associated with mining activities, the production of high volumes of by-products during alumina refining, the energy intensity of the smelting process, and the generation of industrial emissions, discharges, and potentially hazardous waste, while ensuring the wellbeing of people at our facilities, in our supply chain, and amongst the communities that we are a part of as a company.

### Our bold aspirations

At Emirates Global Aluminium, we aim to embed sustainability in everything we do and aspire to be measured among the world’s most responsible metals and mining companies. Our commitments drive innovation and collaboration that make change possible and hold us accountable to our progress.



**Produce only ASI Certified products by 2030**

To ensure EGA is addressing all the relevant environmental, social, and governance challenges of the industry, we have aligned our approach to sustainability management to standards developed specifically for our industry by the ASI. Developed over more than a decade through multi-stakeholder engagement, 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 standards means that we are tackling important sustainability topics for EGA and those that are identified as important by international civil society groups, the end users of aluminium, and community representatives from around the world.

Aligning with the ASI Performance Standards means conducting our business with a high level of integrity and ensuring we have effective policies and procedures in place to support the sound management of environmental, social, and governance issues. It includes being transparent and reporting on our sustainability performance in accordance with internationally recognised standards. It means taking a life cycle perspective and promoting resource efficiency. It includes reducing our GHG emissions to mitigate their impact on the global climate as well as 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, Guinea Alumina Corporation, achieved the first certification in Guinea.

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



# EGA was the first aluminium producer in the Middle East to join ASI. All of EGA's operations are certified to the ASI Performance Standard.

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

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



Reducing emissions, optimising resource efficiency, creating value from waste, enhancing biodiversity, upholding human rights, and fostering community engagement are integral to EGA's business. In 2023, we are proud that all of our operational facilities have been certified against the ASI Performance Standards.



**Steven Bater**  
Senior Manager - Sustainability



EGA must tackle some of the aluminium industry's toughest challenges by applying practical and ground-breaking solutions. From minimising the environmental impact of mining to ensuring transparency in our supply chains, we are committed to sustainable practices. Our purpose transcends producing high-quality aluminium; we aim to create a more responsible and resilient industry for today's stakeholders and future generations.



**Salman Abdulla**  
Executive Vice President  
ESG & Sustainability

## A transition to net zero

To avoid the most severe impacts of climate change, it is crucial for us all to work together to limit global warming to less than 1.5 degrees Celsius. 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 to this effort with our own commitment to achieve net zero GHG emissions by 2050. This commitment encompasses scope 1, 2, and 3 emissions associated with our operational facilities.

EGA has developed a roadmap to achieve this vital goal, engaging with internal and external engineers, technologists, and economists to ensure that that our short-, medium-, and long-term plans are technically and commercially viable.

Our roadmap targets significant reductions in each of our primary sources of GHG emissions and considers nature-based sequestration for the residual, unavoidable emissions. Additionally, we recognise the need for the global growth in the recycling of aluminium and will continue to support and invest in recycling solutions.

Not all the solutions rest with EGA and we will work in partnership with others. The UAE's ambitious plans to decarbonise its electricity generation are important for us to achieve our commitment, as is the development of the role of 'green' hydrogen.



**EGA's commitment is to reach net zero greenhouse gas emissions from our operations and supply chain by 2050**

# Key aspects of our net zero roadmap

## Bauxite mining

Our bauxite mining subsidiary GAC generates electricity from two small diesel-fired package power plants. This powers fixed equipment, offices, accommodation, and other requirements. GAC is reviewing how to reduce its energy needs and other electricity sources including solar and hydroelectricity. Mobile mining equipment at GAC is diesel-powered. GAC is exploring light vehicle electrification and the adoption of biofuels for heavy equipment.

## Electricity generation

We currently use natural gas to generate almost all the electricity required in our industrial processes in the UAE, with some electricity exchanged with the grid. Electricity generation accounts for more than half of all the GHG emissions from our activities. We have already announced an initiative under which we would integrate with the grid, with the objective of sourcing an increasing proportion 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.

## Alumina refining

The Bayer process of refining bauxite into alumina requires thermal energy in the form of steam. We currently uses natural gas turbines to produce electricity and steam. Potential solutions include the electrification of boilers using renewable energy, solar thermal boilers, mechanical vapour recompression, or the use of 'green' hydrogen to meet thermal needs. The UAE is expected to be globally competitive in 'green' hydrogen given its location, comparative advantage in solar power development and existing export infrastructure in the country. Our demand could accelerate the UAE's development of 'green' hydrogen.

## Smelting

The Hall-Héroult process has been used to make almost all the world's aluminium for more than a century. It involves the consumption of carbon anodes, which releases carbon dioxide (CO<sub>2</sub>) and perfluorocarbons (PFC), a potent GHG. These emissions must be eliminated or captured and prevented from reaching the atmosphere. Although novel smelting and carbon capture technologies exist, technical and commercial challenges must be overcome before they become commonplace. These potential solutions or others could be further developed in the years ahead. The baking kilns that are used to manufacture anodes and heating furnaces for our casthouses currently utilise thermal energy from natural gas. Replacing natural gas with 'green' hydrogen is a potential solution.

## Casting

Natural gas is currently used to heat furnaces in our casthouses and this could be replaced with 'green' hydrogen.

## Recycling

We expect to grow our business in recycling. According to the International Aluminium Institute (IAI), demand for recycled aluminium is expected to grow by between 50 per cent and 80 per cent by 2050. We have initiated the construction of the largest aluminium recycling facility in the UAE and made two major acquisitions in the secondary market in 2024.

## Supply chain

The most significant sources of emissions in our supply chain are from the production of raw materials such as alumina. We intend to work with existing and new suppliers to address these emissions, using our purchasing power to drive emission reductions.

## Nature-based sequestration

Our roadmap envisages a substantial reduction in GHG emissions but completely eliminating them may not be feasible. To address these residual, unavoidable emissions, we will invest in a portfolio of natural sequestration projects. We will develop projects around the world, either alone or in partnership with others such as non-governmental organisations.



## Aluminium from the desert sun

Aluminium production is energy-intensive, with electricity generation responsible for over 60 per cent of the global aluminium industry's GHG emissions. Worldwide, much of this energy comes from fossil fuels, contributing to GHG emissions.

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.

EGA made history as the first company globally to commercially produce aluminium using solar power, branded as CelestiAL, starting production in early 2021. Leveraging solar energy significantly reduces emissions associated with aluminium smelting.

EGA produced 66,000 tonnes of CelestiAL solar aluminium during 2023, up from 57,000 in 2022. BMW Group remained the largest customer for this low carbon metal. EGA also supplies CelestiAL to Mercedes-Benz parts-maker Hammer Aluminium Industries, Kobe Steel for manufacturing automotive body sheets for Nissan and to Mohammed Bin Rashid Space Centre for use in the region's most advanced commercial satellite in the field of high-resolution satellite imagery. This is due to be launched in 2024.

To produce CelestiAL, EGA secures renewable energy certificates from the Mohammed bin Rashid Al Maktoum Solar Park through a partnership with the Dubai Electricity and Water Authority (DEWA), as well as Emirates Electricity and Water Company (EWEC) from Noor Abu Dhabi at Sweihan. In 2023, BMW Group became EGA's first customer for CelestiAL-R, EGA's world-first blend of solar aluminium and recycled metal.



## 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 well-being for all at all ages.



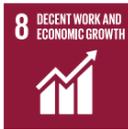
- We launched a new safety programme called SafeStart focused on building a deeper consciousness of the major behavioural contributors to accidents, including rushing, fatigue, and complacency. In 2023, more than 18,500 attendees joined our new SafeStart trainings.
- We operate our own clinics in Al Taweelah and Jebel Ali staffed by qualified doctors, nurses, and other medical professionals, providing healthcare and medical insurance to our employees. Our services are also made available to contractors, family members of our employees, and the public.
- In 2023, we provided 3,400 medical check-ups to our employees in the UAE. We also conducted more than 52,000 hydration tests to ensure people working on our sites remained suitably hydrated to prevent heat-related illness – a common risk for industries working with molten metal in hot climates.
- We continue to monitor the number of COVID-19 cases in the countries where we operate and promote caution should any of our colleagues demonstrate any cold or flu-like symptoms.
- In Guinea, we performed over 8,500 medical consultations at our on-site medical facilities for staff at our mine site.
- In 2023, we conducted more than 500 rapid tests for malaria and distributed over 700 health kits which contained a thermometer, malaria test and medications, as well as 200 mosquito nets to our employees as part of our malaria control programme in Guinea.



### 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 are committed to enhancing science, technology engineering, and mathematics (STEM) education in schools, reflecting our role as a major employer of professionals in these fields. In 2023, over 6,700 students across 24 schools participated in our school programmes to foster a passion for STEM.
- In Guinea, we continued with our long-running support of the Bélikindi youth cooperative. In 2023, we trained a further 30 young women in modern sewing techniques for the production of personal protective equipment (PPE) used in the mining industry.
- We continued our support for an advanced automotive training centre in the town of Boké, where 48 students successfully graduated in 2023. The third cohort of students started at the end of 2023.
- Each year, we offer training and development programmes to thousands of our employees, helping them to reach their full potential. This includes programs such as our new Leadership Excellence programme to engage leaders across UAE and Guinea, 'Ascend' accelerator programme for high potential talent, FURSA to offer learning and development opportunities for youth at the company, and many more.



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



- EGA has been a key contributor in the economic development of the UAE for decades, directly employing over 6,500 people. Our aluminium is one of the UAE's major exports.
- We also prioritise the local sourcing of goods and services to boost local economies. Our 2023 spend included USD 235 million in Guinea and USD 2.32 billion in the UAE.
- Our aim is to attract and retain top talent by offering competitive salaries and benefits. We focus on long term retention of talented employees by providing them with growth opportunities and a positive work environment.



### 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. We have developed and industrialised eight reduction technologies and filed 42 patents related to aluminium smelting enhancements, including two new patents in 2023.
- In 2023, we launched the EGA Ramp-Up programme in the UAE to support entrepreneurs focused on sustainability, technology, human capital, and social advancement. The programme aims to support innovation, growth, and diversification of the UAE economy by supporting the thriving entrepreneurial ecosystem through mentorship and finance.



### 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 2023, 100% (36,527 tonnes) of our total generation of Spent-Pot-Lining (SPL) was recycled by the UAE cement industry. An additional 17,932 tonnes of SPL stored from previous years was also recycled in this way.
- EGA's R&D team focused on developing methods to transform bauxite residue waste material into valuable products. The initiative aims to reduce or eliminate the need for storage and to unlock bauxite residue as a new material resource. In 2023, we began construction of a first-of-its-kind pilot plant to convert bauxite residue into manufactured soil which EGA calls 'Turba' (the Arabic word for soil).
- EGA is committed to promoting and advancing recycling efforts for aluminium products, which we achieve through a range of initiatives and strategic partnerships. In 2023, EGA founded the Aluminium Recycling Coalition, to promote aluminium recycling by UAE consumers.



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



- EGA has developed a roadmap to reach net zero emissions by 2050, which involves engaging with internal and external engineers, technologists, and economists to ensure that our short-, medium-, and long- term strategies are technically and commercially viable.
- Our roadmap covers our emissions from all areas of our organisation, including power generation, smelting, casting, refining, mining, and supply chain. It also considers the role of recycled aluminium and nature-based carbon sequestration solutions.
- In 2023, we continued sourcing imported power from renewable energy sources in the UAE to eliminate our scope 2 emissions. To support the increased production of CelestiAL, we imported 57 per cent more solar energy than in 2022.
- In 2023, we started to embed our climate-related risks for the UAE and Guinea in our risk management platform. The management of these risks will ensure that EGA's leadership has the most up-to-date climate science available to inform risk management and decision-making.



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



- In Guinea, we have continued our conservation efforts and our commitment to achieving no net loss for biodiversity, with a positive gain for critical habitats. In 2023, we continued with our remediation efforts for areas cleared of vegetation, restoring 1,240,000m<sup>2</sup> of land using locally sourced species grown in our own nursery.
- In the UAE, we continued our conservation efforts for critically endangered hawksbill turtles that nest along the shoreline near our facility in Al Taweelah. Since 2011, approximately 110 turtles have laid eggs and almost 7,200 baby turtles have hatched on this beach.



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



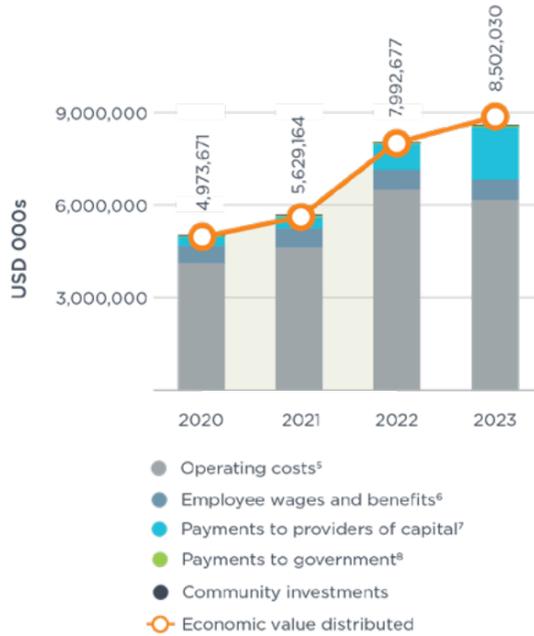
- We frequently collaborate with renowned academic and industrial institutions within the UAE and internationally to tackle key industry challenges and develop sustainable solutions for the aluminium sector.
- Additionally, EGA has actively participated in multi-stakeholder engagement processes to explore future developments and propose updates to the ASI Performance Standards.
- We are an active member of the IAI, a global industry association devoted to the aluminium sector. Our engagement with this organisation encompasses knowledge sharing and identifying collaborative initiatives aimed at improving the production and utilisation of aluminium.
- EGA is also an active member of the Gulf Aluminium Council (GAC), an organisation that offers a platform for collaboration and addressing shared challenges within the region.



Figure 1: Economic Value Generated



Figure 2: Economic value distributed



### Economic value generated and distributed

EGA plays a significant role in the economy of the UAE and Guinea. Our aluminium is one of the UAE's largest exports and we directly employ over 6,500 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.

In 2023, EGA reported a revenue of AED 29.5 billion (USD \$8.0 billion). This decrease in revenue from 2022 was attributed to lower global aluminium price partially offset by increased production and higher global bauxite prices. Our direct, indirect, and induced economic contribution totalled over USD \$6.5 billion, supporting nearly 57,000 jobs and accounting for around 1.3 per cent of GDP in the UAE.

In Guinea, the construction of our GAC project was one of the largest greenfield investments in the country in the past four decades. In 2023, GAC made USD \$235.5 million in direct expenditures in Guinea. We intend to grow our own business, increase local procurement in line with national priorities of the UAE and Guinea, and further localise our workforce in both countries.

<sup>5</sup> Operating costs include the cost of goods sold, sales and distribution costs, and general and administrative expenses.  
<sup>6</sup> Employee wages and benefits comprise of the total costs for EGA employees and staff directly contracted by EGA.  
<sup>7</sup> Payments to providers of capital are the payments made to EGA shareholders and lenders.  
<sup>8</sup> Payments made to government are tax expenses/returns paid by EGA's international subsidiaries.



We operate planned and targeted community investment programmes for all of our sites in the UAE and Guinea. We work with numerous stakeholders, including community representatives, non-governmental organisations, 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 benefits, enhance education, and improve quality of life.

Further details regarding our community initiatives are provided within section 3 of this report 'Social Responsibility'.

Figure 3: Breakdown of community investments<sup>9 10 11</sup>



<sup>9</sup> 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.  
<sup>10</sup> 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.  
<sup>11</sup> 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 enhancing credibility.

At EGA, we follow the GRI guidance for materiality, which ensures that no single decision-maker or department determines the report's content. Each year, we engage a diverse group of internal and external stakeholders to identify the topics that matter most to them and our business.

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<sup>12</sup>.

### 2023 Materiality matrix



Topics scoring above the median value on both the x and y-axis were considered the 'most material' for 2023.

<sup>12</sup> For comparison against previous year material topics, please refer to our published 2022 report available at <https://www.ega.ae/media/3145/ega-2022-sustainability-report-en.pdf>

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.

The ASI Performance Standards also identify disclosure expectations specific to the aluminium industry.

These standards are defined through multi-stakeholder engagements and multiple public consultations. Our 2023 report covers all relevant disclosure requirements of the ASI Performance Standards for EGA's operational facilities.

In 2023, we engaged Bureau Veritas (BV) 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 assurance process are detailed in the report authored by BV, 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 Senior Sustainability Manager.





# | 02



**Safeguarding the environment**



# Safeguarding the environment

## Our approach to environmental management

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 the UAE, our operational facilities are managed through our environmental management system that includes site-specific environmental management plans. These are developed in accordance with regulatory requirements and technical guidelines issued by the relevant environmental regulators<sup>13</sup>. All facilities in the UAE are also audited by representatives from environmental regulators and third parties<sup>14</sup> to confirm the suitability of our environmental monitoring and controls.

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

### Environmental management systems and performance standards



#### Aluminium Stewardship Initiative

- Jebel Ali smelting and casting
- Al Taweelah smelting and casting
- GAC bauxite mine and export facilities
- Al Taweelah alumina refinery

#### ISO 14001:2015

- Jebel Ali smelting and casting
- Al Taweelah smelting and casting
- Al Taweelah alumina refinery

#### IFC Performance Standards and World Bank Guidelines

- GAC bauxite mine and export facilities

with the International Finance Corporation (IFC) Performance Standards, African Development Bank (ADB) Integrated Safeguards System, Equator Principles, and regulatory requirements of the Guinean government<sup>15</sup>. In Guinea, we have also developed site-specific Social and Environmental Management Systems 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 2019, EGA was the first aluminium producer in the Middle East to receive an ASI certification. In 2023, our Guinea bauxite mining operations including port and rail operations received the first ASI certification issued in Guinea. The ASI Certification program, created through an extensive multi-stakeholder consultation process, is the only comprehensive voluntary sustainability standard initiative for the aluminium value chain. EGA has now aligned all global operations with the ASI Performance Standards V2 (2017).



**The first ASI certification issued for both Guinea and Africa as a whole**



At EGA, sustainability is at the core of our mission. We are committed to leveraging aluminum to drive progress that respects our planet and enriches our communities. Through our forward-thinking and innovative practices, we aim to set new benchmarks in the global market. By responsibly managing resources and pioneering smart solutions, we are committed to creating a brighter future where economic success coexists with environmental stewardship.



**Najeeba Hassan AlJabri**  
VP, EHS



As custodians of our mineral resources, we hold the key to shaping a sustainable future. Let us mine not only bauxite but also opportunities for world class safety, environmental protection, community empowerment and lasting prosperity for future generations.

By delivering our highest standards, as recognised by ASI, GAC produces responsible bauxite for our customers and we shall continue to innovate to make this greener and cause zero harm.



**Martin Small**  
Chief Operating Officer, GAC



<sup>13</sup>Including federal and emirate level authorities.

<sup>14</sup>Including ISO and ASI audits.

<sup>15</sup>IFC assessment and mitigation commitments are made publicly available through disclosure on the IFC website <https://disclosures.ifc.org/project-detail/ESRS/24374/guinea-alumina-corporation>

## Protecting air quality

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

Potential air quality impacts from EGA's mining and export facilities in Guinea are predominantly associated with dust generation from the movement and the 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.



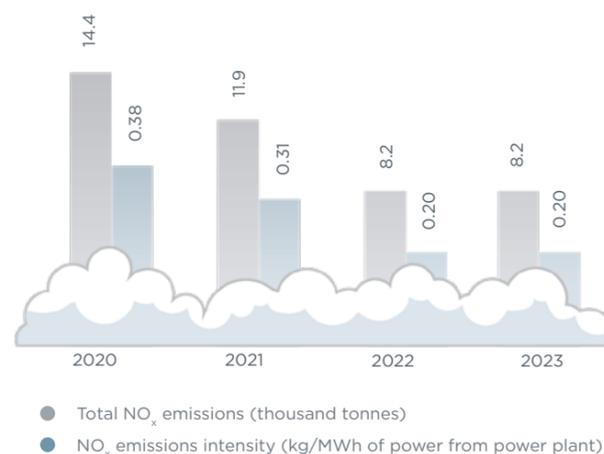
### Nitrogen oxides from power production in the UAE

Exposed to high temperatures, nitrogen and oxygen react to produce nitrogen oxides (NO<sub>x</sub>). EGA's NO<sub>x</sub> emissions are predominantly a result of the combustion of natural gas at our power stations.

Since the commissioning of our H-class power block<sup>16</sup> in 2021 at our facility in Jebel Ali, our NO<sub>x</sub> emissions have reduced to single digit in 2023, our NO<sub>x</sub> emissions and intensity remained consistent with 2022.

Historically, our reliance on older turbines at Jebel Ali hindered our ability to meet the NO<sub>x</sub> emission thresholds established by the environmental regulator in Dubai. Due to operational disruptions associated with the new H-class power block, we were also unable to meet regulatory thresholds in 2023. We have initiated the formal process to close this violation with the environmental regulator and we anticipate operating well within these regulatory limits.

Figure 4: NO<sub>x</sub> emissions from power plant operations in the UAE<sup>17</sup>



<sup>16</sup> The intent of this initiative is to take older, less efficient gas turbines offline and make them available for emergency standby.

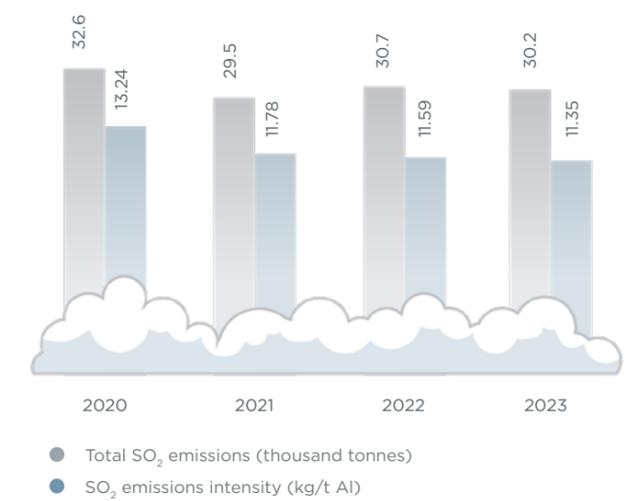
<sup>17</sup> Emissions data are direct readings from analysers. The total NO<sub>x</sub> emissions depend predominantly on electricity generation to meet the requirements for aluminium production.

### Sulphur dioxide from anode production and smelting in the UAE

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<sub>2</sub>). SO<sub>2</sub> is also produced during the manufacturing process of anodes, at our anode baking kilns.

We control our SO<sub>2</sub> 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<sup>18</sup> at several potlines, which are able to remove between 85 to 95 per cent of SO<sub>2</sub> from our emissions. We experienced a marginal decrease of 1.6 per cent in total SO<sub>2</sub> emissions and 2.1 per cent in SO<sub>2</sub> emissions intensity from 2022 due to reduced sulphur content in the material used to manufacture the anodes.

Figure 5: SO<sub>2</sub> emissions from anode production and smelting operations in the UAE<sup>19, 20</sup>



### NO<sub>x</sub> and SO<sub>x</sub> emissions from mining operations in Guinea

In Guinea, our principal gaseous emissions are NO<sub>x</sub> and SO<sub>x</sub> 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.

In 2023, we did not exceed regulatory limits for NO<sub>x</sub> or SO<sub>x</sub> emissions. Our monitoring also determined 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 from blasting operations. We continued to improve our blast monitoring procedure, including increased observations and conducting additional activities such as videos during explosive blasts. These enable us to observe any changes in colour, which is a possible indication of SO<sub>x</sub> emissions.



<sup>18</sup> In wet scrubbing systems, compounds are removed from a gas stream and transferred to a liquid, minimising emissions to the atmosphere.

<sup>19</sup> Emissions data are direct readings from analysers or manual balance estimations.

<sup>20</sup> Al Taweelah alumina refinery reported 23.41 tonnes of SO<sub>2</sub> emissions. Total SO<sub>2</sub> emissions for UAE operations were 30,188 tonnes.

**Fluoride emissions from smelting operations in the UAE**

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<sup>21</sup>.

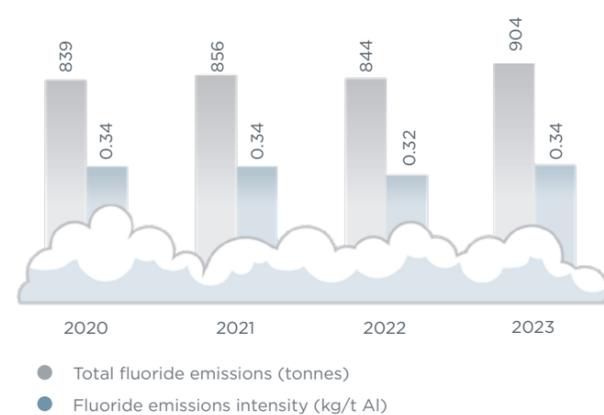


In 2023, we experienced a 7.1 per cent increase in total fluoride emissions and a 6.2 per cent increase in fluoride emissions intensity due to change-outs of reduction cells. Reduction cells are key components of the smelting process that release accumulated fluoride residue during maintenance. These cells provide the controlled environment necessary for the breakdown of aluminium oxide into pure aluminium metal, and change-outs are required every five years when they reach the end of their operational lifespan.

**Dust management from alumina refinery operations in the UAE**

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.

**Figure 6: Total fluoride emissions from smelting operations in UAE<sup>22</sup>**



“ EGA has implemented the best available technologies to prevent and reduce pollution. We also have a network of air quality monitoring stations to measure the pollutants with the aim of protecting the environment and the surrounding communities. ”



**Pascal Meilleur**  
Senior Superintendent - Environment  
Capital Projects

<sup>21</sup> 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.  
<sup>22</sup> 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.



**Dust management from mining operations in Guinea**

There is a significant risk of generating substantial amounts of dust during mining 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.

In 2023, we did not exceed regulatory limits for dust emissions related to blasting activities. However, there were minor internal non-compliances observed in the vicinity related to ambient air quality conditions from bushfires, fog 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 to determine corrective actions and preventative measures.

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 also conducted training 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.

## Conserving energy

### Home-grown 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 of increasing productivity, reducing costs, boosting resource efficiency, and minimising environmental impacts. R&D investment has been part of our approach since we first started production, and we now benefit from more than 25 years of home-grown improvements. Over the years, we have developed nine technologies ready to be industrialised and have filed 42 patents related to aluminium smelting enhancements, with two new patents filed in 2023.

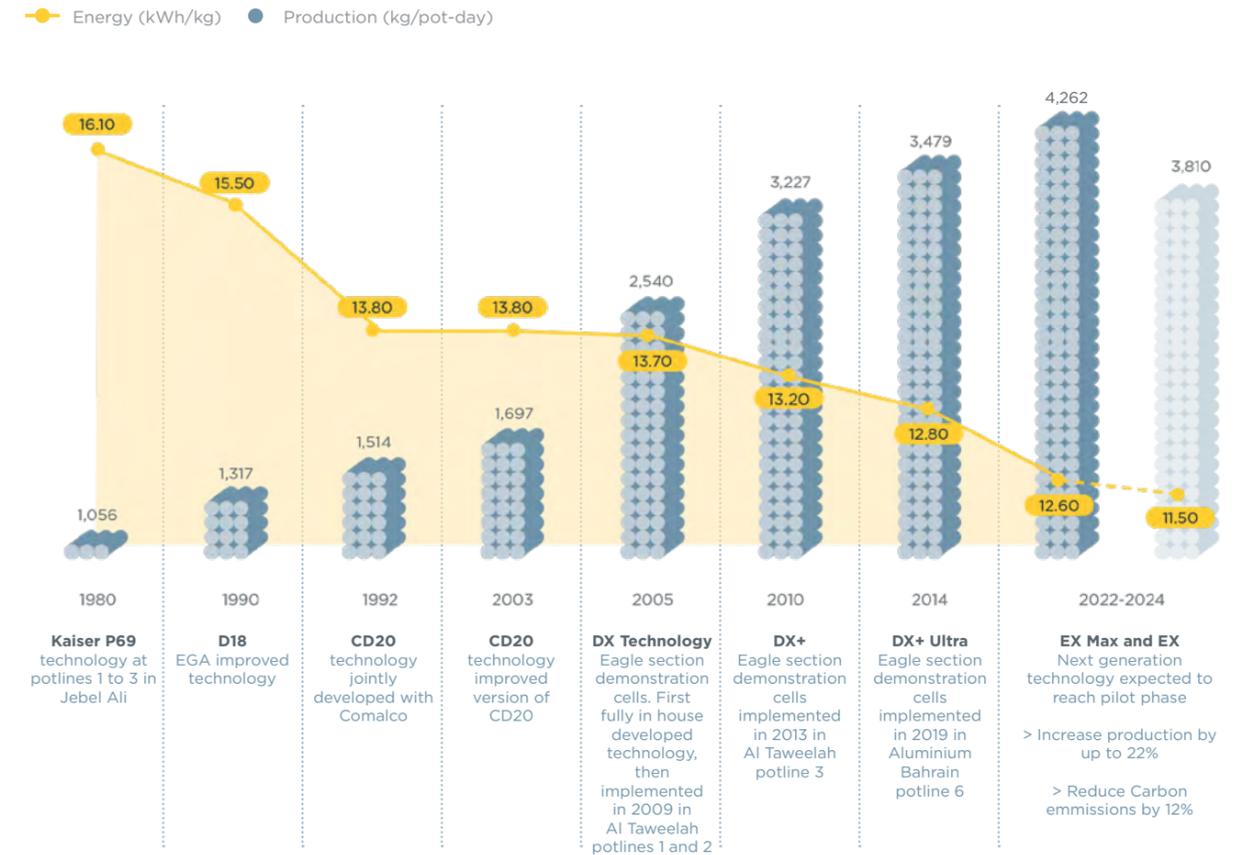
Since 1990, EGA's technology development has more than doubled the size of the reduction cell that is technically and commercially viable. Our technology development, and earlier work that started in the 1980's has significantly reduced the amount of electricity required to produce each tonne of aluminium by 37.5 per cent, improving cost and environmental performance. In 2023, our overall average energy intensity for smelting aluminium was 13.82 kWh/kg Al<sup>23</sup>.

We successfully started up our DX+ Ultra reduction cell technology with a modified lining at 500 kA within our R&D section in Jebel Ali in 2022. In 2023, this technology continued to demonstrate increased aluminium production, reduced the cost per tonne of building new reduction cells and improved the productivity of existing ones.

We also completed the design phase for our next generation smelting technology, EX. The EX reduction cells are larger than the previous DX+ Ultra cells, enabling 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 Mode, known as EX Max, and the Low Energy Mode. EX Max 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 five 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 11.5 kWh/kg Al, and seeks to reduce GHG emissions by 12 per cent per tonne of aluminium.

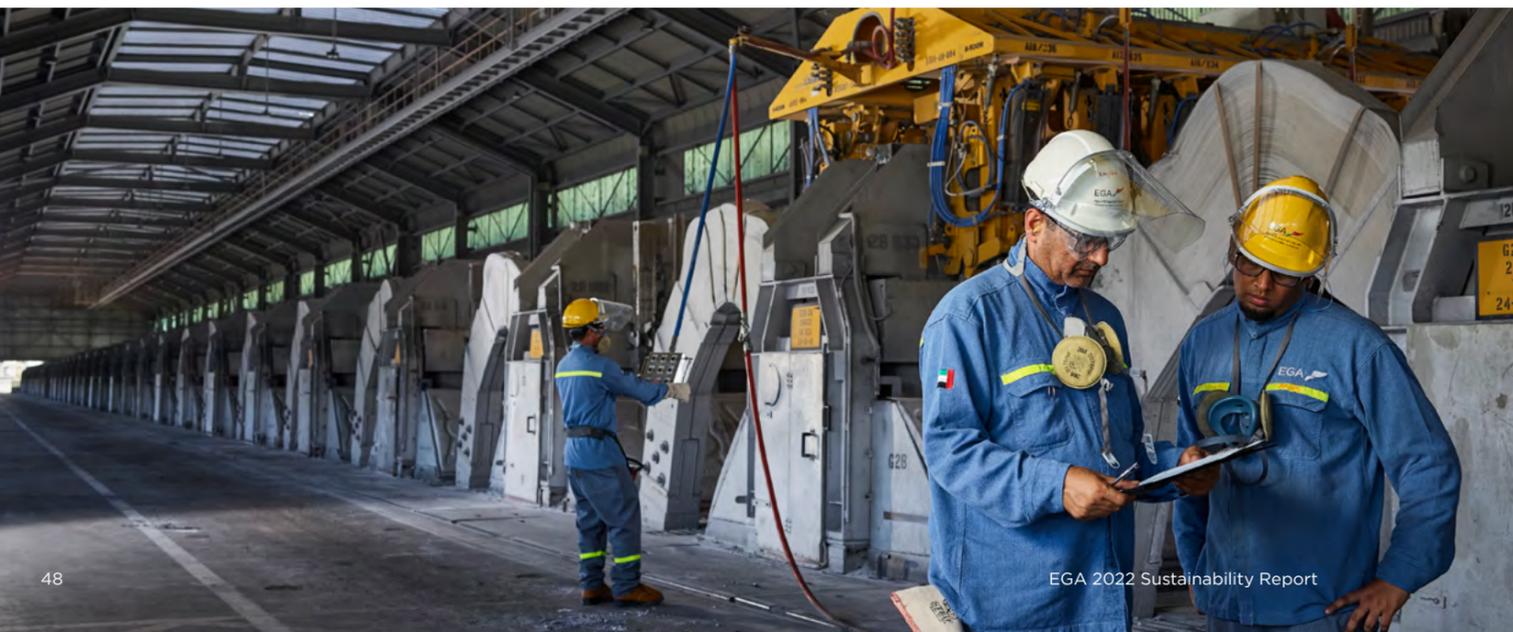
Figure 7: Evolution of technology - reduction in energy intensity and increased production



## Exporting energy-efficient technology solutions

In 2023, we helped complete the start-up of five pilot reduction cells in Indonesia at INALUM's Kuala Tanjung aluminium smelter, upgraded with EGA-developed technological know-how. This provides an opportunity to promote in-country value, work with local businesses, and help other organisations in the aluminium industry reduce energy consumption while developing the UAE's

knowledge-based economy. EGA technologists and engineers dedicated more than 10,000 hours of work and 20 different staff were deployed during the project. The upgrades include significant improvements, as well as incorporating EGA's proprietary software that maximises metal production while reducing energy consumption and environmental emissions.



<sup>23</sup> Figure is the total average kWh/kg Al of our smelter technology.



### Energy consumption in the UAE

In 2023, our energy consumption in the UAE decreased by less than 1 per cent, with a 1.4 per cent reduction in energy intensity for smelting and casting. This is attributed to our continued 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. The import of renewable energy for CelestiAL products have also resulted in ongoing reductions in our gas consumption. Overall, our concerted approach

to efficiency and upgrades resulted in a notable reduction in energy consumption, totalling 3.1 million gigajoules.

**Energy intensity for smelting and casting reduced by 1.4%**

Figure 8: UAE energy consumption from non-renewable resources

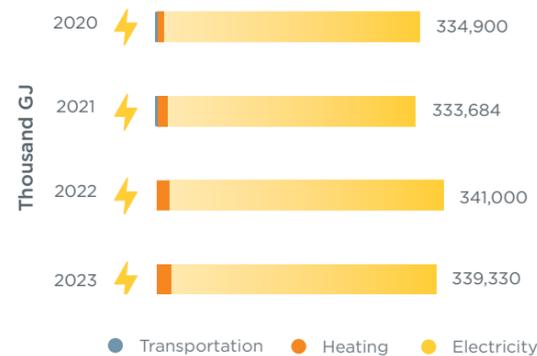
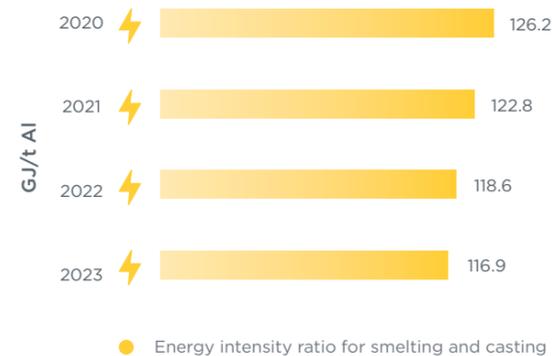


Figure 9: EGA smelting and casting energy intensity<sup>24</sup>



<sup>24</sup> 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.

### Energy consumption in Guinea

In Guinea, the bulk of our energy consumption is associated with the use of site equipment, vehicles, and the operation of our site offices and welfare facilities. Compared to 2022, our energy consumption increased by 3.4 per cent due to a rise in production and average haulage distance. These factors also resulted in an increase in equipment units, including loading, hauling, and support.

While energy consumption has been rising for several years, we are still fully committed to addressing it by improving power production efficiency and pursuing more sustainable solutions.

Figure 10: Guinea energy consumption from non-renewable resources

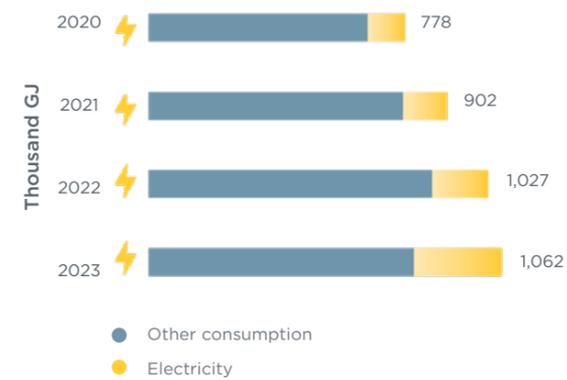
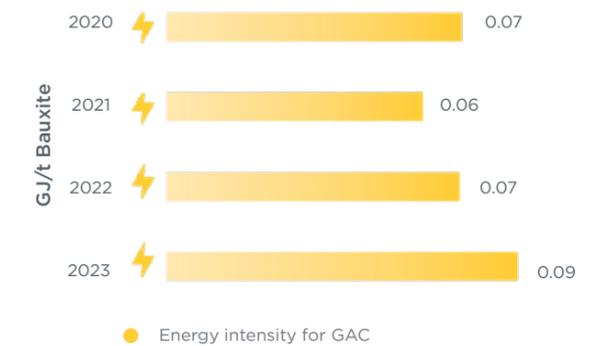


Figure 11: Guinea energy intensity



## Greenhouse gas emissions

### GHG emissions in the UAE

CO<sub>2</sub> 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.

In 2023, our total scope 1 GHG emissions increased by 1.4 per cent, which was attributed to improvements in our carbon inventory<sup>25</sup>.

PFCs are a group of potent GHG produced during the smelting process with a global warming potential thousands of times higher than CO<sub>2</sub>. In 2023, the intensity of our PFC emissions decreased by 45 per cent compared with 2022. This was predominantly due to stable power supply with no major incidents or interruption, as well as pot process stability.

EGA's PFC emissions are already significantly lower than the global average due to EGA's technology and operational controls. In 2023, our PFC intensity was 95 per cent lower than the global industry average<sup>26</sup>.

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.

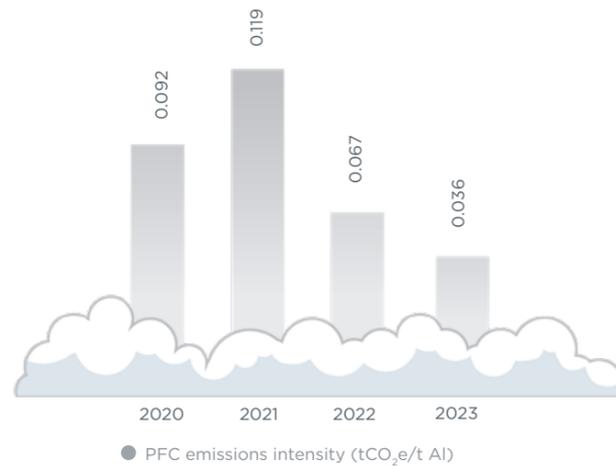
In 2023, we continued to source imported power from renewable energy sources in the UAE, eliminating our scope 2 emissions. This accomplishment is directly attributed to the UAE's rapid and ongoing investments in low carbon energy sources within the country<sup>28</sup>. To support the increased production of our CelestiAL and CelestiAL-R metals, we imported 57.4 per cent more solar energy than in 2022.



Figure 12: Total direct (scope 1) GHG emissions in UAE<sup>27</sup>



Figure 13: PFC emissions intensity

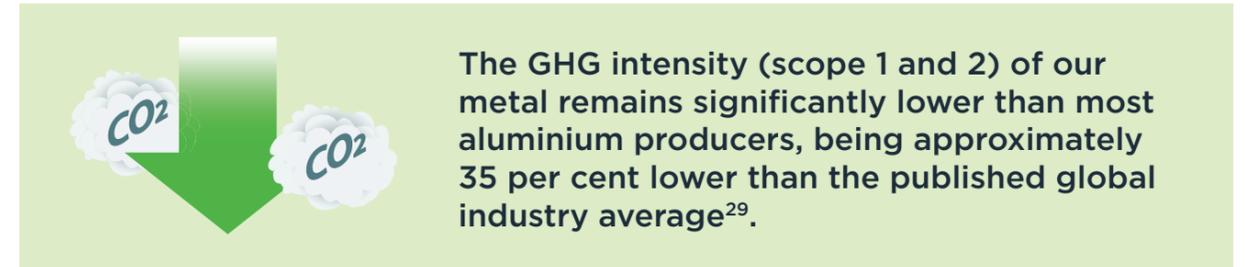


<sup>25</sup> This adjustment is attributed to an enhanced level of data maturity in our Scope 1 emissions inventory, achieved by improving the calorific value applied in the calculation of Scope 1 GHG emissions

<sup>26</sup> IAI referenced for the global industry average as of 2022 (0.8) PFC data is published biennially, inclusive of both – high voltage (HV) PFC emissions and low voltage (LV) PFC emissions by following the 2019 Refinement to the 2006 IPCC Guidelines for National Greenhouse Gas Inventories.

<sup>27</sup> Global Warming Potential (GWP) for CO<sub>2</sub>, CH<sub>4</sub>, and N<sub>2</sub>O are based on the Intergovernmental Panel on Climate Change (IPCC) 2<sup>nd</sup> assessment report, 1996. 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. Our scope 1 emissions in 2022 was updated since publishing our 2022 Sustainability Report (21,608,882 tonnes) following the verification of our carbon inventory by a third party. This change has had no material impact.

<sup>28</sup> Identification of origin being confirmed through attribute tracking standards established by the International Renewable Energy Certification Standard Foundation (I-REC Standard).



The elimination of our scope 2 emissions, in conjunction with upgrades including our H-class power block and operational efficiencies, resulted in a 1.1 per cent reduction in the GHG emission intensity compared with 2022. The carbon reduction initiatives implemented in 2023 achieved an estimated reduction of 1.2 million tonnes of CO<sub>2</sub>e.

The GHG intensity (scope 1 and 2) of our metal remains significantly lower than most aluminium producers, being approximately 35 per cent lower than the published global industry average<sup>29</sup>.

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 2023, our calculated scope 3 emissions were 11.65 million tonnes from upstream and downstream categories<sup>30</sup>. This represents an increase of 6 per cent since 2022<sup>31</sup> which is attributed to an increased level of data maturity in our scope 3 emission inventory<sup>32</sup>. Approximately 60 per cent of scope 3 emissions derive from purchased goods and services.

<sup>29</sup> IAI referenced for the global industry average as of 2022 data (12.4) taken for anode manufacturing, smelting, and casting and excluding indirect ancillary materials and transportation.

<sup>30</sup> For the calculation of scope 3 we use IAI (International Aluminium Institute) scope 3 Calculation Tool Guidance, 2023 and the Greenhouse Gas Protocol, Corporate Value Chain (scope 3) Accounting and Reporting Standard.

<sup>31</sup> Our scope 3 emissions in 2022 were 10,989,779 tonnes from upstream and downstream categories. This value has been restated since publishing our 2022 Sustainability Report (10,963,393 tonnes) following the verification of our carbon inventory by a third party. This change has had no material impact.

<sup>32</sup> Previously natural gas was calculated in Category 3 emissions for fuel-and energy-related activities not included in scope 1 or scope 2. In 2023, natural gas, diesel, petrol and electricity were considered in the inventory.

Figure 14: Total indirect (scope 2) GHG emissions in UAE

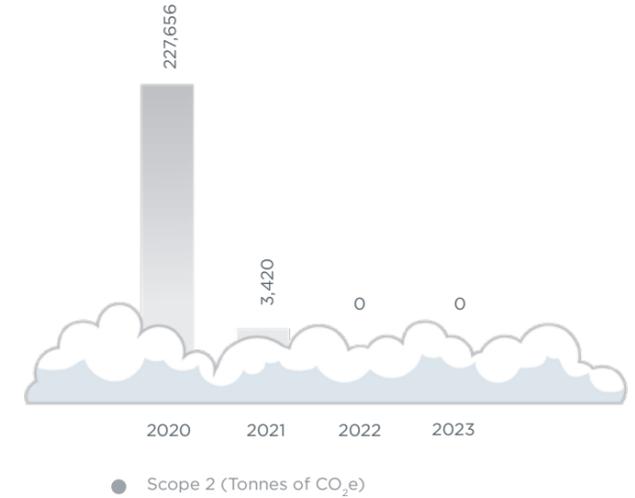
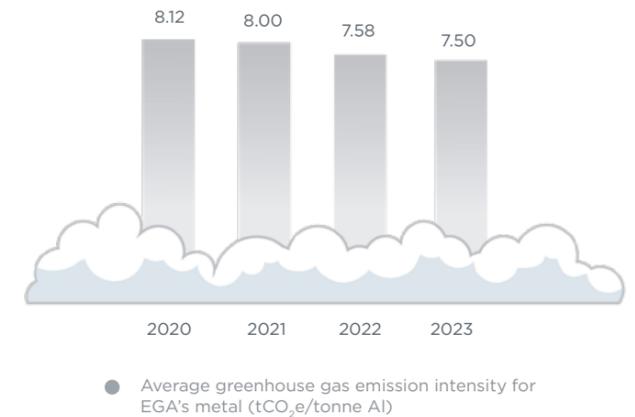


Figure 15: GHG emissions intensity for our metal (scope 1 and 2)



**EGA becomes first aluminium producer to join global shipping and maritime sustainability initiative**

EGA became the first aluminium producer and the first company from the Middle East to join the Sea Cargo Charter in 2023. The Sea Cargo Charter sets a global framework to assess and disclose climate alignment of ship chartering activities to reduce the annual GHG emissions of global shipping to net zero by around 2050. This target is in line with the goals of the International Maritime Organisation, the United Nations agency responsible for regulating global shipping.

EGA ships some 22 million tonnes of aluminium, bauxite, and raw materials around the world each year. While the production of raw materials accounts for the bulk of EGA's scope 3 emissions, global shipping accounts for a meaningful proportion.

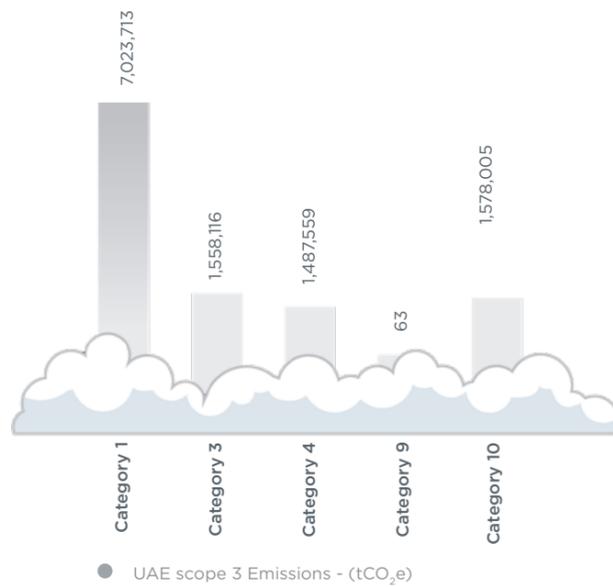
The global shipping industry as a whole was responsible for two per cent of anthropogenic GHG emissions in 2022, according to the International Energy Agency. We have already signed an agreement with one of our shipping partners, "K" Line to develop and implement new marine decarbonisation technologies suitable for our bulk cargo shipping routes in the eastern Atlantic Ocean, Mediterranean Sea and Indian Ocean.



“ At EGA, mitigating GHG emissions is crucial. By monitoring and reporting EGA's key emissions sources, our environment department ensures a comprehensive approach to mitigating GHGs. ”

**Noor Shahab Abdulrazaq Mohammad Saleh Fikree**  
Supervisor Environment

**Figure 16: Total indirect (scope 3) GHG emissions in UAE in 2023**



- Category 1:** Purchased goods and services (excluding fuel and energy)
- Category 3:** Upstream fuel and energy related activities
- Category 4:** Upstream transportation and distribution
- Category 9:** Downstream transportation and distribution
- Category 10:** Processing of solid products (excluding fuel and energy)

**Greenhouse gas emissions in Guinea**

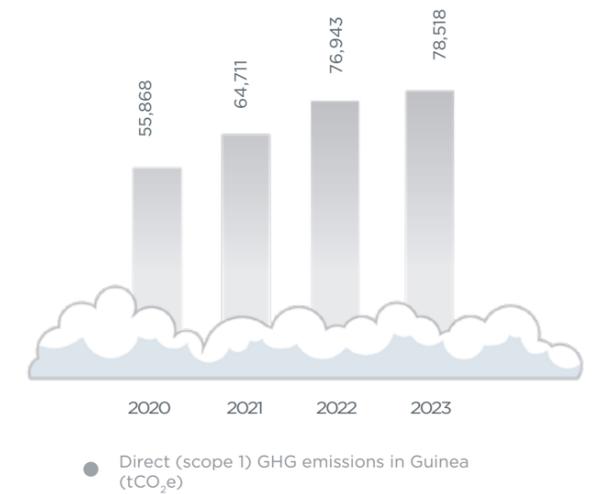
GHG emissions in Guinea are predominantly associated with the use of diesel for electricity generation, vehicles, and mining equipment. We do not generate scope 2 emissions as we are not connected to the national electricity grid, and we do not source energy from any third parties.

Despite ongoing improvements in power production efficiency and our operating procedures, GHG emissions increased by 2.1% per cent in 2023 compared with the previous year. Similarly, our GHG emissions intensity also increased 17.8% from 2022. This increase was driven by increased fuel consumption from vehicles and the operation of mining equipment.

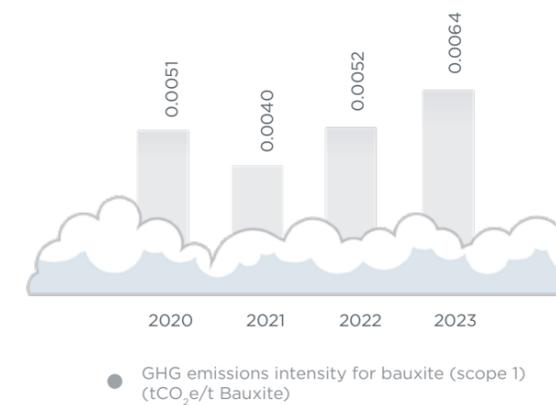
We recognise that our emissions have followed an increasing trend since ramping up the production of bauxite in 2020. We remain committed to identifying carbon reduction initiatives and implementing more sustainable practices.

In 2023, our calculated scope 3 emissions were 10.36 million tonnes from upstream and downstream categories<sup>33</sup>. 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. The 30.3 per cent increase<sup>34</sup> in scope 3 emissions since 2022 is attributed to an increased level of data maturity in our scope 3 emissions inventory<sup>35</sup>.

**Figure 17: Total direct (scope 1) GHG emissions in Guinea<sup>36</sup>**

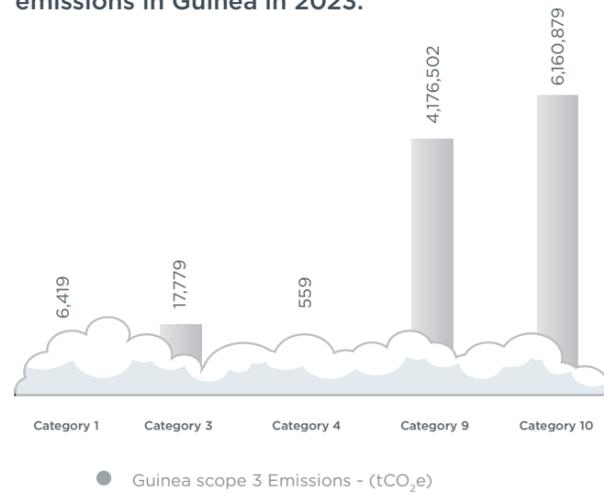


**Figure 18: GHG emissions intensity in Guinea**



<sup>33</sup> For the calculation of scope 3 we use IAI (International Aluminium Institute) scope 3 Calculation Tool Guidance, 2022 and the GHG Protocol, Corporate Value Chain (scope 3) Accounting and Reporting Standard.  
<sup>34</sup> Our scope 3 emissions in 2022 were 7,629,319 tonnes from upstream and downstream categories. This value has been restated since publishing our 2022 Sustainability Report (7,628,839 tonnes) following the verification of our carbon inventory by a third party.  
<sup>35</sup> Improved data maturity in our scope 3 emissions inventory was related to the measurement of distances in downstream transportation and distribution.  
<sup>36</sup> Global Warming Potential (GWP) is based on the Intergovernmental Panel on Climate Change (IPCC) 2<sup>nd</sup> assessment report, (AR2), 1996. 2019 was the first year of operations for GAC, and so we are only able to provide data for the previous three years. Scope 1 emissions have been derived from emission factors from the IPCC 2<sup>nd</sup> Assessment Report (AR2).

Figure 19: Total indirect (scope 3) GHG emissions in Guinea in 2023.



- Category 1:** Purchased goods and services (excluding fuel and energy)
- Category 3:** Upstream fuel and energy related activities
- Category 4:** Upstream transportation and distribution
- Category 9:** Downstream transportation and distribution
- Category 10:** Processing of solid products (excluding fuel and energy)

**GHG emissions targets**

Historically, EGA has worked towards GHG reduction targets based on intensity and published our progress against meeting these targets within our annual sustainability reports. However, we recognise the importance of significantly reducing total emissions to mitigate the worst impacts of climate change, and the critical need for the global economy to decarbonise towards net zero emissions by mid-century.

EGA has developed a roadmap to achieve net zero emission by 2050, addressing emissions from all aspects of our organisation, including power generation, smelting, casting, refining, mining, and our supply chain, as well as the role of recycled aluminium and nature-based sequestration solutions. We have engaged with internal and external engineers, technologists, and economists to ensure that our roadmap to achieve net zero emission by 2050 is technically and commercially viable for the short, medium, and long term.



EGA's Sustainability team has continued to engage with the ASI Climate Change Working Group, who has in 2024 published a method for determining the 1.5 °C-aligned GHG reduction pathway for ASI entities. We will be incorporating the science-based method within our net zero roadmap and make our interim targets publicly available.

We intend to be open and transparent about the work we are doing to reach our targets and will be providing details regarding progress within future sustainability reports.

Reported total emissions<sup>37</sup> include EGA's activities associated with aluminium production, sourcing of goods and services, downstream transportation,

processing of sold products and other activities not directly related to the production of EGA's aluminium such as the supply of water in Dubai.

**EGA total corporate emissions**



Upon customer request, EGA is also able to supply GHG emissions data for aluminium products. This data is generated through applications of

a life cycle analysis<sup>38</sup> and includes emissions attributed to stages in the value chain from mine to casthouse, commonly referred to as a cradle to gate.

**Aluminium product 'cradle to gate' emissions**



<sup>37</sup> Emissions have been calculated in accordance with the greenhouse gas protocol and IAI addendum developed for the aluminium sector.  
<sup>38</sup> Life cycle assessment conducted in accordance with ISO 14040/44.



## Water use

### Water use in the UAE

In the UAE, the majority of our water use is for cooling during electricity generation. We extract seawater for this purpose and more than 95 per cent of this is returned to the sea.

We do not use any of the UAE groundwater reserves or other natural freshwater resources<sup>39</sup>. 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<sup>40</sup>. To minimise the need for desalination, we treat and recycle water from our onsite sewage treatment plants (STP) to meet our needs for landscape irrigation.

In 2023, we observed a decrease in water withdrawal and discharge by 3.2 and 3 per cent respectively, compared to 2022. This was predominantly due to a reduction in reverse osmosis (RO) water needed as feedwater for our metal production. Our total water consumption in 2023 was 54,938 megalitres. This represents a 9 per cent decrease<sup>41</sup> since 2022, mainly due to faults in two of our flow meters, which have since been repaired, and changes in our desalination process in relation to ambient temperatures.

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.

In 2023 we identified a total of 14 regulatory non-compliances<sup>42</sup> associated with water quality discharge in the UAE. Four of these instances were associated with power production in Jebel Ali, one associated with discharge from our Al Taweelah refinery and nine were associated with our Al Taweelah STP. In response to every non-compliance, we conducted a comprehensive investigation to understand the root cause and determine suitable corrective measures.

Non-compliances in Jebel Ali were associated with salinity, temperature, phosphate and nitrogen levels in the discharge water. Our investigation found that the temperature-related non-compliances were linked to temperature variations from our steam turbines. Consequently, we have conducted operational maintenance to address this, strengthened monitoring protocols to ensure continued compliance, and proactively address any potential issues.

Our investigation for nitrogen-related non-compliances found that the observed levels were likely attributed to natural variability as nitrate-based chemicals are utilised for the closed cooling circuit. This is an isolated part of

the power generation and desalination system that does not come into contact with the discharge water. The non-conformance related to phosphate was determined to be a result of natural variability or a processing issue. Analyses conducted in the subsequent months did not indicate any exceedances for phosphate. To address these observations, we have strengthened monitoring protocols for seawater intake, continue to review data systematically to ensure compliance, and proactively aim to identify and manage any potential issues.

Our investigation is ongoing for the non-compliances related to salinity in Jebel Ali, as no abnormalities related to our operations were detected during the initial stages. We have engaged a third party to assess external factors that may be affecting salinity and to provide recommendations for any necessary operational adjustments. We will report on progress during our next annual sustainability report.

In the refinery, our investigation found the single non-compliance related to temperature was linked to sub-optimal performance from our cooling towers. Consequently, we reviewed and

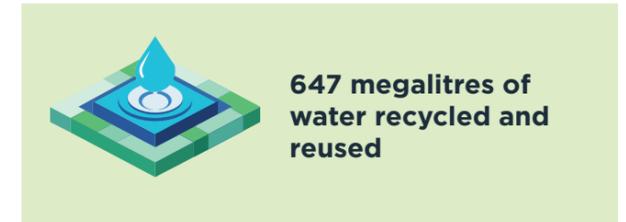


Figure 21: Water withdrawal and discharge in the UAE<sup>43</sup>

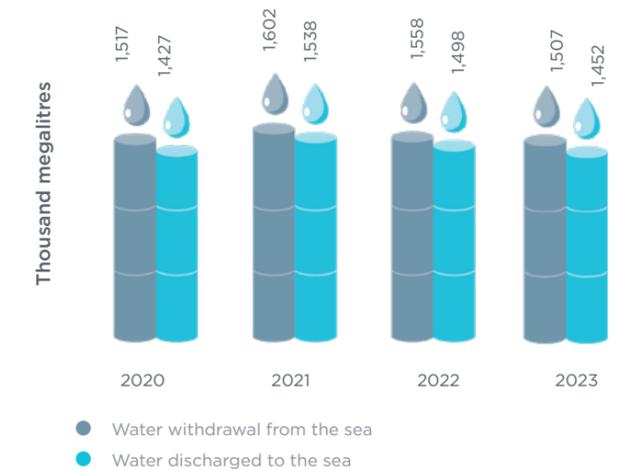
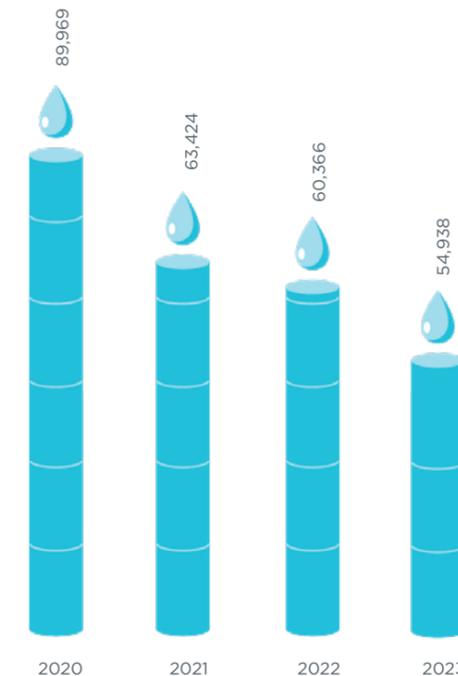


Figure 20: Water consumption in the UAE (megalitres)



implemented solutions to improve cooling efficiency using our available assets and this resulted in enhancements to our operational performance.

Non-compliances at our sewage treatment facilities in Jebel Ali and Al Taweelah have been attributed to ineffective, 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.

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.

<sup>39</sup> 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 2023 was 367 megalitres.  
<sup>40</sup> We also supply some of the desalinated water generated at our Jebel Ali facility to local customers in Dubai. In 2023, 2,553 megalitres were supplied to local customers.  
<sup>41</sup> Our 2022 water consumption value has been restated since our 2022 Sustainability Report (65,280 megalitres) due to a calculation error.  
<sup>42</sup> We record 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.

<sup>43</sup> Data derived from flow meters. Water intake and withdrawal is reported by online sensor as m<sup>3</sup>/hr on hourly basis. Average m<sup>3</sup>/hr of intake and discharge are converted to megalitres. Our 2022 water withdrawal and discharge values have been corrected since our 2022 Sustainability Report due to a calculation error.

## Water use in Guinea

In Guinea, we manage our 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 regulatory requirements of the Guinean government, IFC Performance Standards and 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<sup>44</sup>. 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 Thiouladjivol Reservoir<sup>45</sup>, approximately 7 km from our mine site, and two groundwater boreholes. In Kamsar, we meet our freshwater demands through the extraction and desalination of seawater via our onsite 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. In Tinguilinta, we discharge treated wastewater to an adjacent semi-dry channel. Discharge from these facilities 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.

In 2023, we identified performance issues with our Kamsar STP. While monitoring revealed no significant contamination of nearby waterways, we found that the bacteria were not effectively breaking down organic matter to clean the wastewater as intended. To address the problem, we ceased discharging into the adjacent estuary and began transporting the wastewater to a third party for processing through their sewage treatment system to ensure compliance with regulatory requirements.

In collaboration with the original equipment manufacturer of the STP and a third-party hydrogeologist, we conducted an assessment to identify the factors contributing to the performance issues at the Kamsar STP. The assessment revealed that hydrocarbons from liquid fuels were contaminating the water entering the STP tanks, disrupting the bacteria necessary for the treatment process. Additionally, an operational imbalance due to insufficient effluent compromised the effectiveness of the treatment. This is an ongoing issue that requires continuous oversight, including operational improvements and more frequent monitoring of discharges for early detection. Our assessment of local waterways, land, and mangroves found no associated discernible impacts.

<sup>44</sup> Our environmental and social impact assessment has not identified any of our abstraction sites as being in areas of likely 'water stress'.

<sup>45</sup> The Thiouladjivol Dam and Reservoir were built by the project for this purpose.



Figure 22: Water withdrawal and discharge in Guinea<sup>46</sup>

Figure 22.1: Water withdrawal from surface water

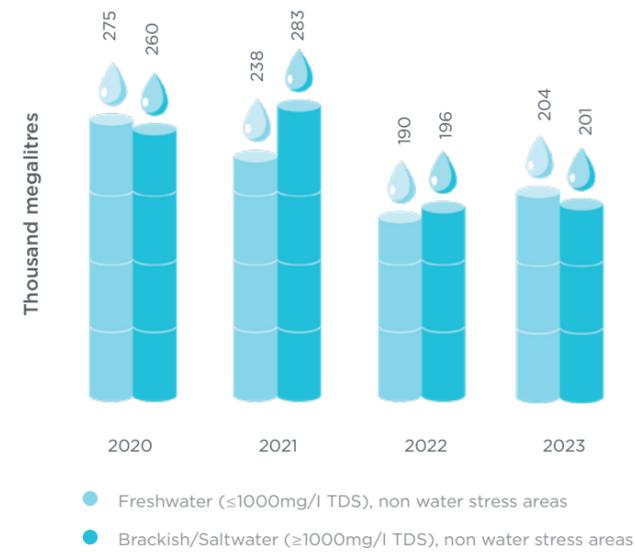


Figure 22.2: Water withdrawal from ground water

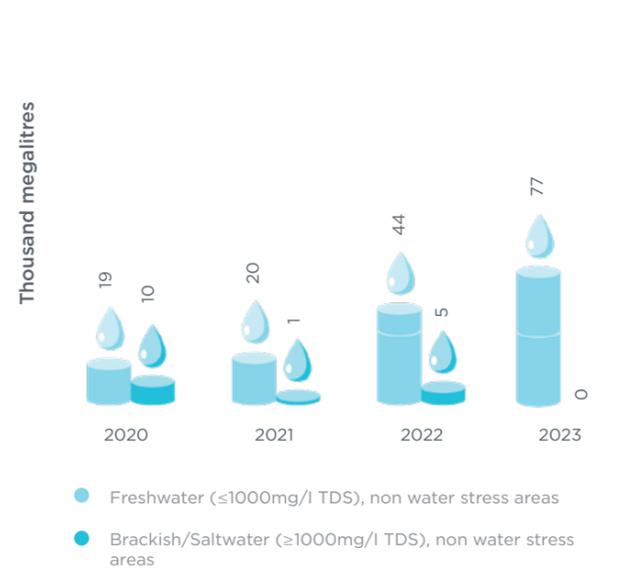
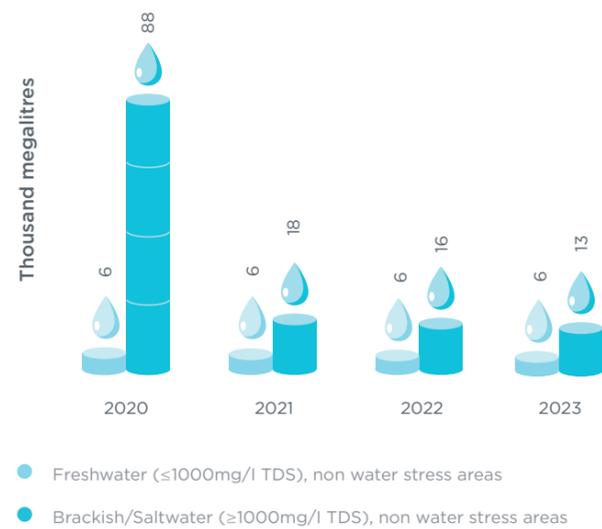


Figure 22.3: Water discharge to surface water



<sup>46</sup> Our Guinea operations do not withdraw water from or discharge water to any other sources.

## Waste management

### Waste management in the UAE

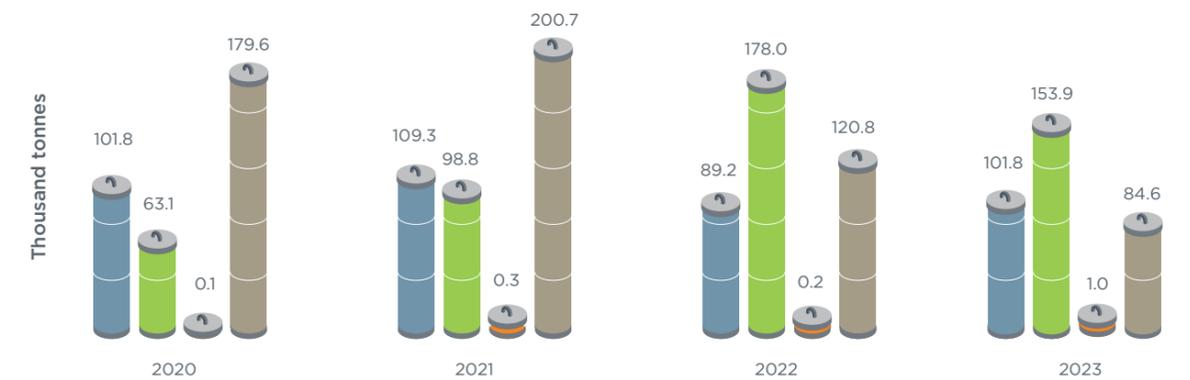
At EGA, the waste hierarchy is at the core of our waste management decisions. We have a comprehensive Waste Management Plan with a long-term aspiration of sending zero process waste to landfill. In the UAE, we are exploring and developing various opportunities for our waste streams to be used as feedstock for other industries. We also stockpile waste materials at our facilities while we seek recycling options, diverting as much as we can from landfill.

We have a duty of care to ensure that all waste generated is managed appropriately, including ensuring waste transport is only carried out by appropriately registered waste carriers and disposed of responsibly at an adequately licensed facility. Audits of external waste disposal and recycling facilities, as well as contractors' activities, are conducted to ensure safe and complaint management of our waste. Frequency and arrangements for these audits are identified in the waste management annual action plans and as per our business requirements.

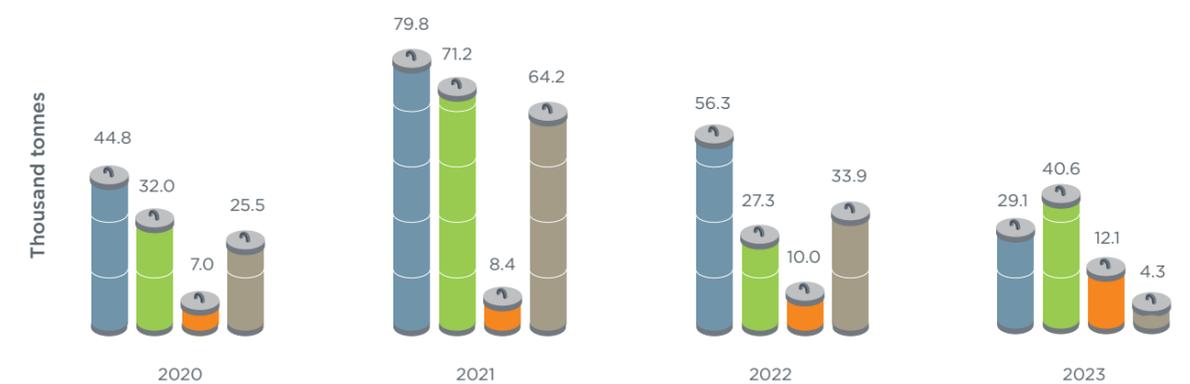
Figure 23: Waste types and disposal methods in UAE<sup>47 48 49</sup>

● Total waste generated ● Recycled ● Landfilled ● Total stockpiled volume

### Hazardous waste management excluding bauxite residue waste



### Non-hazardous waste management



<sup>47</sup> 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.

<sup>48</sup> Total stockpiled includes the cumulative total of waste stored onsite in-year as well as from previous years.

<sup>49</sup> Historically, we have recorded 'Recycled' data to include recovery by any other means, including waste streams that have been used by other industries as a source of fuel. For future sustainability reports we will include more in-depth breakdown of how we have diverted from disposal to fully align with GRI 306.



With our relentless focus on high recycling rates of spent pot lining, we're not just reducing waste – we're reshaping the future, forging a path where environmental stewardship and industrial innovation go hand in hand.



**Mohamad Zafar**  
Environment and Waste Management -  
Superintendent

### Waste from the smelting of aluminium

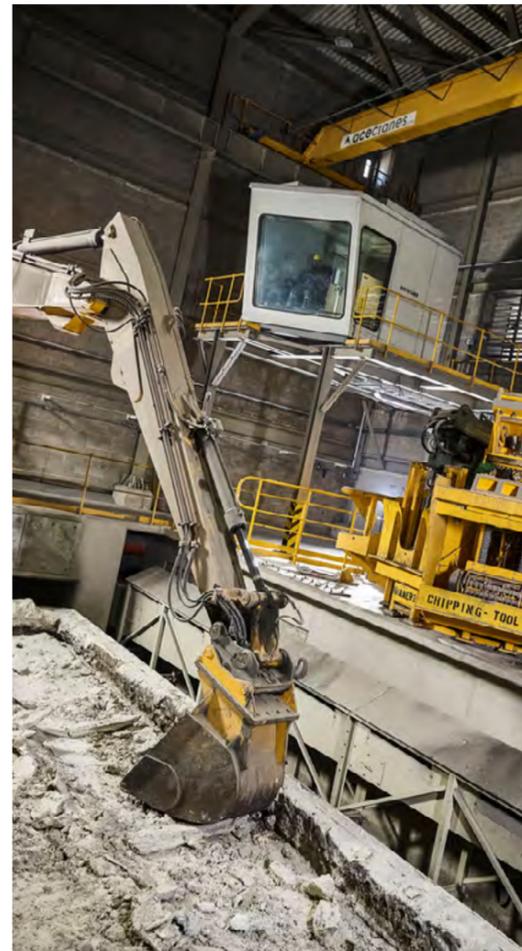
The smelting of aluminium generates a range of hazardous waste materials, with the two most significant hazardous waste streams being dross and SPL.

SPL is the used inner lining of reduction cells, which needs to be replaced after several years of operation. SPL is a potentially hazardous material due to its reactive content and requires careful handling during storage and transportation. 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 for the manufacture 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<sub>x</sub> and GHG emissions<sup>50</sup>.

In 2023, we generated 36,527 tonnes of SPL which was recycled by the UAE cement industry. An additional 17,932 tonnes of SPL stored from previous years, was also recycled by the cement industry. This further reduced our onsite storage volume and helped us to attain the highest recycled SPL quantity in our company history. Dross is a mass of impurities that floats to the top

of molten aluminium and is removed during the smelting process. In 2023, 100 per cent of the dross 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.

The dross recycling process also generates a salt slag by-product which 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.



**100% of SPL recycled**

### 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 km 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 2023, we deposited 3.2 million tonnes of refinery waste at our facility, a 4 per cent increase from 2022. 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 to 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.



<sup>50</sup> EGA commissioned a study in 2018 from the Massachusetts Institute of Technology to model the environmental footprint of spent pot lining (SPL) used in cement production. Findings identified a potential 3.5 per cent reduction in NO<sub>x</sub> emissions and 0.72 per cent reduction in CO<sub>2</sub> emissions.

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



**Optimised bauxite residue**

For eight 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).

In late 2023, we commenced construction of our pilot facility that once commissioned, 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. Issues with the supply of some critical components for the plant resulted in the project being delayed, and commissioning is now expected to take place in mid-2025. 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.

Meanwhile, we completed the commissioning of our Small Soil Manufacturing & Research Facility (SSMRF) project. The research capability afforded by SSMRF enabled the OBxR process to be validated at small pilot scale and continues to provide valuable guidance and insights for the operation of Ra'ed. Production of OBxR was progressively ramped up to provide material for agronomic testing, initially at pot-plant scale, with the aim of extending this to small agronomic demonstration plots in 2024.

By the end of the year the facility was ready to transition to a 24 hour per day operation. A custom-built soil mixer was also installed and commissioned. Testing and on-going development of this equipment revealed the handling behaviour and physical characteristics required to produce homogeneous soil mixtures from OBxR with other earthen components like compost and sand. In combination with our research & 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.

**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. Plants growing in Turba were demonstrated at COP 28 in Dubai in December 2023.

In 2023, we continued our partnership with The University of Queensland to develop best agronomic practices for Turba in arid climates. This extension was based on the excellent work on seed germination, soil fertility, plant growth behaviour, and water holding capacity, among others, conducted throughout 2022.

We also continued our exploration of converting organic wastes abundantly available in the UAE into high-energy value bio-oil and acidic biochar via its 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. The new study focuses on municipal biosolids, food waste and mixtures to produce acidic biochar and high-energy value bio-oil. In addition, the 32-month study aims at producing one of the most comprehensive Life Cycle Assessments to date with the University of Sharjah on the "food waste-biosolids-biochar/bio-oil nexus" that is based on actual experimental data. 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.

**Bioneutralisation**

Unfortunately, the bio-neutralisation study of our bauxite residue at the University of Western Australia was terminated in 2023 due to the departure of the Principal Researcher. Bio-neutralisation, which employs the use of naturally occurring microbial species to neutralise caustic-alkaline bauxite residue, remains of interest and may be revisited in the future.

**Raw material for the steel industry**

In 2023, we continued our development of a technique for extracting high-quality iron ore from bauxite residue. The process enables the production of iron ore products with purities as high as 62 per cent elemental iron content, comparable to commodity-traded iron ore fines.

Approval to proceed to construction of a pilot facility to test the base process at a small industrial scale was granted in early 2023 and following some design changes and award of the project, construction of the facility commenced late in 2023. 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 up to 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 2023, we commenced 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.

Work on producing light-weight aggregates continued during the year, and a range of products of various strengths, compositions and morphologies were produced, demonstrating the flexibility of the process. Products made using this technology compare very favourably with commercially available clay-based materials that are widely used around the world. Samples of the product were submitted to an independent laboratory for Registration, Evaluation, Authorisation and Restriction of Chemicals (REACH) compliance testing, and successfully passed the EU regulation protocol. This compliance suggests that the commercial products could eventually be certified for use in the EU and elsewhere.

## Waste management in Guinea

Our waste management practices in Guinea are driven by a comprehensive strategy, which is developed in line with both national and international standards<sup>51</sup>. 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

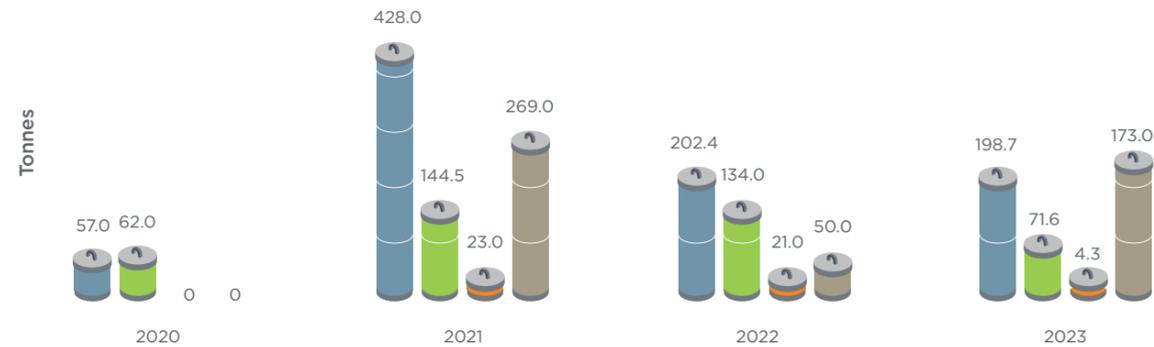
parties meet our Health, Safety, and Environment (HSE) standards.

In 2023, we improved our tracking and monitoring of waste and conducted a comprehensive review of waste practices and the practices of our third-party contractors. As a result of this review, we identified alternative waste management options and opportunities to improve the management practices of existing third-parties. Further to this process, we temporarily halted incinerators to implement improvements for the waste types previously incinerated, which led to a period of increased stockpiling.

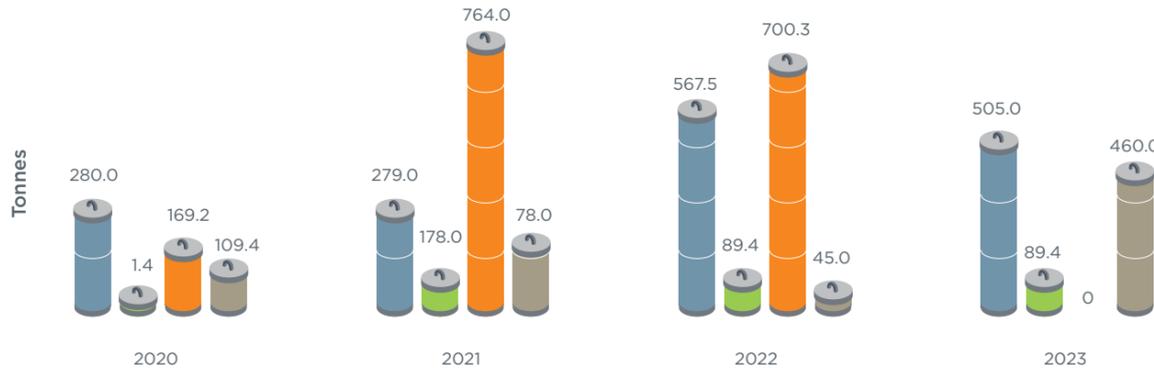
Figure 24: Waste types and disposal methods in Guinea<sup>52 53</sup>

● Total waste generated ● Recycled ● Incinerated ● Total stockpiled volume

### Hazardous waste management



### Non-hazardous waste management



<sup>51</sup> Including the Equator Principles, the IFC Performance Standards and regulatory requirements of the Guinean government.

<sup>52</sup> Total stockpiled includes the cumulative total of waste stored onsite in-year as well as from previous years.

<sup>53</sup> Weights are determined through the use of site-based industrial scales, with the exception of odd-shaped, non-bulk wastes which are estimated by volume.

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“In 2023, the biggest challenge was waste management, due to the small number of recycling providers in the country. Our focus will be on upgrading certain waste recycling units whose potential is proven, thereby solving the problem of waste management, and helping to promote local content by bringing these small recycling units up to the required norms and standards.”

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**Bangoura Bintia**  
Senior Environment Specialist

## Biodiversity

### Biodiversity management in the UAE

In the UAE, our facilities at Al Taweelah are approximately two kilometres from Ras Ghanada, a nationally protected marine reserve, and our Jebel Ali site is approximately seven kilometres from the Jebel Ali Wildlife Sanctuary<sup>54</sup>. Both these protected areas support important clusters of coral reefs, mangroves, and seagrasses.

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.

In 2023, 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

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Championing the wellbeing of our planet is a collective commitment at EGA, as we dedicate ourselves to forging a sustainable tomorrow. We recognise the intrinsic value of each species, regardless of their size, and the vital role they play in maintaining a balanced ecosystem.”

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**Dr. Jasminka Jaksic**  
Sustainability - Senior Associate

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 rubbish. 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 2023, we recorded over 200 hatchlings. Since 2011, some 110 nests have been laid on the beach next to EGA's operations and almost 7,200 baby turtles have successfully hatched.



<sup>54</sup> Confirmed as a wetland of international importance for biodiversity in accordance with the Ramsar Convention (an intergovernmental environmental treaty established in 1971 by UNESCO).



### Biodiversity management in Guinea

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. Our concession spans 690 km<sup>2</sup> and encompasses diverse ecosystems with significant biodiversity value, including grassy and wooded savannahs, gallery forests, and mangroves. These habitats support rich assemblages and important species, including 23 International Union for Conservation of Nature (IUCN) Red List and National Conservation List species such as the endangered West African Chimpanzee (*Pan troglodytes*) and critically endangered Atlantic Humpback Dolphin (*Sousa teuszii*).

Our biodiversity conservation work is governed through publicly available<sup>55</sup> biodiversity management plans prepared in accordance with IFC Performance Standards and ADB Integrated Safeguards System. Prior to vegetation clearance, we map plant assemblages and habitat types to understand the necessary mitigation work. This helps ensure that our remediation efforts are suitably planned to appropriately restore habitats once mining operations have concluded. Before clearing vegetation, we also gather seeds from individual trees 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<sup>56</sup>.

In 2023, further development of our mine site required clearance of 243 ha of vegetation. Prior to any clearance, we ensure 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 also restored 124 ha of plants in 2023 to account for the clearing of vegetation as part of the construction of mine, railroad, and other infrastructure. The species used in the restoration were grown in our nursery and of local origin, including *Azelia Africana*, *Erythrophleum guineense*, and *Khaya senegalensis*.

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

<sup>55</sup> Available on the IFC project disclosure portal.

<sup>56</sup> 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.

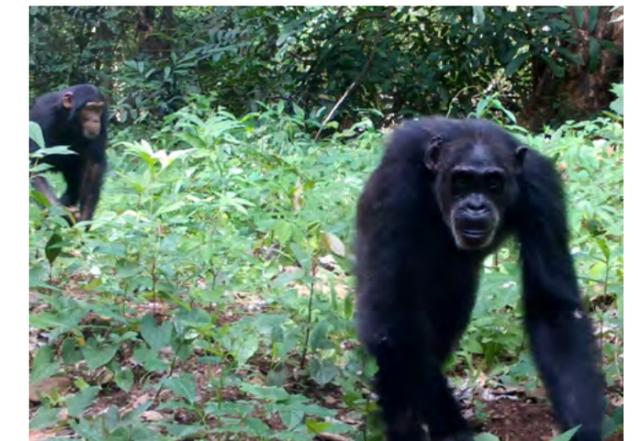
In partnership with the Guinean Office of National Parks and Wildlife Reserves, the Wild Chimpanzee Foundation (WCF), the IFC, and the Compagnie des Bauxites de Guinée (CBG), we established a dedicated conservation program in Moyen-Bafing, an area that has the largest continuous population of chimpanzees in West Africa. 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 2023, we supported the second phase of a camera trap monitoring project that provided crucial baseline data for the chimpanzee population and other critical species in the area. We also collected data on 35 of the 47 species of medium and large mammals including antelopes, leopards, and buffalos, and concluded a forestry survey showing over 700 hundred species of plants and trees in the park.

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 programs through participatory engagement, direct employment, donations of materials and subsidising services, as well as 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.



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We carry out a variety of biodiversity management activities, with our communities at the heart. This enables them to understand what's at stake, but also to guarantee income through their active participation, either in the production of plants in the nurseries or in ecological rehabilitation. This is very important to us.

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**Boubacar Sow**  
Senior Biodiversity Supervisor GAC

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The arrival of the Moyen-Bafing National Park brought real social changes in the different communities such as increased household incomes. Activities included strengthening technical capacities to increase agricultural yields, support for various value chains from production to sale, and employment of youth and women.

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**Alpha Mamadou Balde**  
From the village of Yalagueta in the Moyen-Bafing National Park, Guinea

## 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 2023, EGA did not receive any fines or non-monetary sanctions for non-compliance with environmental laws or regulations.

### Environmental incidents in the UAE

In 2023, 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.

In 2016, we received a violation notice from the environmental regulator in Dubai related to NO<sub>x</sub> emissions 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 2023. We have initiated the formal process to close this violation with the environmental regulator, and we anticipate operating well within these regulatory limits.

### Environmental incidents in Guinea

In 2023, we did not encounter any spills or significant environmental incidents at any of our facilities in Guinea. In the last year we have focused our efforts on improving the identification of potential incidents through training, continuous inspections and enhancing our environmental and safety culture. This included an increased focus on driver fatigue, which has previously led to small diesel spills during refuelling.





# 03



Social  
responsibility



# Social responsibility

## Health and safety management system

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<sup>57</sup>. We also place significant emphasis on the mental health of all individuals and incorporate these wellbeing considerations into our management systems.

As with many industrial processes, we recognise that there are numerous potential hazards associated with the production of aluminium. This includes exposure to noise, vibration, airborne contaminants, and dangerous materials, as well as moving machinery and working at heights.

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. In our mining operations, hazards include large vehicular movements, the transport of heavy loads, and controlled blasting.

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

### Occupational health and safety management systems and performance standards

#### Aluminium Stewardship Initiative

- Jebel Ali smelting and casting
- Al Taweelah smelting and casting
- GAC bauxite mine and export facilities
- Al Taweelah alumina refinery

#### ISO 45001:2018

- Jebel Ali smelting and casting
- Al Taweelah smelting and casting
- Al Taweelah alumina refinery

#### OSHAD

- Al Taweelah smelting and casting
- Al Taweelah alumina refinery

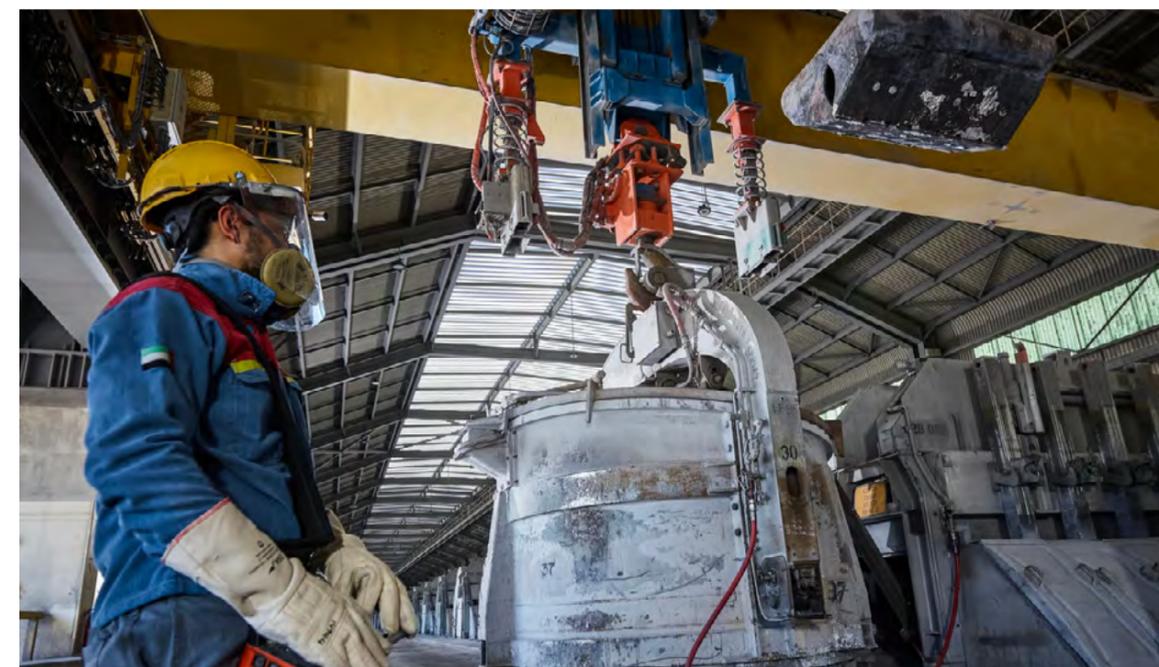
#### IFC Performance Standards and World Bank Guidelines

- GAC bauxite mine and export facilities

and areas that require greater attention.

Our facilities in the UAE operate according to an occupational health and safety management system certified to the International Organisation for Standardisation's ISO 45001:2018<sup>58</sup>. 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.

Our mining operations in Guinea adhere to occupational health and safety management



systems that have been developed in alignment with the IFC Performance Standards, World Bank Guidelines, Equator Principles, ADB's Integrated Safeguards System, as well as regulatory requirements set by the Guinean government.

All our health and safety management systems have 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, OSHAD in the UAE, the 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<sup>59</sup> 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<sup>60</sup>. Additionally, EGA's specialist safety teams review contractor's 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 IAI and the Gulf Aluminium Council. This affiliation allows us to share performance data and gain insights and improvements from industry best practices.

#### Enhancing our safety culture

We believe 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.

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

<sup>57</sup> Our core policies are published on our website: <https://www.ega.ae/en/about-us/our-policies-and-certifications>  
<sup>58</sup> Our certificates are published on our website: <https://www.ega.ae/en/about-us/our-policies-and-certifications>

<sup>59</sup> Directly supervised contractors include workforce who are not EGA employees but whose work activities are directly controlled by EGA's health and safety procedures.  
<sup>60</sup> See Responsible Sourcing Standard at <https://www.ega.ae/media/3356/ega000183-responsible-sourcing-standards-may-2023.pdf>

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 improvements or updates to risk identification procedures, as well as implementing necessary controls and requirements 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. We convey this

message as part of our induction and safety refresher training. Task-specific safety training requirements are communicated to staff and directly supervised contractors through appropriate, tailored training events with refresher courses, at a frequency relevant to the degree of risk<sup>61</sup>. 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.

### EGA Life Saving Rules

<b>GETTING TO WORK</b> ✓ Are you fit for work? ✓ Drive safely to arrive safe		Take charge of your health, including hydration to be fit for work at all times		Never use your mobile phone while driving
<b>BEFORE STARTING WORK</b> ✓ Know about hazards ✓ Isolate danger ✓ Prepare all permits		Know how, before working with hazardous substances and molten metal		Never work on live equipment, unless trained to do so
<b>WHILE AT WORK</b> Check: ✓ Respect safeguards ✓ Safe work at height ✓ Note safe lifting practices ✓ Enough oxygen?		Use appropriate fall arrest equipment for work at height above 1.8m		Follow safe lifting operations and never walk under suspended loads
				Never remove or work without appropriate barricades and safeguards
				Never enter a confined space without authorisation and prior gas testing

Figure 25: Safety training in 2022 (total number of attendees at safety courses)



<sup>61</sup> All safety training is free of charge and is provided during paid working hours.

## EGA brings innovative behavioural safety programme to the region

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 18,500 attendees at SafeStart trainings in the UAE in 2023 and will commence the programme in our Guinea operations in 2024.

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.

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.

### Safety performance

#### Safety performance in the UAE

Despite the increase in production in 2023, we continued to record a low number of injuries. Our total recordable injury frequency rate (TRIFR) was 56.7 per cent lower than the industry average<sup>62</sup>.

In 2023, our TRIFR for directly supervised contractors saw a significant increase, rising by approximately 133 per cent compared to the previous year. This was due to multiple factors, including varied safety cultures and practices of contracted suppliers, higher turnover rates in contracted workers and communication challenges, which hinder the level of safety training and understanding of hazards from our supervised contractor staff. To address this trend, we have placed stronger emphasis on the supervision and oversight of our contracted workforce and on task-specific safety training to help our contractors better understand EGA's safety culture, training standards and enforcement mechanisms. This included training in different languages to address communication challenges with supervised contractors.

In 2023, we did not have any fatalities or any high-consequence injuries<sup>63</sup> within our operational facilities in the UAE.

Most of the safety incidents that occurred in the UAE involved hand and finger injuries associated with the use of hand tools. However, one of our employees suffered a more serious injury.

In Jebel Ali, while cleaning the sensor on equipment used for automated metal casting, the machinery unexpectedly moved and struck the right side of his body. The injury required hospitalisation, where he underwent surgery and was monitored over three days. He was released with follow-up physiotherapy sessions until full recovery. During this time, he came for periodic check-ups at EGA's healthcare facilities. Fortunately, our colleague made a full recovery and after almost two months was able to resume normal duties.

<sup>62</sup> Industry average of 2.8 for TRIFR is derived from data available from the International Aluminium Institute 2023.

<sup>63</sup> 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.

In response to this incident, we conducted a comprehensive investigation and consequently installed a failsafe mechanism that automatically stops the machinery when maintenance activities are initiated. We also trained relevant employees regarding this newly installed failsafe mechanism. In addition, we reviewed and updated all operating procedures and risk assessments related to the task involved in the incident which will now be exclusively performed by maintenance teams, rather than operational personnel.



EGA's safety performance further improved during 2023. The number of injuries and the severity thereof decreased, and this is in line with the long-term trend. The leading initiatives and indicators in operational and maintenance areas greatly contributed to this improvement.



**Ronald Otte**  
Director - Safety & OHH



We are deeply committed to the 'Journey to Zero Harm' tirelessly working towards a future where safety is uncompromised. As an individual, I embody this commitment by actively caring for the health, safety, and wellbeing of myself and others. Our ambition is bold, our dedication unwavering, as we strive to create a world where safety and sustainability intertwine seamlessly, leaving a positive impact for generations to come.



**Rajesh Kumar G Doshi**  
Safety Superintendent,  
Safety Governance Team

## EGA's 'Aqua Helmets' mental health first aiders

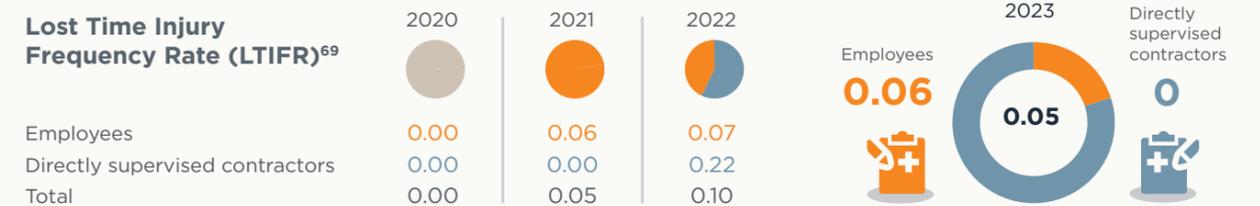
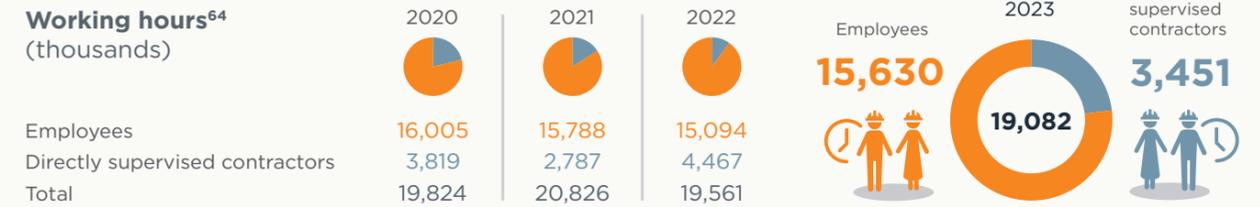
EGA's mental health first aiders provide mental health support for those in crisis or struggling with mental health. Across EGA, our mental health first aiders are identifiable by their 'Aqua Helmets'.

EGA have trained 150 mental health first aiders via a mental health first aid course operated by Lighthouse Arabia. Through this initiative, EGA's mental health first aiders have offered crucial counselling to more than 300 workers, including awareness sessions and workshops on critical mental wellbeing concerns. The aim was to promote the importance of prioritising mental health and eliminate any associated social stigma.

More than 3,200 employees have also participated in the wider group outreach sessions held as part of our mental health and wellbeing programme. Anonymous webinars have also been delivered for those wanting more information or help with their mental health away from work.



Figure 26: UAE safety statistics



Leading Indicator	2023
Third party audits	7
Total number of safety campaigns implemented	24
Near misses reported	4,809

Leading Indicator	2023
Hazards reported	214,334
Leadership walks	4,966
Behavioural safety interactions	158,484

<sup>64</sup> Working hours for employees have been calculated according to total hours paid. Total working hours have reduced in 2023 compared with 2022 due to a reduction in the number of projects.  
<sup>65</sup> Total recordable injuries is the sum of all work-related injuries and illnesses during the reporting period and includes any fatalities, lost time injuries, medical treatments or incidents leading to restricted work activities.  
<sup>66</sup> Total recordable injuries is the sum of all work-related injuries and illnesses during the reporting period and includes any fatalities, lost time injuries, medical treatments or incidents leading to restricted work activities.  
<sup>67</sup> Benchmark derived from data available from the International Aluminium Institute.  
<sup>68</sup> Lost time injuries are the sum of all work-related injuries or illnesses that result in an affected individual temporarily being unable to perform any regular job or requiring restricted work activity on a subsequent scheduled workday or shift.  
<sup>69</sup> Lost time injury frequency rate is the total number of lost time injuries per million hours worked during the reporting period.

### Safety performance in Guinea

Despite the increase in production in recent years, our total recordable injury frequency rate in Guinea is 33 per cent lower than the industry average<sup>70</sup>. We recognise this has increased over the last number of years due to a ramp-up in our operations. We are focused on strengthening and maturing our occupational health and safety management system, and building a safety culture to reduce the frequency and severity of injuries.

In 2023, we encountered zero fatalities at any of our operational facilities in Guinea.

During 2023, 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.

Unfortunately, two of our contractors suffered more serious injuries.

One contractor was injured in an accident while loading a rock breaker onto a wheel loader, which is typically used for loading or moving materials on site. Unfortunately, the rock breaker dislodged suddenly and landed on the contractor's foot. Despite wearing protective footwear at the time of injury, he suffered a fracture of two of his toes. The injury required hospitalisation and a recuperation period of three months. Thankfully, our colleague was able to resume his normal duties after full recovery.

Regrettably, the second incident involved a high-consequence injury in which a contractor lost a finger while positioning a drill rig used for bauxite excavation. Our investigation revealed that the drill rig stopped due to a build-up of mud, and he accidentally slipped while attempting to fix the issue, trapping his fingers in the undercarriage of the machinery. The injury required hospitalisation and a significant recovery period. Fortunately, following recovery, we were pleased to welcome him back to work.

“At GAC, the health and safety culture is a fundamental pillar for which everyone is responsible. It's not just a priority or an objective, but a value deeply rooted in our daily actions and our way of life.”

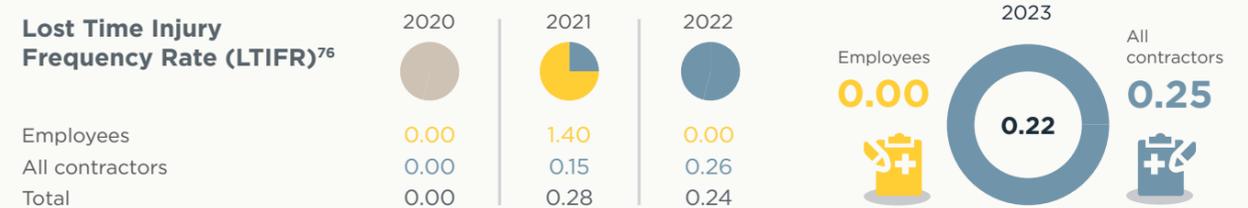
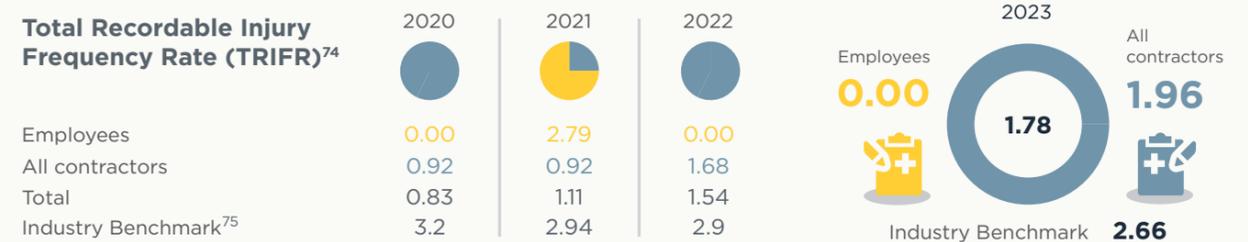
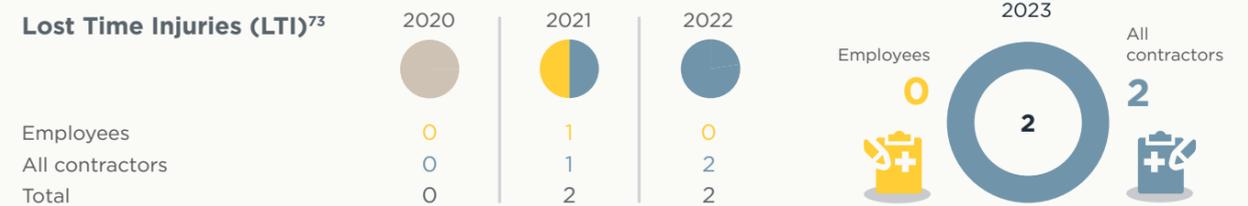
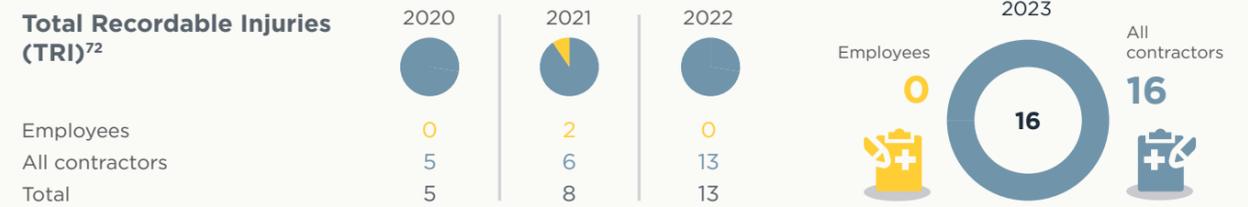
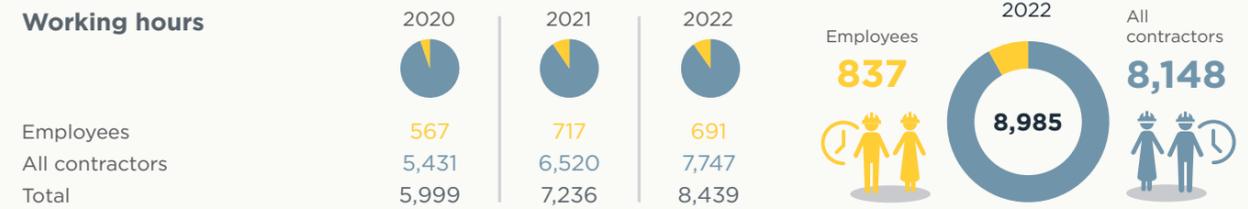


**Djamilatou Diallo**  
Safety - Officer

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 additional behavioural-focused training on the tasks performed at the time of each incident, and minor operational changes to the equipment. Furthermore, we have reviewed and updated all operating procedures and risk assessments related to the tasks performed which led to these high-consequence injuries.



Figure 27: Guinea safety statistics<sup>71</sup>



Leading Indicator	No. in 2023
Third party audits	0
Total number of safety campaigns implemented	1
Near misses reported	71

Leading Indicator	No. in 2023
Hazards reported	16,019
Leadership walks	42
Behavioural safety interactions	7,170

<sup>71</sup> 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.  
<sup>72</sup> 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.  
<sup>73</sup> 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.  
<sup>74</sup> Total recordable injury frequency rate is the total number of recordable injuries per million hours worked during the reporting period.  
<sup>75</sup> Benchmark derived from data available from the International Aluminium Institute.  
<sup>76</sup> Lost time injury frequency rate is the total number of lost time injuries per million hours worked during the reporting period.

<sup>70</sup> Industry average sourced from ICMM Safety Performance Benchmarking of ICMM Company Members in 2022, as the latest published year. <https://www.icmm.com/en-gb/research/health-safety/benchmarking-2022-safety-data>

## Keeping people healthy

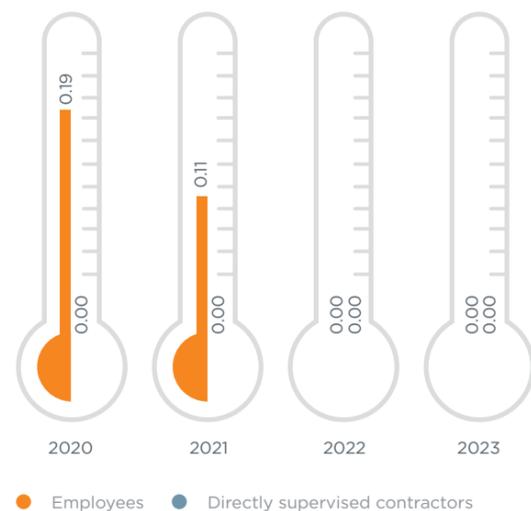
### Healthcare in the UAE

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 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. 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.

We continue to monitor the number of COVID-19 cases in the countries where we operate and continue to promote caution should any of our colleagues or co-workers demonstrate any cold or flu-like symptoms.

Figure 28: Occupational disease rate (ODR) in UAE<sup>77</sup>



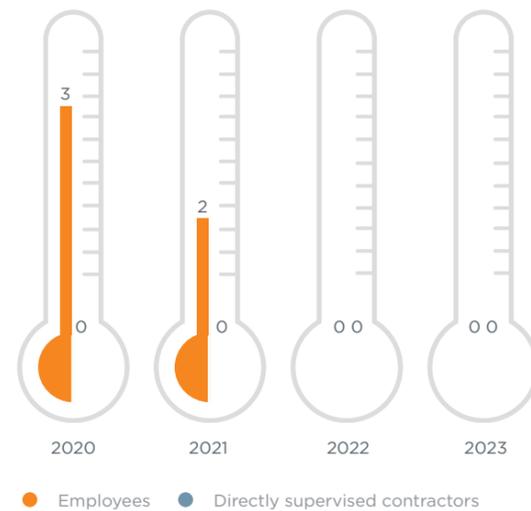
Our utmost priority is to ensure our staff's continued fitness and wellbeing while proactively identifying any early signs of potential health issues. In 2023, we provided more than 3,400 medical check-ups to employees.

### Heat-related illness in the UAE

Heat-related illness is a common risk for industries working with molten metal, especially in hot climates. In the UAE, 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 our contractors remain hydrated.

In 2023, we again achieved our long-standing target of zero instances of heat-related illness. We attribute this to our extensive campaigns on heat stress and hydration, reaching 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 2023, we conducted more than 52,000 hydration tests to ensure people working on our sites remained suitably hydrated.

Figure 29: Heat-related illness cases in UAE



<sup>77</sup> ODR is calculated per million work hours. These figures contribute to EGA's TIRFR in the safety section.

## Beat the Heat

EGA's 'Beat the Heat' programme is a summer-long effort across the company's operations. Employees are trained to detect the early signs of heat stress in themselves and others. EGA conducts hydration tests before and during shifts, and employees are encouraged to take regular breaks and cooling showers. Cooling booths, drinking stations, icemakers, and portable air conditioning units in EGA's production areas help keep people cool.

In 2023, EGA expanded the use of Kenzen, a wearable technology platform to 350 employee volunteers to 'Beat the Heat'. Kenzen's wearable technology measures core body temperature, heart rate, activity, and other body indicators in real time allowing both the wearer and EGA's safety team to detect early signs of heat strain in the body before they are felt.



Sustainability is about safeguarding the health and wellbeing of people today and tomorrow. Working as medical professionals in an industrial environment, we are challenged to innovate and integrate many eco-friendly initiatives into our medical practices, ensuring that our commitment extends beyond the walls of our medical centres.



**Dr. Mohammed Firdouse**  
Chief Medical Officer  
EGA Medical Centre

### Health promotion campaigns in the UAE

Throughout the year we run a series of highly visible health awareness campaigns for our employees and contractors in the UAE. In 2023, we ran several campaigns and trainings focusing on education and the importance of health check-ups. This included consultations for employees on cardiovascular health, cardiology and backpain, as well as campaigns for breast cancer awareness and women's wellness. Over 900 people participated in the campaigns in 2023.



## Healthcare in Guinea



In Guinea, 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.

Our on-site medical facilities 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, as well as laboratory services. These facilities ensure that comprehensive medical support is readily available to address diverse healthcare needs for all personnel and visitors. In 2023, we performed over 8,500 medical consultations at our on-site medical facilities. Additionally, we conduct regular check-ups to assess ongoing fitness for work and identify any early indications of health issues among our staff. In 2023, we conducted over 450 medical inductions and 975 periodic medical check-ups for both employees and contractors, ensuring their health and wellbeing are prioritised.

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

We provide medical health insurance coverage to all our employees, ensuring that they have access to in-country medical facilities without being burdened by financial concerns related to their medical treatment. This coverage enables employees to utilise available healthcare services and facilities with confidence, knowing that most of their medical expenses are taken care of. 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.

### Health promotion campaigns in Guinea

Each year our medical teams provide health awareness sessions through a series of toolbox talks. In 2023, we distributed over 700 health kits, containing a thermometer, malaria test and medications, as well as 200 mosquito nets to our employees. Our medical team successfully completed continuous professional development updates with the American Heart Association. Through active engagement, we strive to foster a culture of wellbeing and hygiene that benefits everyone involved.



### Infectious disease in Guinea

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.

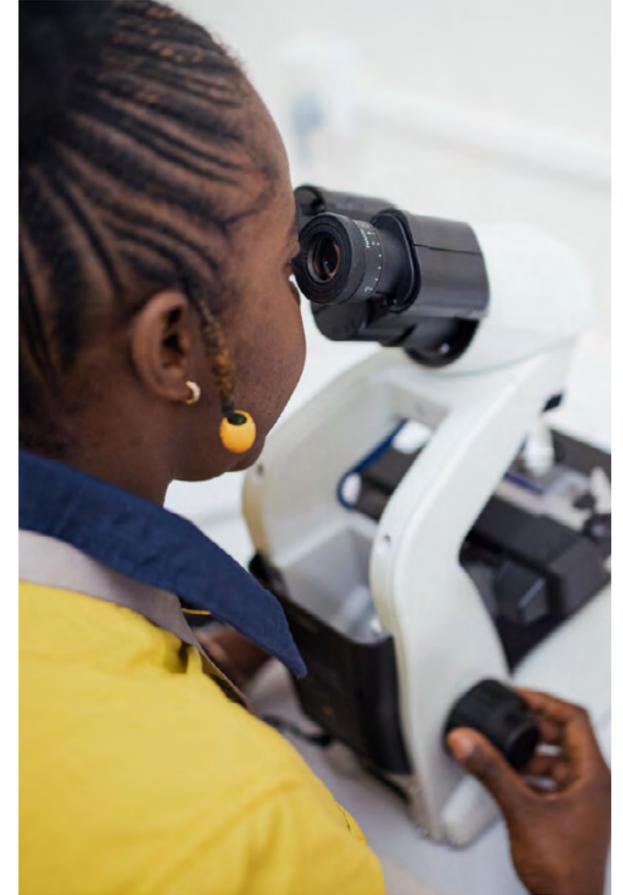
We also acknowledge the significance of regular health checks for frequent travellers, aligning with the guidance of the World Health Organization (WHO) and the Centre for Disease Control and Prevention (CDC). As a result, we have maintained mandatory medical screening and COVID-19 testing for our employees who frequently travel. This approach ensures their wellbeing and mitigates the potential transmission of infectious diseases. By adhering to these measures, we prioritise the health and safety of our employees while proactively addressing the risk of disease spread.

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.

On suspicion of a malaria case, we perform rapid tests to promptly detect and treat the infection. In 2023, we conducted more than 500 malaria rapid tests. Additionally, our on-site laboratory offers innovative, accurate, efficient yet simple microscopic testing<sup>79</sup> for definitive diagnosing of malaria and other blood-borne parasites.

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 2023, the encountered cases of malaria were predominantly of mild to moderate nature, displaying positive responses to both primary and secondary treatment regimens.

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, as well as the emergency contact details for our clinics.



In the corridors of the GAC Health Department, our purpose resonates deeply: to safeguard the vitality of our workforce. Through education, engagement, and access to quality care, we're dedicated to nurturing a culture of wellness that empowers every individual to thrive, ensuring that together, we build a healthier and more resilient workforce.



**Brian Chris Hamilton**  
Advanced Life Support ALS Paramedic

<sup>78</sup> ODR is calculated per million work hours.

<sup>79</sup> Quantitative Buffy Coat (QBC) testing.

## 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.

In Guinea, 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.

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, and 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.

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, and 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<sup>80</sup>. Implementation is regularly monitored<sup>81</sup> by an independent third party to ensure that we are meeting our commitments.



## Community engagement in Guinea

### Social responsibility

In Guinea, EGA's social- and human rights impact assessments<sup>82</sup> have confirmed that no Indigenous people<sup>83</sup> 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.

“ My priorities are to deploy a team of specialists to help the community and contribute to a more sustainable future. Together we will strengthen Guinea's Environmental and Social Management System, using strong policies and procedures, set ambitious and realistic targets for compliance and ensure we always improve our performance. ”



**Isabelle Teboul**  
Community Engagement,  
CSR and Environment Director

<sup>80</sup> For more information, please visit the IFC Project Information Portal website: <https://disclosures.ifc.org/project-detail/ESRS/24374/guinea-alumina-corporation>

<sup>81</sup> Approximately every six months.

<sup>82</sup> 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.

<sup>83</sup> As defined by IFC's Environmental and Social Performance Standards.

## Resettlement with care

During the planning phase, we confirmed that our project required the resettlement of more than 270 households. Land acquisition, compensation, community engagement, and resettlement plans were all prepared in accordance with IFC Standards<sup>84</sup> 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 also publicly available, our resettlement action plans are monitored alongside our community resettlement committees by an independent third party twice per year.

To date, through our community resettlement plan, we have built:



We have also established committees within each community, emphasising close collaboration with affected communities and local authorities throughout the resettlement planning and implementation process. These committees serve as 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, proposed mitigation activities and help identify projects that could enhance the quality of life, beyond just impact mitigation.

### Community engagement

Each year we review our Social Management System to assess its effectiveness. In 2023, we revamped our approach to community engagement to increase our interaction with communities, enhance the quality of these interactions, and to engage with a broader cross-section of society. We held 1,578 community engagement consultations and forums, engaging with 19,235 local community members to keep them informed of planned activities, the potential for

impacts, proposed mitigation activities, and to help us identify projects that could improve quality of life.

In 2023, our community engagement work was built upon three main pillars of managing community grievances, improving our communications, and building rapport with communities. We also ensured that our engagement methods and interactions were evidenced.



<sup>84</sup> For more information, please visit the IFC Project Information Portal website: <https://disclosures.ifc.org/project-detail/ESRS/24374/guinealumina-corporation>.

### 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

## 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 new projects in 2023 benefited more than 1,000 community members in 25 villages surrounding our operations. More than half of the community members benefiting from these programmes were women. The projects included the following:

- Providing training and infrastructure improvements for 216 community members within our mining concession, including a study to support decisions on which activities are most sustainable for livelihoods. The training was provided for 145 people, and covered topics such as management skills, fabric manufacturing and dyeing. Additionally, we supported infrastructure improvements including a storage warehouse and water supply for the market garden.
- Supporting livestock farmers, including a vaccination programme for their cattle.
- Funding the second phase of a rice cultivation programme to develop 100 hectares of mangrove rice fields in the village of Taïgbé. This included training for 37 community members and the provision of equipment, technical advice, physical development and rehabilitation of rice fields, and construction of agricultural infrastructure.
- Assisting vulnerable individuals in four surrounding villages, focusing on the development of 71 income-generating activities in the agricultural and commercial sectors.
- Further training for 25 community members to diversify and maximise the operation of smoking houses for locally caught fish, cassava, and okra among other produce. Previously, we helped to construct smoking house infrastructure and provided training on smoking techniques and financial management. In 2023, 7,000 kg of smoked fish was produced.

6. 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 2023, 140,000 plants were produced and we purchased 55,000 for our biodiversity rehabilitation projects. 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.

“ We benefit from strong community support. This translates into a general atmosphere of harmony around our operations and is the result of GAC’s strategy of maintaining an ongoing dialogue with all the communities affected by its mining operations. ”



**Alhassane Sakho**  
Community Relations – Manager



### Improving career opportunities

Since 2014, we have trained almost 700 people from communities in Guinea through vocational programmes aimed at improving career opportunities and building entrepreneurial skills.

In 2023, we continued our support for an advanced automotive training centre located in the city of Boké, near our bauxite mining concession. The centre was first opened in 2021 in collaboration with Development Finance Institution DEG<sup>85</sup> 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 2023, a second cohort of 24 students, including six women, successfully graduated from the training centre. The graduation ceremony was held for the first and second cohort of graduates at the training centre with the presence of local

authorities, government representatives, technical partners, recruiters, and the community.

“ Since 2021, our mission has been to strengthen the skills of young mechanics graduates from institutes and universities. It is an exciting challenge and brings me immense joy to contribute to the transformation of young people’s lives. We are continuing our commitment with the same energy, with the third cohort who are determined to seize this opportunity and improve their employment prospects. ”



**Alhassane Bernard Camara,**  
Manager CEPERNUNEZ



<sup>85</sup> Deutsche Investitions- und Entwicklungsgesellschaft: <https://www.deginvest.de/>



### Women empowerment

We continued our ongoing support of the Bélikindi Youth Cooperative, which trains young women in modern sewing techniques for producing PPE used in the mining industry. We, as well as our sub-contractors, have sourced PPE items including flags, uniforms, and windsocks from the Cooperative. In 2023, 30 young girls were trained on uniform sizing, as well as the use of electric sewing machines and IT devices to support transactions.

Through our ongoing advocacy efforts, the Cooperative has also obtained internet coverage provided by Orange. This coverage helps them to communicate via email and issue invoices directly from the sewing centre, avoiding the need to drive 30km to town. In the last quarter of the year, the Bélikindi Youth Cooperative secured contracts to supply uniforms for trainees at the Rio Nunez Training Centre in Boké.



We thank GAC for entrusting us with a contract to supply uniforms for the trainees of the Rio Nunez Development Centre in Boké. After sharing the income generated between members, I bought myself some pretty clothes and toiletries.



**Kadiatou Bah**  
President of the Bélikindi Youth Cooperative

### 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 2023, we held awareness campaigns alongside local NGO, Club des Jeunes Filles Leaders de Guinée to highlight the impact of early marriage and promote girls' access to education. The campaigns aimed to educate local communities about the impacts of early marriage on girls' education. The presentation began with a play performed by Club des Jeunes Filles Leaders de Guinée, then our employees shared personal experiences, and we held discussion groups to further explore information on the topic. 35 employees and eight of our subcontractors volunteered their time for the campaign, which reached over 5,000 people, including more than 1,000 women.



Early marriage means that girls are deprived of the opportunity to study, and they are also exposed to complications related to pregnancy and childbirth. This prevents them from working to earn a living, reducing the household's capacity to meet its basic needs and thus contributing to greater poverty.



**Salimatou Diallo**  
CSR Manager

### 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<sup>86</sup>.

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 principles concerning the use of force and firearms.



<sup>86</sup> Details available at: <https://www.voluntaryprinciples.org/>

## Community engagement in the UAE

In the UAE, we have a dedicated CSR team that 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 organisation 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.

Our CSR strategy is built upon four key themes: entrepreneurship, promoting aluminium recycling, fostering STEM education and career pathways for young individuals, and advocating for gender diversity.

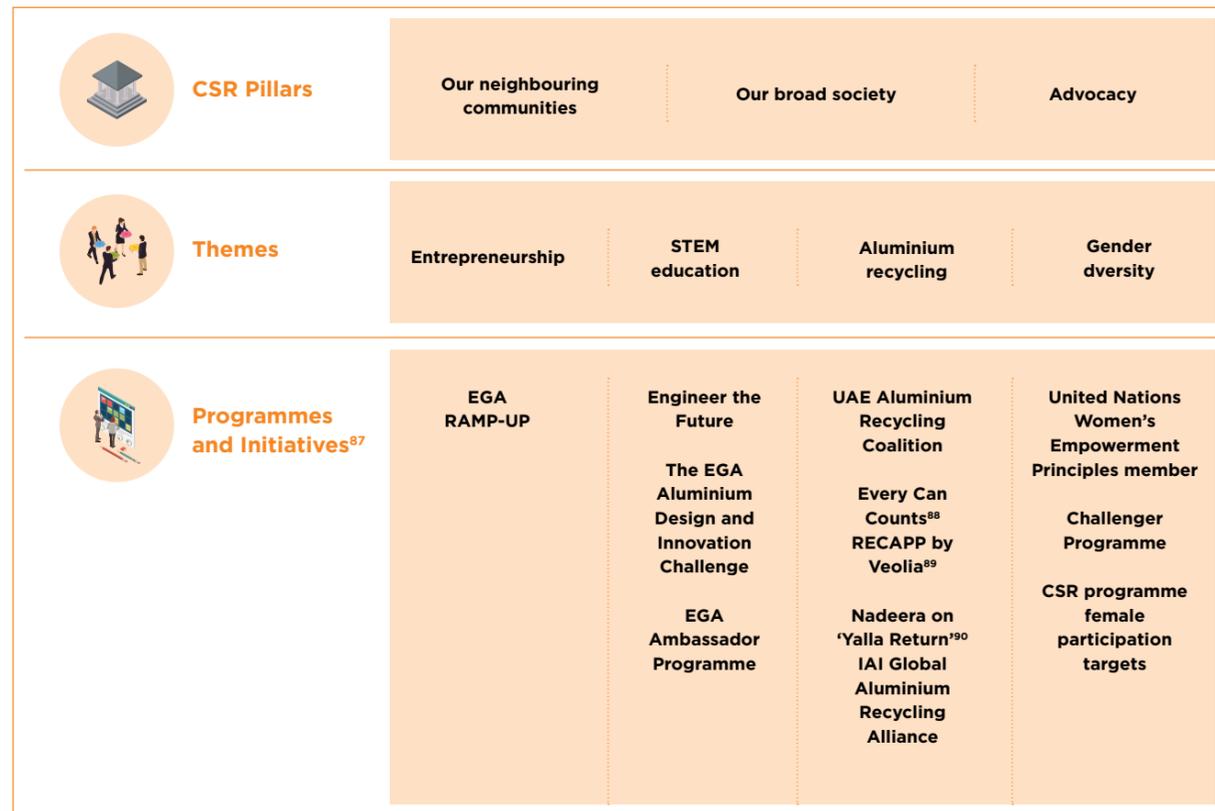


Our CSR programmes aim to further increase our positive contributions to society in line with our bold aspirations. We focus on areas that are priorities for society, and in which EGA has expertise and capability – STEM education, entrepreneurship, promoting aluminium recycling, and gender diversity.



**Simon Buerk**  
Senior Vice President, Corporate Affairs

## EGA CSR Pillars, Themes, and Initiatives



<sup>87</sup> For more information on EGA's CSR programmes and initiatives visit: <https://www.ega.ae/en/sustainability/csr-projects-in-the-uae>

<sup>88</sup> For more information visit: <https://everycancounts.eu/ar-en>

<sup>89</sup> For more information visit: <https://www.gorecapp.com/>

<sup>90</sup> For more information visit: <https://www.nadeera.org/yalla-return>

## 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 Emirates Schools Establishment<sup>91</sup>.

'Engineer the Future' involves EGA representatives visiting schools to offer interactive learning experiences covering across various themes from sustainability to innovation. Students are provided with hands-on workshops and open-stage events to, engaging engage 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, architecture, product design, and green solutions. Notably, we partnered with BMW Group for the sustainable mobility segment of this challenge.

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.

<p><b>Engineer the Future</b></p> <p><b>29 schools participated</b></p> <p>Over <b>7,000 students</b></p> <p>43% Female participants   57% Male participants</p>	<p><b>EGA Aluminium Design and Innovation Challenge</b></p> <p><b>166 teams</b></p> <p>signed up for the EGA Aluminium Design and Innovation Challenge</p>	<p><b>EGA Ambassador Programme</b></p> <p><b>391 students from 12 universities</b></p> <p>including Emirates Aviation University, Higher Colleges of Technology, Abu Dhabi School of Management, and University of Birmingham Dubai.</p>
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<sup>91</sup> Emirates Schools Establishment was established in 2021 as an independent government entity that manages and operates public schools in UAE. It oversees the implementation of policies, strategies and standards related to the education sector.

### EGA Ramp-Up programme

Our EGA Ramp-Up programme supports UAE entrepreneurs in the areas of sustainability, technology, human capital, and social advancement. In partnership with UAE-based social enterprise C3 and under the patronage of the UAE Ministry of Economy, the programme provides practical support and coaching to support the thriving entrepreneurial ecosystem in the UAE. Those 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.

Phase 1 commenced with a three-month campaign to drive awareness and interest in the programme. This 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. The campaign reached 5,000 start-up founders across the region and resulted in over 600 applications from entrepreneurs and start-ups.

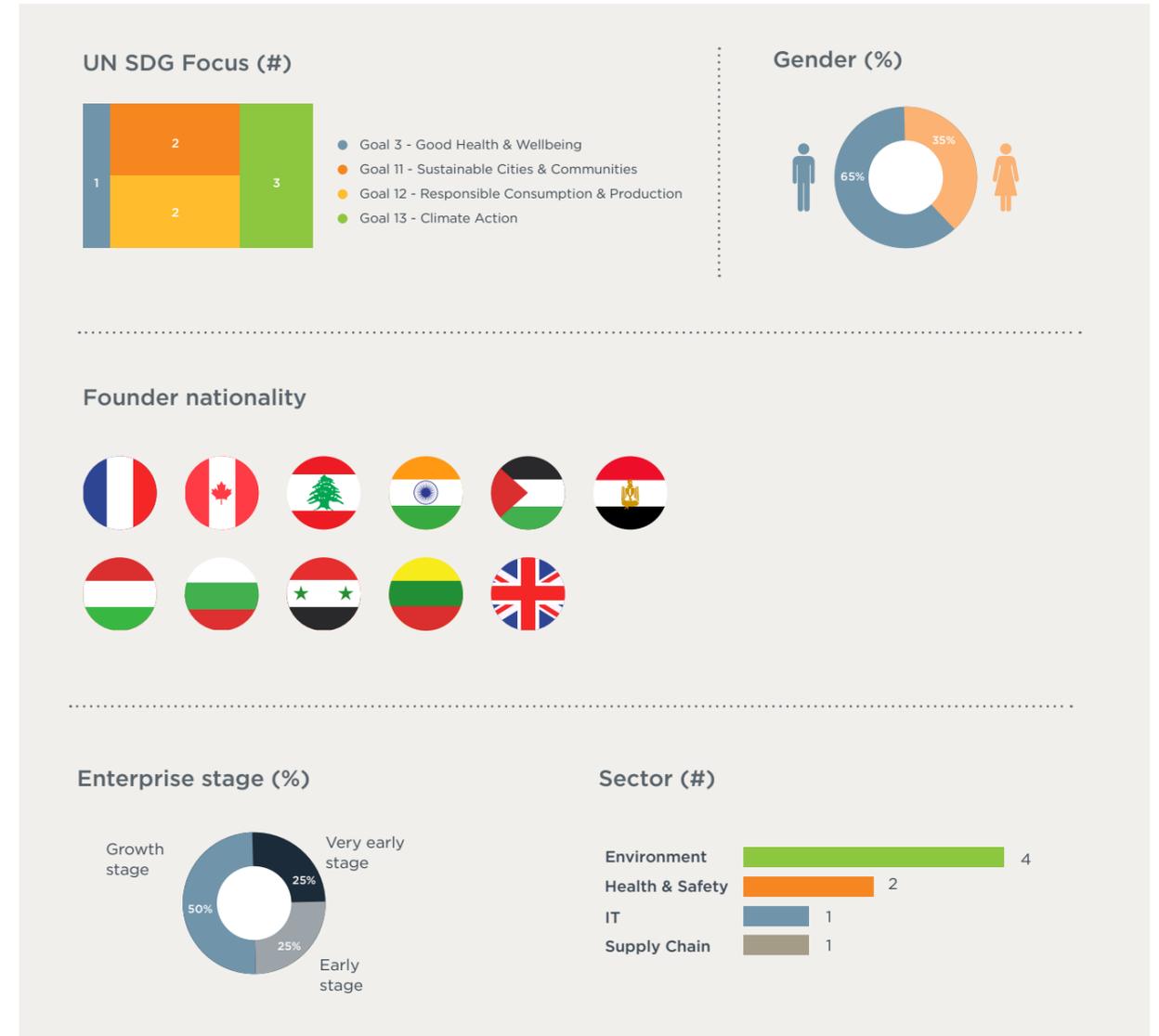
Phase 2 targeted only start-ups and resulted in over 100 applications. Twenty selected start-ups received comprehensive training and access to EGA's expert network focusing on business, strategy, and impact fundamentals. An e-learning platform was also used to provide a seamless learning experience, where recordings and materials were made available online.

Eight 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. The programme culminated in a 'Investor Pitch Day' at our headquarters, and included financial rewards for the top three winners: AED 100,000 for first place, AED 75,000 for second place, and AED 50,000 for third place. The winners' business models covered areas including environmental technology, temperature analytics, sustainability, and supply chain.

### Finalists of the EGA Ramp-Up Programme

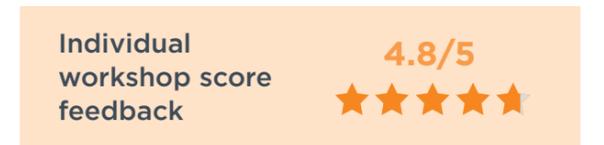
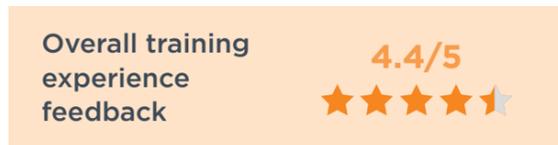


Figure 30. EGA Ramp-Up – summary of the finalists in numbers



We are dedicated to delivering effective and impactful programmes while continually striving for improvement. We conducted an evaluation of the EGA Ramp-Up programme's effectiveness, including surveys after each workshop to gather insights on the training sessions. Additionally, a

final programme survey was conducted to assess additional support areas covered during the mentorship phase. We received positive feedback on the value of the training sessions, with 87.5 per cent of participants recommending the programme to other entrepreneurs.



**Finalist testimonials**



We were part of six mentorship programmes. The quality of the mentors, the organisation and planning we experienced with this programme was by far the best.

**Circa Biotech**



Our mentors provided invaluable insights and guidance that directly impacted our strategic decisions and spurred significant growth in our startup.

**FortyGuard**



The mentors' deep-rooted experience has been invaluable and their dedication to our startup's growth is greatly appreciated.

**MindTales**



**Aluminium recycling**

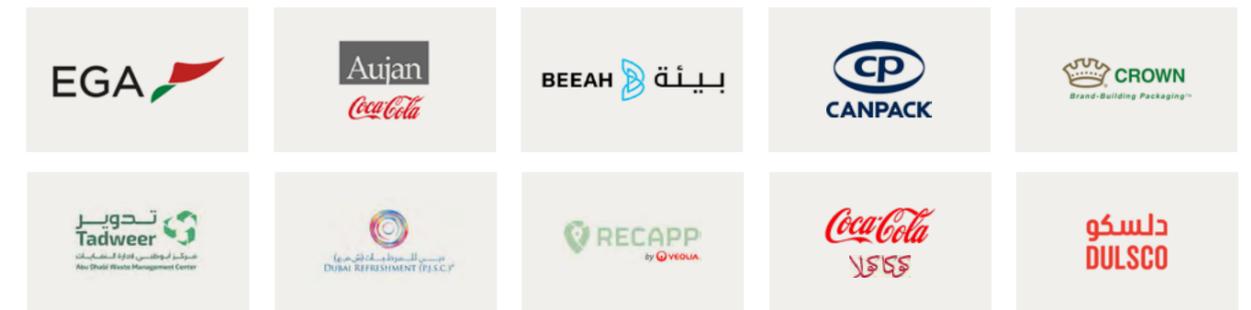
Aluminium is already the world's most recycled material, with three-quarters of all the aluminium ever made still in use today. However, too much aluminium is still thrown away and lost in landfills. EGA is committed to raising awareness, and promoting and advancing recycling efforts, which we achieve through a range of initiatives and strategic partnerships<sup>92</sup>.

In 2023, we launched the Aluminium Recycling Coalition in a ceremony at EGA attended by HE.

Abdulla Bin Touq, UAE Minister of Economy and HE. Mariam Al Mehairi, UAE Minister of Climate Change and Environment. This voluntary coalition aims to encourage UAE consumers to participate in aluminium recycling. Recognising that individual decisions on waste disposal influence collection rates, the coalition seeks to raise awareness and promote recycling efforts. As part of this project, the coalition supported a study by the IAI to shed light on the recycling rates and behaviours in the UAE.



**Coalition members include:**



<sup>92</sup> For more information visit: <https://www.ega.ae/en/aluminium-recycling>.

We continued to partner with RECAPP by Veolia<sup>93</sup>, 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 2023, we welcomed additional institutes into the programme.

EGA has also entered into a tri-partite agreement with Crown Emirates Company Ltd and Canpack to bring Every Can Counts<sup>94</sup>, a fully-fledged awareness programme, to the UAE. The UAE chapter of this programme was launched during COP28.

We also partnered with Nadeera on 'Yalla Return'<sup>95</sup>, an innovative platform to promote effective recycling by consumers. The programme uses technology as a community engagement tool to encourage and incentivise recycling through a mobile application that is linked to technology-enabled waste collection bins. Nadeera was a finalist in the first season of EGA's Ramp-Up programme and has partnered to support communities near its operations in the UAE.

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 ten companies, 13 associations, and key entities like the ASI and Every Can Counts. EGA stands among the supporting companies.



## 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 2023. In addition, our approach entails engagement with esteemed community stakeholder groups such as UN Women<sup>96</sup>, Aurora50<sup>97</sup>, and NAMA Women Advancement<sup>98</sup>. We seek to explore actionable ways in which we can further support gender equity in the UAE, particularly within heavy industry.

## Challenger Programme

Under the patronage of the Ministry of Human Resources & Emiratization, 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, Emirates Steel Arkan, Siemens, Strata, TAQA, and TechnipFMC.

## Volunteering

We promote and offer volunteering opportunities for all of 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.

**Figure 33: Volunteering efforts in the UAE during 2023**



## Security practices in 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 grievance management

EGA has a formal grievance mechanism at all locations 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.

In the UAE, we have a dedicated phone line accessible 24/7 with details published on our website<sup>99</sup>. Calls are monitored and picked up by our in-house dedicated CSR team. In 2023, we did not receive any complaints from the community in the UAE.

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. We register and investigate all complaints to understand the problem and find the best solution available.

In 2023, we received 147 grievances in Guinea, mainly associated with land access, physical resettlement, and compensation. 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 no grievances exceeded our 30 days resolution target in 2023.



**Dedicated hotline for community feedback for complaints in the UAE**

**+971 2 509 4535**



**Dedicated hotline for community feedback for complaints in Guinea**

**+224 611 11 1134**

<sup>93</sup> For more information visit: <https://www.gorecapp.com/>

<sup>94</sup> For more information visit: <https://www.canpack.com/sustainability/every-can-counts-collaboration-at-its-best/>

<sup>95</sup> For more information visit: <https://www.nadeera.org/yalla-return>

<sup>96</sup> For more information visit: <https://www.unwomen.org/en>

<sup>97</sup> For more information visit: <https://www.aurora50.com/inclusion-summit>

<sup>98</sup> For more information visit: <https://namawomen.ae/en>

<sup>99</sup> For more information, please visit: <https://www.ega.ae/en/contact-us/>

## Working at EGA

We prioritise the wellbeing and professional growth of our employees, aligning with our four core values of safety and sustainability, ownership and teamwork, integrity and fairness, and innovation and continuous improvement. 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 fulltime employees with comprehensive benefits including life insurance, health insurance, medical check-ups, parental leave, and compassionate leave to support employee engagement and wellbeing.

In Guinea, our human capital policies and procedures are aligned with associated ILO<sup>100</sup> and IFC<sup>101</sup> performance standards. Most of our employees are members of one of the national trade unions for the mining sector, and 100 per cent of our employees in Guinea are covered by collective bargaining agreements<sup>102</sup>. 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<sup>103</sup>.

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. In the UAE, we also provide a dedicated employee care centre 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.

“  
Working at GAC means being part of a family united in the pursuit of excellence and commitment to innovation.  
”



**Damba Camara**  
Human Capital-Manager

### Fostering feedback at EGA

We value our employees' viewpoints and actively encourage feedback through employee engagement initiatives. In 2023, we increased the frequency of our 'Mashura Pulse' employee engagement survey to twice a year<sup>104</sup>. This survey enables employees 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.

The survey addresses various dimensions of our business, including engagement, the role of leaders, our Najah cultural transformation programme, safety and sustainability, ownership and teamwork, integrity and fairness, and innovation and continuous improvement. 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 fosters 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 2023, we implemented several actions based on the insights and recommendations from Mashura Pulse:

- We invested in leadership capability at all levels of EGA by launching a new leadership development framework and new programmes to foster a mindset of career growth and ownership.

- We redefined our performance management system and increased awareness on diversity, equity, and inclusion (DEI) to build greater respect for our differences as part of our Integrity and Fairness dimension.
- We established the 'Senior Leaders Network' to drive collaboration amongst senior leaders and improve the cascade of information at all levels of our workforce.
- We improved leadership visibility and engagement with the rest of the organisation via walkabouts, open-door practices, and visits to the shopfloor, giving employees opportunities for direct communication.

Furthermore, we organised townhall sessions to actively seek feedback from employees and provide responses to their inquiries, ensuring a platform for open communication and transparency.

### Executive remuneration

#### The role of EGA Board of Directors, Human Capital Committee (sub-committee of the Board), 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, aim 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.

### 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 with the help of independent consultants have continued to scrutinise our remuneration policy to ensure it reflects 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.

### 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 were reviewed and revised in 2023 and 2022, respectively, by independent remuneration consultants. These revisions, endorsed by the Human Capital Committee and approved by the Board, were made to ensure alignment with market best practices, continued support for the strategic priorities of the business, and the interests of shareholders and stakeholders. ESG goals are represented in each plan based on Board approved scorecards which are determined annually for the short-term incentive. The long-term incentive plan is based

<sup>100</sup> International Labour Organisation.

<sup>101</sup> International Finance Corporation.

<sup>102</sup> In Guinea, minimum notice periods regarding operational changes and provisions for consultation and negotiation are specified in collective bargaining agreements.

<sup>103</sup> Federal Law no. 3 of 1987 (as amended).

<sup>104</sup> A specialised external provider administers all Mashura Pulse surveys to ensure an impartial, unbiased, and confidential process.

around a three-year performance period and ESG measures made up 20 per cent of the total metrics in 2023. 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.

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

Our residential facilities in Jebel Ali have been in operation since our founding in Dubai and 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.

At our recreational facility in Jebel Ali, we have always provided substantial facilities for our residents, including a canteen and 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 our onsite clinics staffed by qualified doctors and nurses.

Our EGA Jebel Ali residential area facilities include:

- Swimming pool
- Golf course
- Cricket ground
- Men and ladies gym
- Billiards
- Hockey field
- Badminton court
- Football ground
- Tennis court
- Basketball court for men and women
- Volleyball court
- Music room
- Ladies' indoor games facility
- Gardening club
- Fishing pier
- Local supermarket
- BBQ area
- Laundry facility
- 24-hour reception
- Free Wi-Fi
- Medical clinic
- ATM
- Mail room
- Canteen



“

I have been staying at the EGA company's accommodations for seven years, and I truly enjoy all of the facilities they provide, including meal service, laundry, and transportation services.

”



**Fredrick Kofi Amihere**  
Resident at our Jebel Ali

“

Over 18+ years of staying in the residences has made me appreciate the extremely high standard of cleanliness of the facilities - accommodation and green landscaping is outstanding.

”



**Thomas Samson Mazhuvanchery**  
Resident at our Jebel Ali

These considerations extend to our operations in Guinea with the same intent of ensuring that our people feel at home even when they are away from home. Our residential site at Tinguilinta includes a gym, tennis courts, football and basketball fields, canteen, and accommodation facilities.

We understand the importance of going beyond meeting basic needs, and the quality of residential facilities and our staff engagement activities have a

profound impact on our employees' psychological wellbeing. In 2023, we organised activities including the first semi-marathon for our staff members and distributed rugged smartphones for all employees. This helped to equip everyone with the best tools to work effectively and flexibly. It also increases connectivity, particularly for those in the field, who can then share real-time information with colleagues and partners.



## 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, as well as in our communities, supply chain. The framework also enables us to advocate for DEI issues through industry groups and events. In 2023, EGA became 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.

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<sup>105</sup> expressly prohibits 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. While EGA considers information linked to pay as confidential, we are however able to confirm that no significant gender pay gap issues are observed company wide.

### 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.

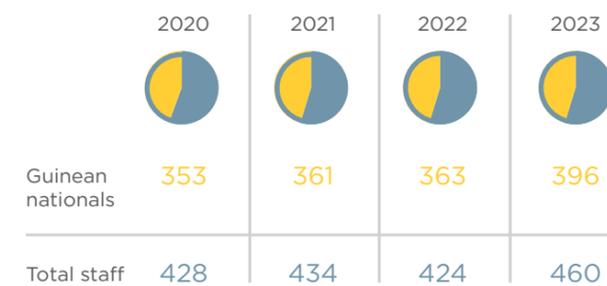
Our Emiratisation and Guineanisation programmes provide well-defined pathways for career progression through structured development and training programmes, designed to attract, develop, and retain UAE and Guinean nationals.

In 2023, over 18 per cent of our UAE workforce were UAE nationals, and 86 per cent of our Guinea workforce were Guineans. In Guinea, our hiring practices place emphasis on individuals who have been directly impacted by our zone of influence, whenever the right skill set is available.

**Figure 31: Supporting local recruitment (UAE)**



**Figure 32: Supporting local recruitment (Guinea)**



**Figure 36. Senior management hired from the local community in UAE<sup>106</sup>**

**42%**  
UAE national Executive Committee

**42%**  
UAE national senior management (grade F & above excluding ExCo)



**Figure 37. Senior management hired from the local community in Guinea<sup>107</sup>**

**23%**  
UAE national Executive Committee

**48%**  
UAE national senior management (grade F & above excluding ExCo)



### Gender Balance



### Gender balance in the UAE

Our workforce in the UAE now has over 520 women, which is the highest number of women employed in our company history. In 2023, 22 per cent of all 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 2025. We are also aiming for 15 per cent of our UAE workforce to be women by 2026. Eight per cent of our total UAE workforce were female in 2023.

To help us reach our gender balance targets, our DEI strategy incorporates 17 initiatives to accelerate gender balance in our workforce, ranging from improving site facilities for women, policy updates, and advocating for gender diversity more broadly in our society. The strategy sets clear expectations, including an annual gender diversity target for every department.

We support new, expectant, and nursing mothers whilst also providing maternity leave either above or in accordance with statutory requirements<sup>108</sup>. 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,
- introduced policies including a part time employment policy,
- work from home arrangements to support maternity cases,
- delivered a company-wide awareness campaign including virtual and in-person learning opportunities,
- conducted unconscious bias training
- embedded DEI into safety inductions.

<sup>106</sup> Grade F and above are considered 'senior management' and includes managerial, director, and vice president roles.  
<sup>107</sup> Grade F and above are considered 'senior management' and includes managerial, director and vice president roles.  
<sup>108</sup> In Guinea, maternity leave is also established through collective bargaining agreements, reflecting the local labour code.

<sup>105</sup> Available at <https://www.ega.ae/en/about-us/our-policies-and-certifications>

## The first female utility operators in the company's history

In 2023, year we appointed 18 women as utility operators for the first time in the company's history. Utility operators are frontline non-supervisory employees in our industrial operations in the UAE.



### Gender balance in the Guinea

In Guinea, we understand the importance of expanding opportunities and choices for female employees while recognising 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 2023, we surpassed our goal of 10 per cent women among new hires by reaching 26 per cent. 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.

We also held a workplace survey to determine the perceived levels of discrimination, harassment and bullying in the workplace. The findings were used to make formal

recommendations aimed at educating our workforce and establishing a culture that eliminates any form of discriminatory practices.

Our efforts to promote gender diversity also extends 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. In 2023, we conducted awareness-raising campaigns among the local population on the consequences of early marriage for young girls.



## 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 and they create a distinctive competitive advantage that drives improved business performance.

Each year, all active employees have an 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 initiative was aimed at increasing 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 2023, we exceeded our target and achieved an average number of 10 training days per employee.

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 6,500 employees and contractors accessed these platforms in 2023, collectively engaging in over 68,445 days of development.

We launched a series of new programmes in 2023, including:

- The Leadership Excellence programme that will engage more than 900 leaders in the UAE and Guinea to 2026,
- Our 'Ascend' accelerator programme for high potential talent from non-supervisory to senior management,

- The 'Vista' programme to support tailored personal development for executive leaders.

We also refreshed our graduate development programme 'LEAP', to include executive coaching, face-to-face modules, and online collaboration tools for graduates.

We also launched FURSA, an innovative platform that offers a range of exclusive learning and development opportunities for EGA's youth from prestigious universities including Harvard, Oxford, and London Business School. FURSA is a collaborative effort between EGA's Learning & Development team and EGA's Youth Council, providing access to curated programmes and experiences, focusing on skills in leadership, sustainability, science, technology, R&D, and more. Young EGA employees are encouraged to participate in the training, workshops, and events offered through the platform. The programme also offers workshops from established partners including the Ministry for Climate Change & Environment, the Ministry for Artificial Intelligence, Digital Economy, and Youth 4 Sustainability.

In the UAE, EGA's Emiratisation programme also includes internships, summer work experiences for high school and university students, scholarships for employees and students, a national trainee programme, and a graduate trainee programme.

EGA's National Training programmes develop high school leavers for technical roles in our organisation. More than 5,000 UAE Nationals have graduated from these programmes since they were first established in 1982, with many then having long and successful careers with EGA. In 2023, 89 trainees enrolled in our programmes across various specialisations, such as Reduction, Power, and Technical. Similarly, 82 per cent of our Business Administration NT programme trainees successfully completed the programme.

In the UAE, our male staff's average training hours rose from 63 in 2022 to 77 in 2023, while our female staff's average training hours increased from 78 to 81 during the same period.

In Guinea, our specialised training team evaluates the training needs of our personnel in the country and allocates appropriate budgets and designs tailored training 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 organised leadership training for managers and superintendents such as:

- process training
- English language courses
- safety courses for people working in maintenance
- quality management diplomas to support job-specific skillsets, specific to our port, rail, mining, and maintenance divisions.

Due to our concerted efforts to promote continuous learning and skills development in Guinea, our male staff's average training hours rose from 20 in 2022 to 22 in 2023, while our female staff's average training hours increased from 26 to 33 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.

“

Our goal is to nurture ongoing employee development, fostering a culture of a talent driven organisation. We strive to enable everyone to maximise their capabilities through fit for purpose programmes. Our regular learning open day events and exciting new courses and programmes helps us to cultivate future leaders who equipped with the skills and knowledge needed to propel our organisation forward.

”



**Reem Mohamed AIMarzoqi**  
Associate - Talent Management & Culture

Total number of employees<sup>109</sup> and type of employment<sup>110</sup> by gender and by region

	UAE				Guinea			
	2020	2021	2022	2023	2020	2021	2022	2023
<b>Total employees</b>	6,937	6,535	6,700	6,747	428	434	424	460
Male	6516	6,163	6,230	6,223	384	394	383	402
Female	421	372	470	524	44	40	41	58
<b>Permanent employees</b>	6,820	6,444	6,581	6,621	125	290	335	334
Male	6,420	6,087	6,169	6,148	109	263	301	299
Female	400	357	412	473	16	27	34	35
<b>Temporary employees</b>	117	91	119	126	303	144	89	126
Male	96	76	61	75	275	131	82	103
Female	21	15	58	51	28	13	7	23
<b>Full-time employees</b>	6,937	6,535	6,700	6,747	428	434	424	460
Male	6516	6,163	6,230	6,223	384	394	383	402
Female	421	372	470	524	44	40	41	58
<b>Workers who are not employees<sup>111</sup></b>	850	980	1,070	1,100	—	—	2,754	2,173



New employee hires and employee turnover

	UAE				Guinea			
	2020	2021	2022	2023	2020	2021	2022	2023
<b>New employees hired</b> (By Number)								
Male	279	401	430	360	64	45	23	50
Female	14	14	121	77	8	3	4	18
<b>Age group</b>								
Up to 29	188	227	311	228	10	5	2	11
30-49	100	185	243	201	55	34	18	51
50 & above	5	3	10	8	8	9	7	8
<b>New employees hired</b> (By Rate)								
Male	95%	97%	78%	82%	89%	94%	85%	74%
Female	3%	3%	28%	18%	11%	6%	15%	26%
<b>Age group</b>								
Up to 29	64%	55%	55%	52%	14%	10%	7%	16%
30-49	34%	45%	43%	46%	75%	71%	67%	73%
50 & above	2%	1%	2%	2%	11%	19%	26%	11%
<b>Employee turnover</b> (By Number)								
Male	508	776	360	367	53	34	38	25
Female	21	65	22	24	6	10	2	3
<b>Age group</b>								
Up to 29	108	120	86	104	1	0	0	2
30-49	295	475	209	213	30	29	22	21
50 & above	126	246	87	74	28	15	18	5
<b>Employee turnover</b> (By Rate)								
Male	96%	92%	94%	94%	89%	95%	77%	90%
Female	4%	8%	6%	6%	11%	5%	23%	10%
<b>Age group</b>								
Up to 29	20%	14%	23%	27%	7%	0%	0%	2%
30-49	56%	56%	55%	54%	75%	55%	66%	51%
50 & above	24%	29%	23%	19%	18%	45%	34%	47%
<b>Attrition rate (%)</b>								
Total	7.56	12.60	5.86	5.90	13.99	10.33	9.00	6.10
Male	7.73	12.40	5.87	5.90	14.06	8.82	10.00	6.20
Female	4.98	16.60	5.75	5.00	13.33	24.90	5.00	5.20
<b>Age group</b>								
Up to 29	10.69	15.40	11.57	12.30	3.18	0.00	0.00	10.50
30-49	5.82	9.80	4.42	4.50	9.46	8.83	6.00	5.80
50 & above	13.68	23.60	8.31	6.90	38.27	24.59	26.00	6.30

<sup>109</sup> All employment statistics are calculated based on the number of FTE's as of Dec 31<sup>st</sup> 2023. 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.

<sup>110</sup> EGA does not employ non-guaranteed hours employees.

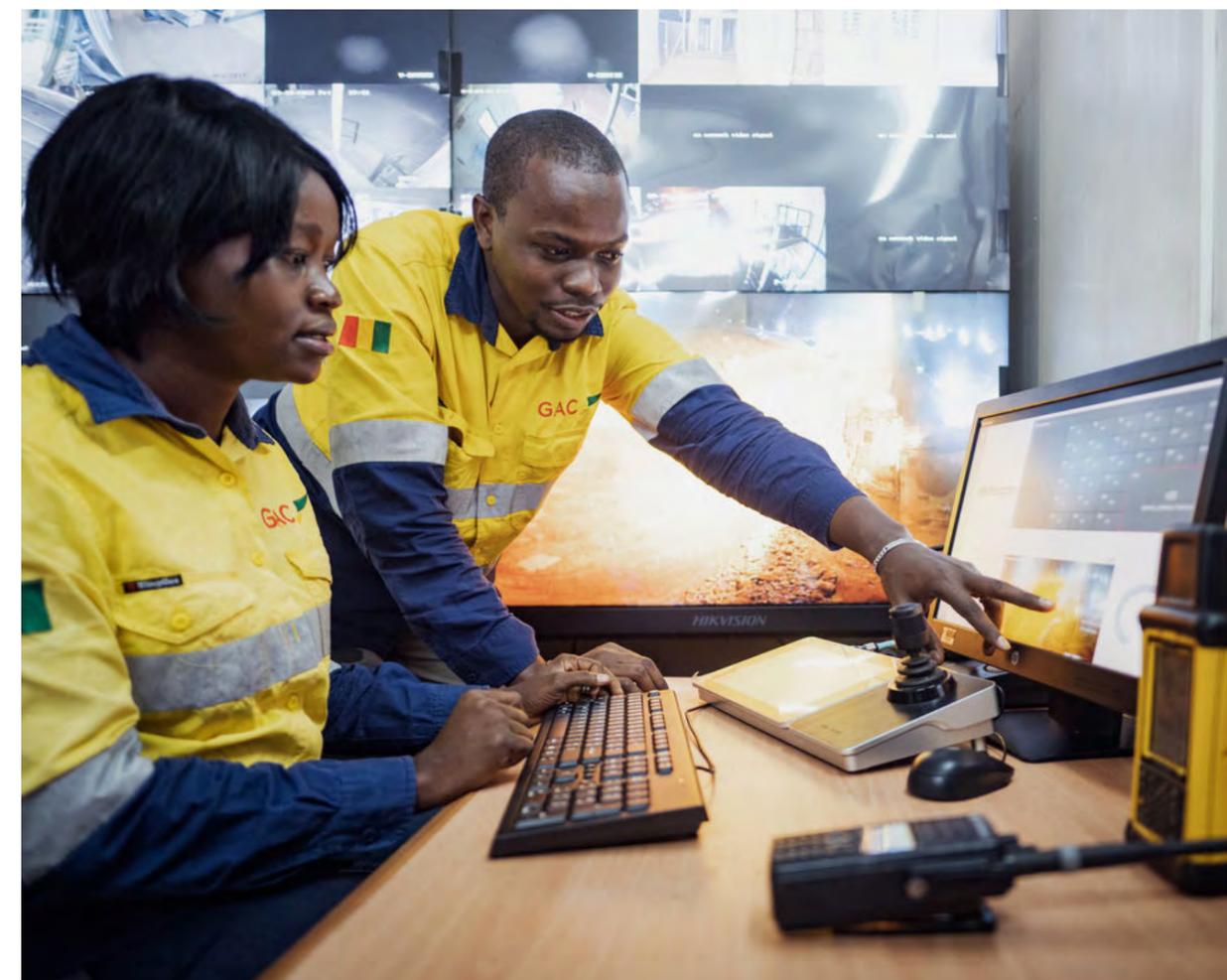
<sup>111</sup> This refer to workers who are not employees and whose work is controlled by EGA. In the UAE, directly supervised contractors predominantly perform tasks such as maintenance and testing of equipment, control of conveyors, landscaping, and operation of forklifts. EGA and the contracted organisations 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.

Diversity of governance bodies and employees

	UAE				Guinea			
	2020	2021	2022	2023	2020	2021	2022	2023
<b>Executive committee</b>	19	11	12	12	10	6	13	13
Male	89%	82%	83%	83%	90%	100%	92%	62%
Female	11%	18%	17%	17%	10%	0%	8%	38%
<b>Age group</b>								
Up to 29	0%	0%	0%	0%	0%	0%	23%	0%
30-49	47%	82%	58%	58%	60%	50%	154%	62%
50 & above	53%	18%	42%	42%	40%	50%	131%	38%
<b>Senior management - grade F and above<sup>112</sup></b>	213	209	220	235	6	14	15	31
Male	89%	86%	85%	83%	83%	86%	80%	81%
Female	11%	14%	15%	17%	17%	14%	20%	19%
<b>Age group</b>								
Up to 29	0%	0%	0%	0%	0%	0%	0%	0%
30-49	62%	60%	64%	64%	83%	57%	73%	65%
50 & above	38%	40%	36%	36%	17%	43%	27%	35%
<b>Middle management - grade G to K</b>	1562	1437	1490	1482	207	207	202	223
Male	81%	81%	78%	77%	88%	90%	90%	89%
Female	19%	19%	22%	23%	12%	10%	10%	11%
<b>Age group</b>								
Up to 29	18%	14%	14%	15%	6%	5%	3%	4%
30-49	61%	62%	61%	60%	76%	78%	81%	81%
50 & above	21%	25%	25%	26%	17%	17%	14%	15%
<b>Staff - grade L and below</b>	5143	4878	4978	5018	205	207	194	193
Male	98%	98%	98%	97%	92%	92%	91%	89%
Female	2%	2%	2%	3%	8%	8%	9%	11%
<b>Age group</b>								
Up to 29	14%	11%	12%	13%	13%	7%	4%	5%
30-49	76%	77%	75%	74%	76%	80%	82%	80%
50 & above	10%	12%	13%	14%	12%	13%	14%	15%

Average hours of training per year per employee

	UAE				Guinea			
	2020	2021	2022	2023	2020	2021	2022	2023
<b>Employee</b>	14.7	17.4	62.0	92.0	28.96	7.4	20.9	25.8
Male	30.1	18.1	62.8	77.0	14.1	7.5	20.4	22.3
Female	11.3	16.7	78.2	81.0	7.7	7.2	26.0	33.3
Executive Committee	3.0	9.0	80.3	27.0	0.5	0.6	16.7	0.3
Senior management (excluding Executive Committee) - grade F and above	11.7	15.5	70.4	77.0	0.3	0.8	20.3	2.9
Middle management - grade G to K	11.1	22.8	73.8	99.0	7.7	9.2	25.7	33.6
Staff - grade L and below	31.2	44.5	56.7	92.0	20.4	6.2	16.3	22.2



<sup>112</sup> Excluding executive committee



# | 04



**Good  
governance**



# Good governance

## Our corporate governance

EGA's corporate governance practices have been designed to provide a foundation for value creation for all stakeholders and to ensure suitable control mechanisms underpin the business's sustainable and responsible long-term growth.

 <h3>EGA Board</h3> <p>Responsible for providing entrepreneurial leadership to the company while ensuring effective controls for risk assessment and management, with a focus on long-term sustainable success and value creation for shareholders. This involves overseeing 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.</p>	
 <h3>Human Capital Committee</h3> <p>Responsible for overseeing human capital matters and aligning incentives with the company's medium and long-term performance, particularly in relation to sustainability and climate-change objectives. This includes ensuring adherence to appropriate ESG standards and promoting sustainable practices within the organisation.</p>	 <h3>Technical Projects Committee</h3> <p>Responsible for supporting the Board in making technical decisions for the company, particularly concerning technology strategy focused on decarbonisation solutions, sustainability, and climate-change objectives.</p>
 <h3>Audit, Risk &amp; Compliance Committee</h3> <p>Responsible in fulfilling its duties regarding audit and risk management, with a focus on achieving suitable ESG standards. This involves providing support in assessing and addressing audit and risk matters related to sustainability, ensuring the company's operations align with ESG principles and goals.</p>	 <h3>Financial &amp; Commercial Committee</h3> <p>Responsible for reviewing and informing the Board about the company's responsible investment approach and financial strategy, including a specific focus on climate change, sustainability, achieving suitable ESG standards, and ensuring that the company's financial decisions align with its commitment to sustainability and ESG principles.</p>

The EGA Board is responsible to shareholders for the long-term sustainable success and for its strategic direction, values, and governance. The EGA Board relies on four sub-board committees for subject matter expertise.

EGA continues to have a strong mix of talented individuals on the Board with a depth of commercial experience from a range of industries<sup>13</sup>. 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.

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.

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

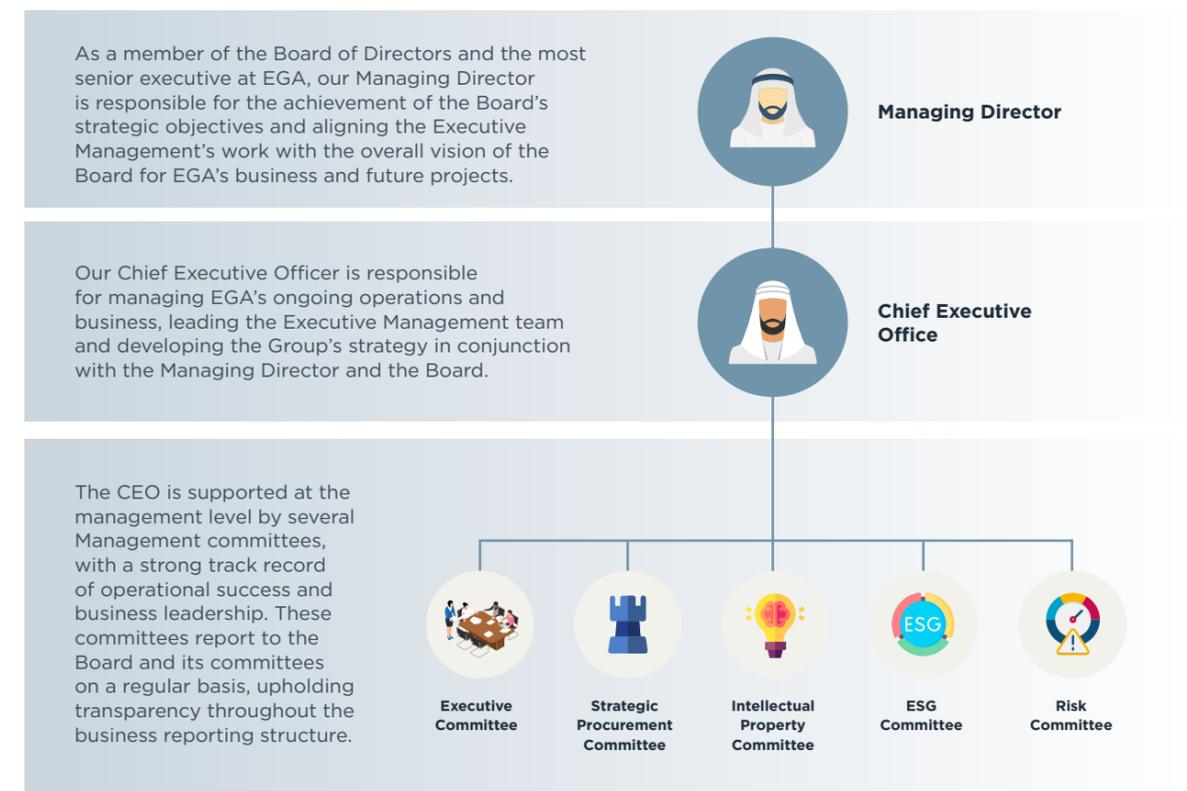
long-term strategy and business plans (including decarbonisation projects), human capital policies, ESG targets and progress.



At EGA, we continually strive to promote good governance as a reflection of our responsibility towards our shareholders, stakeholders, and the communities in which we operate. The principles of good governance intertwine with EGA's approach to sustainability, fostering a path where responsible decisions today benefit us now and support future generations, ensuring a legacy of ethical stewardship and enduring impact.



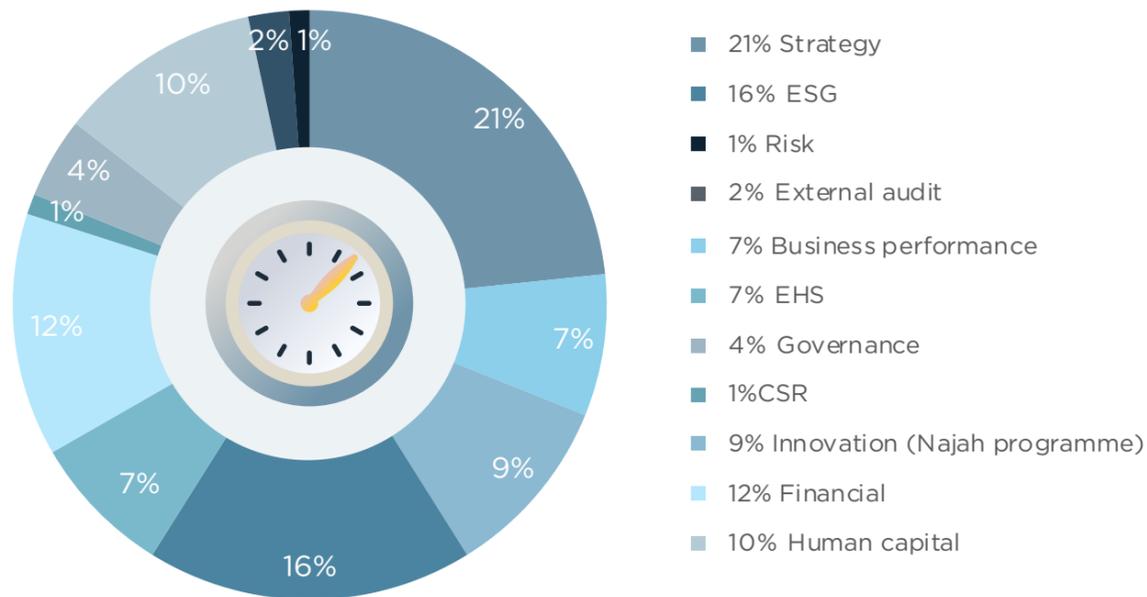
**Sara Galadari**  
Junior Company Secretary



<sup>13</sup> 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>

## Board oversight and communication

Figure 33: Time allocation for 2023 Board Meetings (%)



In 2023, the Board convened four times to discuss critical topics shaping EGA's direction. This included topics such as business performance, environmental health and safety (EHS), Najah (EGA's transformation programme), long-term planning, strategic initiatives, risk appetite and management, and human capital.

A significant focus was on revitalising the corporate governance strategy, leading to the updating of all Board and Board Committee charters. As a result, the Audit and Risk Committee was renamed the Audit, Risk, and Compliance Committee to more accurately reflect its responsibilities.

There was a strong focus on ESG, especially decarbonisation, in line with EGA's long-term strategy. This focus resulted in the formation of the ESG Committee, which has been incorporated into

EGA's management committees. Since its inception, the ESG Committee has concentrated on various initiatives that align with EGA's broader sustainability goals.

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 initiatives
- Climate change, EHS, ESG and GHG awareness
- CSR initiatives and activities
- Capital investments
- Long-term strategy

## Board responsibility for sustainability

Throughout 2023, 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. Following proposed revisions to the strategy in 2022, the Board was pleased to note in 2023 that executive management had responded with a stronger, more focused strategy. This revised approach emphasised aggressive growth in two key sectors: primary aluminium expansion and diversification into energy transition materials. The strategy also continued to prioritise decarbonisation, recognising the increasing importance of secondary (recycled) aluminium in meeting climate-related goals and responding to customer demand. The Board formally approved this reinvigorated strategy in 2023, underscoring how the Board's oversight and engagement with management benefit the entire company.

Significant progress was made in advancing ESG initiatives, which have been integrated into the corporate strategy under full Board oversight. Corporate governance policies, including Board and Committee charters, were updated to reflect the ESG strategies outlined in our framework documents. In order to drive effective implementation throughout the organisation, an executive-level ESG Committee was established in 2022. The company's commitment to reducing emissions and meeting global standards is evident in its allocation of ESG metrics, which comprised 20% of the company's scorecard for 2023.

## Chain of responsibility for reporting on sustainability

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 all integrate with our sustainability strategy and target executive considerations.

In total, there are five management committees that report to the CEO.

# 5 management committees that report to the CEO

## 1. Executive Committee

The Executive Committee is responsible for overseeing strategies, policies, and risks affecting EGA and its subsidiaries. It has a particular emphasis on sustainability, ESG principles, and decarbonisation efforts. This includes developing, implementing, and monitoring group strategy, short-term business plans, and policies on business conduct and employee treatment. Additionally, the committee evaluates and minimises risks, fosters synergies among group companies, and promotes group values, culture, and behaviour aligned with sustainability, ESG goals, and decarbonisation initiatives.

## 2. Strategic Procurement Committee

The Strategic Procurement Committee ensures the continuous supply of strategic raw materials for EGA and its subsidiaries. It prioritises responsible sourcing practices and operational needs, alongside ESG targets and value for money. The Committee assesses procurement strategies, monitors performance, reviews contractual variances and develops policies for surplus and waste materials sales to uphold sustainable and responsible supply chain standards.

## 3. Intellectual Property Committee

The role of the Intellectual Property Committee is to advise on the strategy for protecting, enforcing, and commercialising the EGA Group's intellectual property rights. The Committee oversees the development of strategies, policies, and procedures to identify and protect intellectual property, guides the framework for technology marketing, licensing, transfer, and royalties, evaluates licensing opportunities, and appoints advisors as needed to support its role.

## 4. ESG Committee

The ESG Committee serves as a forum to oversee and make decisions on actions required to achieve EGA's ESG goals, while also setting policies, procedures, and strategic direction for EGA and its subsidiaries. Their focus lies in ensuring alignment with environmental, social, and governance objectives, fostering sustainability practices, and integrating ESG principles into the company's operations and decision-making processes.

## 5. Risk Management Committee

The purpose of the Risk Management Committee is to advise the EGA board on the principal, current, and emerging risks facing the EGA Group, including ESG related risks. This includes establishing and overseeing a framework for identifying, assessing, monitoring, and mitigating these risks. The committee helps manage ESG risks within the approved corporate risk appetite and tolerance levels, and oversees the related policies, strategies, and processes to ensure they align with sustainability goals and responsible business practices. These efforts aim to protect and enhance shareholder value.



The Executive Committee is EGA's highest management committee with responsibility for reviewing and reporting on ESG issues and sustainability. It oversees all of the company's business and operations and is responsible for assessing and managing 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.

Our EVP – ESG & Sustainability reports directly to the CEO and is responsible for overseeing and implementing EGA's sustainability strategy. Our 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. Our Sustainability Manager 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.

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.

EGA's ESG 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 Sustainability Manager as Committee Liaison. The 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, whilst promoting a strong sustainability culture across the organisation.

## 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.

EGA is 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 ethics and compliance issues.

At EGA, everyone is responsible for fostering a culture of ethical behaviour across all departments and operations.

## EGA's Code of Ethics

The Code of Ethics establishes and communicates the standards that guide our behaviour.

It applies to everyone at EGA and covers 24 compliance issues. These include supporting diversity and inclusion, opposing harassment, opposing bribery and corruption, competing fairly, and acting with integrity in all dealings with customers, suppliers, and governments<sup>14</sup>. We make our Code of Ethics available to all by publishing it on our website<sup>15</sup>.

## Anti-corruption and anti-bribery

EGA takes anti-bribery and anti-corruption compliance seriously and recognises the high levels of risk in some of the countries in which we operate. 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.

Regular risk assessments are a key part of an effective compliance programme, and all our operations are monitored for risks related to bribery and corruption. Guinea remains a high-risk business environment in relation to bribery and corruption as identified by Transparency International's 2023 Corruption Perception Index<sup>16</sup>. In 2023, in addition to ongoing integrity risk assessments, our team conducted in-depth anti-bribery and anti-corruption (ABAC) risk assessments.



Good governance

<sup>14</sup> EGA does not involve itself directly or indirectly with any form of political or electoral activity.  
<sup>15</sup> Learn more about the EGA Code of Ethics: <https://www.ega.ae/en/about-us/our-policies-and-certifications>  
<sup>16</sup> For more information, please visit <https://www.transparency.org/en/cpi/2021/index/gin>



### Communication and training

EGA's Code of Ethics training is mandatory for all staff, including our Executive Committee. We deliver this training both as part of EGA's induction process for new joiners and an annual 'refresher' course for all staff.

Our 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 compliance 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 2023, the training focused on ABAC awareness. We also provided risk-based targeted training.

In Guinea, we continued to provide compliance-focused induction training to a number of contractor staff to increase awareness of EGA's values, our Code of Ethics, and to encourage staff to speak up if they suspect any illegal or unethical behaviour within our organisation. Each year, international days are regularly celebrated to encourage the commitment of all staff to themes related to Ethics and Business Integrity, such as Global Ethics Day and International Anti-Corruption Day. During the year, we also carry out a

good communication practice called Tone at the Top; and for 2023, we have had more than 12 Tone at the Top communications.

### Your Voice

We encourage people to speak up if they have any compliance-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 and publicised within EGA and also appears on our website and supplier declaration.

☎ **8000 021** (UAE toll-free) ☎ **8123** (Guinea toll-free)

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.

EGA's Ethics & Business Integrity team consists of qualified lawyers and certified compliance officers. Our team investigates all concerns reported, either directly or through 'Your Voice'.

### Your Voice – Report Line Process



“ We encourage an open and transparent environment where we value your input and your voice matters. Speaking up is not just welcomed, it is essential for our continuous growth and success. ”



**Maryam Jassim Ghuloom Abdulla Alhaffar**  
Ethics & Business Integrity Counsel  
Legal, Ethics & Business Integrity

## Business integrity

### Our response to discrimination and harassment

In 2023, our Ethics & Business Integrity team recorded a total of 48 cases of a “lack of respect”, including instances of harassment and discrimination. Following investigation, 15 of these cases were substantiated, eight in Guinea and seven in the UAE. Remedial actions associated with these substantiated cases have included counselling and training, as well as formal disciplinary action.

### Our response to incidents of corruption

In 2023, our Ethics & Business Integrity team recorded a total of twelve reports of alleged corruption and/or alleged lack of controls to prevent corruption. On investigation, two cases were substantiated. One case involving an employee which led to dismissal, and one case involving a third-party representative who we have ceased dealing with.

### Fines, judgments, penalties, or sanctions<sup>117</sup>

In 2023, EGA received no significant<sup>118</sup> 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<sub>x</sub> 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<sub>x</sub> emissions have significantly reduced. Regrettably, due to operational disruptions associated with the new H-class power block, we were unable to meet regulatory thresholds throughout 2023. Nevertheless, we have initiated the formal process to close this violation with the environmental regulator, as once the H-class power block is fully operational, we anticipate operating comfortably within regulatory thresholds.

<sup>117</sup> Refer to the Environmental Incidents section of this report for further information.

<sup>118</sup> EGA paid 1 fine in 2021 amounting to USD 221,854. This fine was issued by the customs authorities in Guinea and was affiliated with goods imported into the country by one of our contractors that were placed at the incorrect designated area at customs.

## A responsible supply chain

Our supply chain comprises of more than 3,500 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 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.

#### 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<sup>119</sup> and a standalone Responsible Sourcing Standard<sup>120</sup> 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 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 are conducting further due diligence according to the degree of risk.

## Supplier ESG risk-based due diligence process



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 is a risk and how it could potentially be improved or remediated.
- Mutually deciding a timeline for closing the identified gap.
- Providing continuous support until the identified gap is closed.
- Monitoring and periodic re-assessment, as appropriate.
- Disengaging from activities in circumstances where supplier does not implement corrective actions to address 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.

EGA's Responsible Sourcing Program 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.



<sup>119</sup> For more information visit: <https://www.ega.ae/en/about-us/our-policies-and-certifications>

<sup>120</sup> For more information visit: <https://www.ega.ae/media/3356/ega000183-responsible-sourcing-standards-may-2023.pdf>

<sup>121</sup> 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.

<sup>122</sup> From December 2023, supplier questionnaires are managed through EcoVadis, a globally recognised platform that provides sustainability ratings based on environmental, social, and ethical performance.

<sup>123</sup> 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.

**Performance in 2023**

In 2023, all 449 newly onboarded suppliers agreed to conduct their business in a manner consistent with our Responsible Sourcing Standards and were screened with ESG risk-based criteria.

We also conducted audits for 26 high-risk suppliers. 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 reaudit the company to check corrective actions have been implemented based on an agreed timeline.

In the instance that a supplier is not committed to the mitigation process and agreed timeframe, then EGA will actively disengage with such suppliers.

**Of the high-risk suppliers audited in 2023:**



26 suppliers were identified as having significant actual negative social impacts.

All negative social impacts were in relation to the quality of workers' accommodation, retention of personal documents, irregularities on working hours, and health and safety practices at supplier's sites.

23 suppliers (88%) have subsequently agreed on improvements or action plans to address negative social impacts.

3 supplier contracts (12%) were terminated due to a lack of commitment from the supplier to address the identified social issues.

No suppliers were identified as having significant actual negative environmental impacts.

20 suppliers were identified as having minor potential negative environmental impacts<sup>124</sup> in their supply chain.

18 suppliers (90 per cent) have subsequently agreed on improvements or action plans to address the environmental impacts identified.

2 supplier contracts (10 per cent) were terminated due to a lack of commitment from the supplier to address the identified minor environmental issues.

<sup>124</sup> Minor environmental impacts identified were in relation to storage and handling of materials and waste onsite due to the potential for environmental incidents, including spills, if not appropriately managed.

In 2023, our Supply Chain 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 workers' accommodation, transport and site health and safety.

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 onsite interviews. Selected employees were trained in information-gathering methods, including open questioning, probing, and record keeping for use during interviews with workers who may be at risk of experiencing human rights violations.



In 2023, we performed Responsible Sourcing audits on several of our key suppliers, both local and overseas. It was evident that there are different levels of ESG maturity and more work is required to identify and implement areas of improvement. We will continue to do this through close collaboration with our suppliers, so we can increase the sustainability and resilience of our supply chain.



**Emma Tooley**  
Manager - ESG Supply Chain



### 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 or 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 and Guinea, where our operated assets are located.

Our procurement strategy prioritises two main goals, being to maximise the use of local supply chains and nurture their growth and resilience over time. We achieve this through strategic supply chain policies, partnerships, supplier training programs and local business development opportunities with a concerted focus on raw materials and original equipment manufacturers (OEMs).

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 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 ensuring 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 program 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.

In 2023, our local procurement in the UAE amounted to AED 8.52 billion (USD 2.32 billion) representing 42% of our local procurement budget, which was a 7% increase in procurement spent within the UAE. Our procurement in Guinea amounted to USD 235 million with local supplier, representing 69% of total actual payment made to Guinean suppliers, a 3% increase compared to 2022.



## UAE National In-Country Value (ICV) Programme

The 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 the strategy, EGA's tendering and procurement policies and procedures now incorporate suppliers ICV score into EGA's awarding model. We also held internal and external awareness sessions to promote the ICV programme and drive ICV certification along our supply chain. EGA's ICV program went live in 2023.

At EGA, we champion the ICV program, fostering local industries and contributing to the UAE's economy. Our commitment is steadfast, aiming to double our impact by 2040 by providing market opportunities, and incentivise local and international manufacturers to establish businesses in the UAE.



**Najm Abdulaziz Alawadhi**  
Director - Materials and Contractor Procurement & Warehouse Management Supply Chain

Figure 34: Percentage of the procurement budget spent in UAE

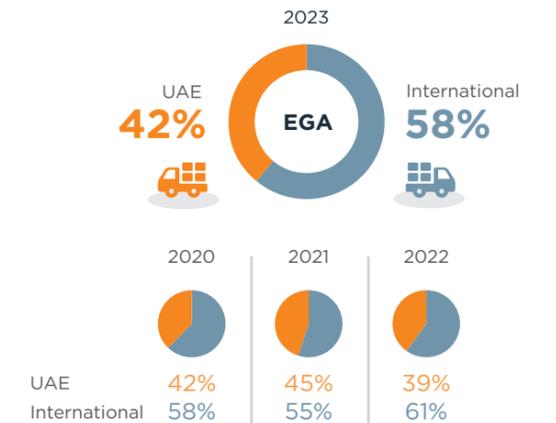
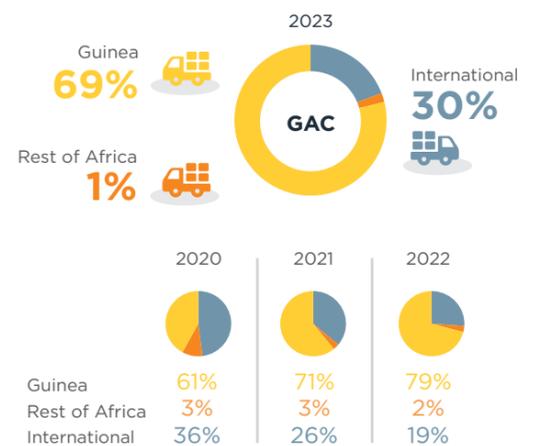


Figure 35: Percentage of the procurement budget spent in Guinea





## Media highlights

In 2023 EGA signed two key agreements to further our economic contribution in the UAE, including:

- EGA and Sunstone, China's largest producer of carbon anodes in Chain, signed an agreement to support the development of a new carbon anode manufacturing facility in the UAE. Carbon anodes are consumed in the aluminium smelting process<sup>125</sup>.
- EGA and VCI, an Indian disinfectant and carbo-chemicals producer, signed a memorandum of understanding to support the development of a pitch melting and processing facility in the UAE. This facility would be the first of its type in the region. Liquid pitch is a raw material in the production of carbon anodes for aluminium smelting, and is also increasingly used in the manufacture of batteries for electric vehicles.

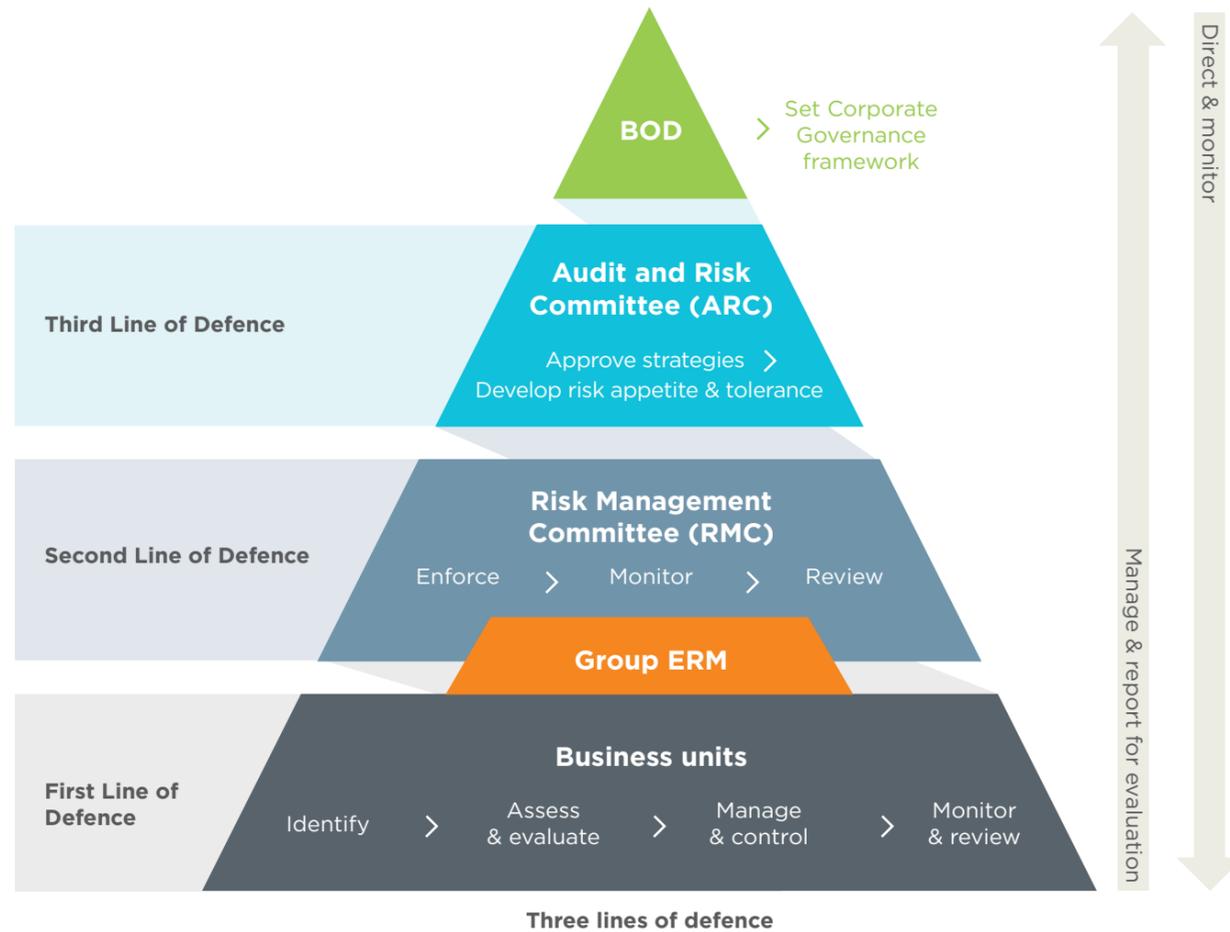
<sup>125</sup> For more information visit: <https://media.ega.ae/ega-signs-agreements-at-make-it-in-the-emirates-forum-that-could-lead-to-more-than-aed1-billion-of-industrial-investments-in-the-uae/>

## 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 manage risks by embedding at every level of our organisation them, while seeking to identify emerging risks and their impact on our business and local communities.

### EGA's risk management framework



Risk culture influences the capability to take strategic risk decisions and deliver on performance objectives. Promoting a risk-aware culture and integrating it across the organisation is essential for managing risk effectively and meeting our goals.

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.

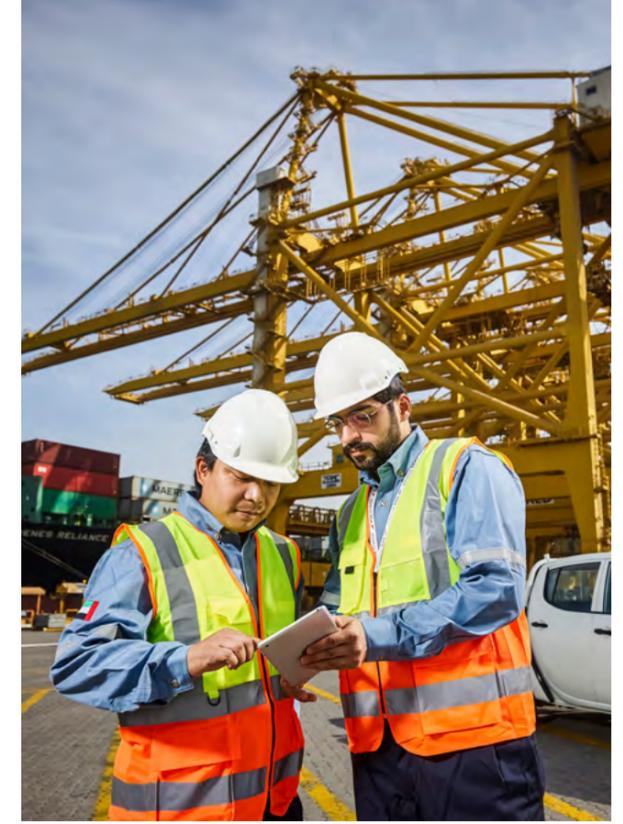
Key actions and procedures to ensure effective and efficient risk management include:

- 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 Audit & Risk Committee, Board of Directors, and the Risk Management Committee.
- 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.
- Effective risk and resilience approach to ensure Business Continuity Plans are in place for the most critical risks.

“ True resilience isn't about managing a particular instance of risk, but being ready for anything through the way you operate. ”



**Julie Cunningham**  
Director - Tax, ERM & BCM



### 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 in order to be able to best plan in advance and adapt accordingly.

In 2023, we compiled a physical climate risk assessment to develop a greater understanding of the type and severity of longer-term change, and therefore a greater understanding of the extent and scale of adaptation investment that may be required for our assets in the UAE and Guinea.

This assessment considers both core operations 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. This included projections of groundwater levels, coastal storm surges, wind speeds and temperatures among many others. The sensitivity of our assets, supporting infrastructure, local communities and local environments to climate

variables have been assessed in collaboration with EGA subject matters 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.

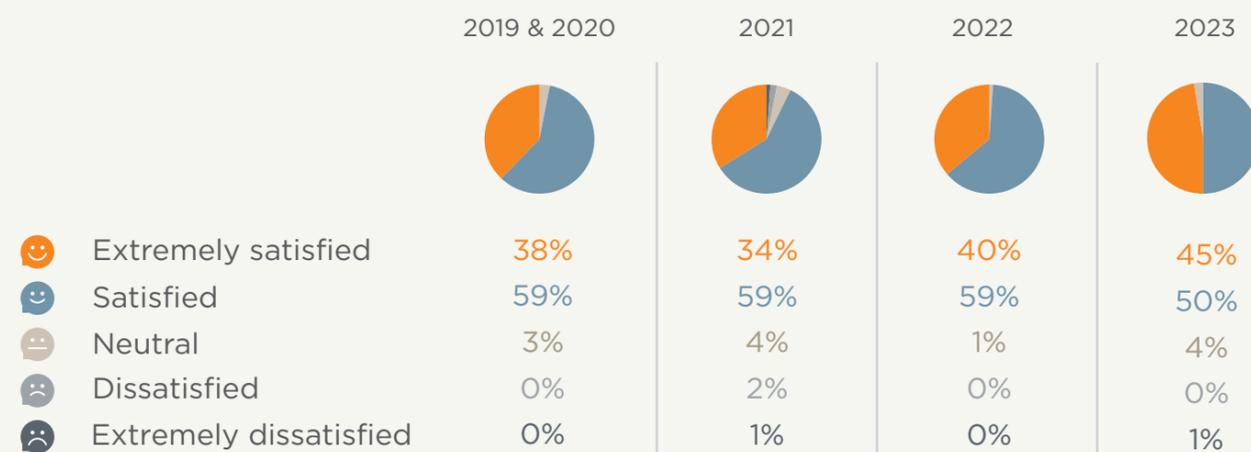
### Customer feedback

We pride ourselves on 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.

EGA's latest 2023 satisfaction survey results included responses from 231 customers based in Asia, Europe, the Middle East, North Africa, the Indian Subcontinent and the Americas.

The survey identified that 95 per cent of respondents were either satisfied or extremely satisfied with the quality of EGA's products. In 2023, we maintained a high satisfaction rate and take pride in this achievement.

Figure 36: Customer quality and services satisfaction<sup>17</sup>



### Meeting international quality standards

#### We align our management systems with international quality standards

All of EGA's UAE facilities 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.

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 EGA's management systems and international standards, visit our website: [www.ega.ae](http://www.ega.ae).

### Centre of Excellence

EGA's Centre of Excellence Team is an integral part of our Technology Development & 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 42 patents related to aluminium smelting enhancement, casthouse and bauxite residue, with two new patents as well eight applications to existing patent families filed in 2023.

Since 1985, over 230 research papers have been submitted to international aluminium committees and conferences, with 32 published in 2023 alone. In 2023, we also presented three technical papers at the Minerals, Metals and Materials Society, and ICSSA annual conference.

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.

By adhering to global quality standards, we comply with and enhance customer satisfaction and trust globally. Our aim is to cultivate lasting relationships with our customers who appreciate the consistent excellence that we offer.



Asma Alnazari  
General Superintendent Quality

### 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, the American University of Sharjah, Rochester Institute of Technology, Abu Dhabi University, and American University in Dubai in the UAE, as well as the University of Auckland, University of New South Wales and 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.



### Research initiatives

In 2023, we initiated several research projects aimed at improving and enhancing technologies used in EGA's operations and business activities. These projects included the optimisation and utilisation of seawater systems, improved process chemical recovery, reuse of waste materials, and the development of an innovative anode top cover for use in the smelting process. Below details three of these innovative initiatives in 2023, and the impact that these initiatives have demonstrated:

- **Seawater system optimisation and utilisation:** EGA collaborated with MIT to creatively link pump headers to utilise surplus seawater. EGA anticipates an increase of the use of evaporators, which will boost the production of potable water, and generate additional revenue.
- **Anode top cover:** EGA's Centre of Excellence evaluated an innovative nano-ceramic anode coating which has shown a significant reduction in carbon consumption. This breakthrough, achieved in collaboration with China's Hanan Company which developed this special coating, can lead to lower costs associated with carbon anodes consumption.
- **Analytical efficiencies:** EGA collaborated with Iceland's DTE Company to install their advanced in-situ metal analysis technology on an electric vehicle. This setup allows a single operator to swiftly and accurately analyse metal in all cells, eliminating the need for solid samples and avoiding delays associated with laboratory tests.

### Continuous improvement

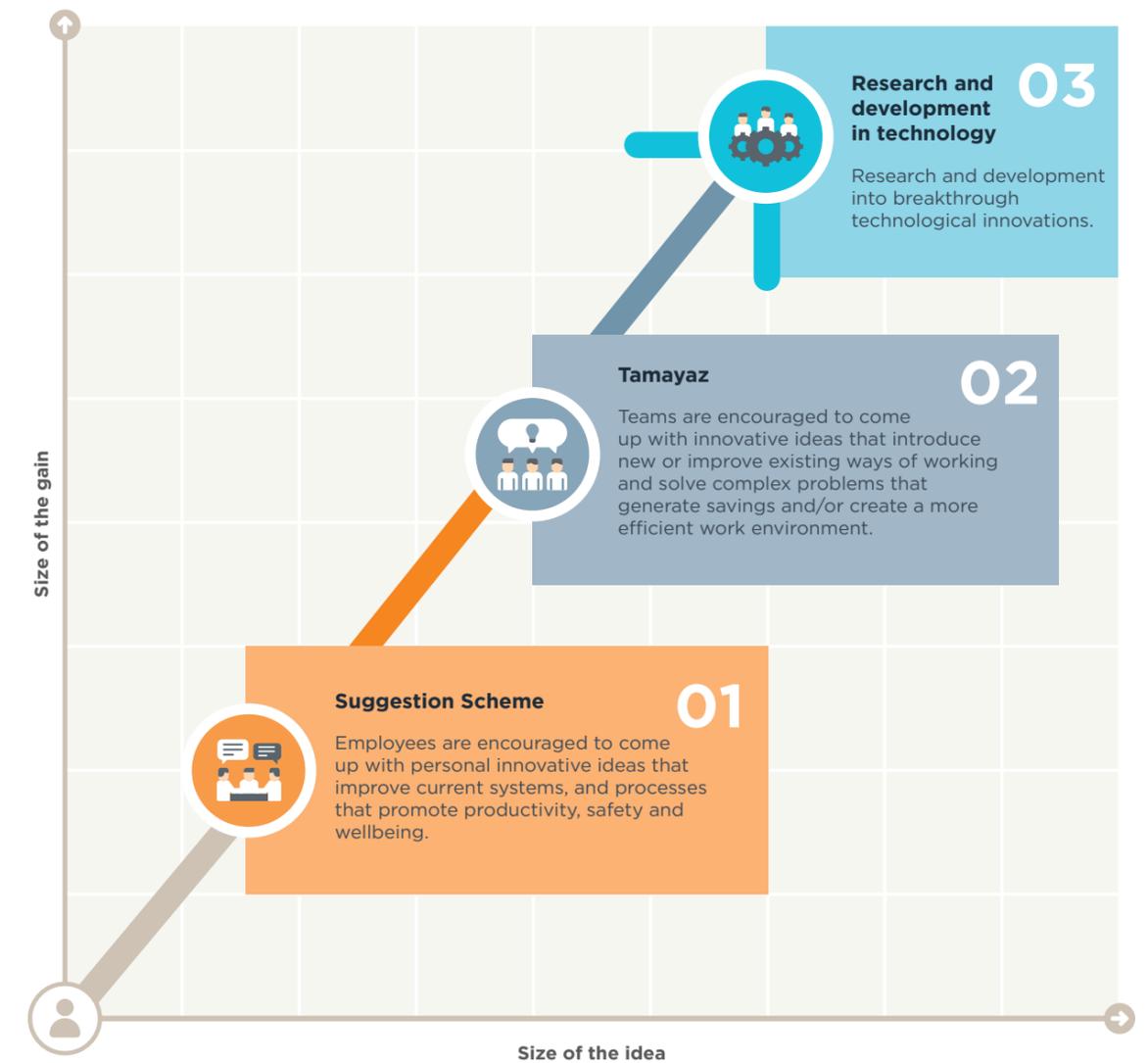
For decades, EGA has focused on continuous improvement as a foundation for developing and maintaining global competitiveness.

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 also 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

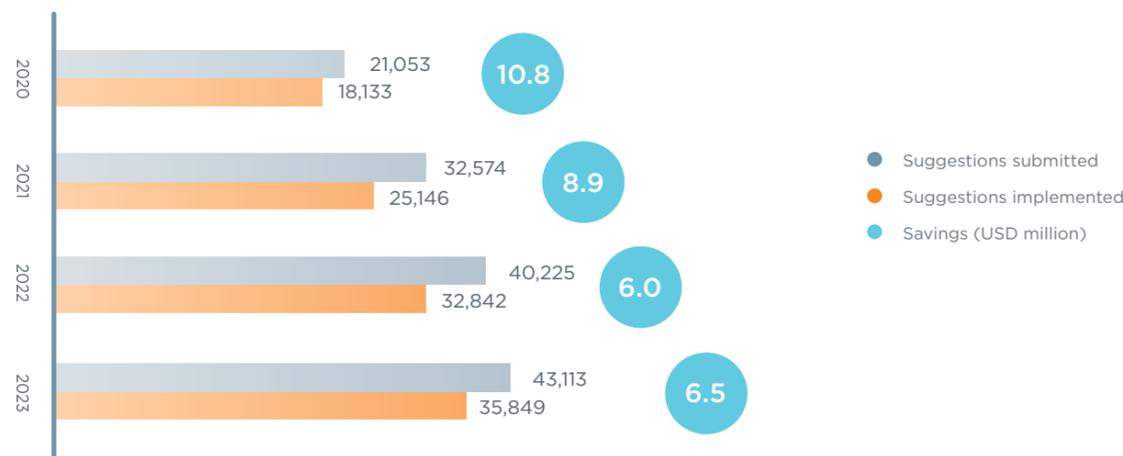


## EGA's Suggestion Scheme

EGA's Suggestion Scheme is integral to our company's culture of innovation and continuous improvement. Since its foundation in 1981, more than 9,800 EGA employees have since collectively submitted over 597,000 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 2023, approximately 88 per cent of EGA employees in the UAE participated in EGA's 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 23.9 million (USD 6.5 million).

Figure 37: Suggestion submitted and implemented



## Improving the homogenisation of our aluminium

Homogenisation is a crucial step in the aluminium production process, essential for strengthening and stabilising metals. The process typically involves using a specialised vehicle equipped with sensors to move hot aluminium logs from a furnace into coolers. Homogenisation helps to achieve a uniform structure to our metals. On numerous occasions the specialised vehicle would stop in the wrong location and inhibit the homogenisation process.

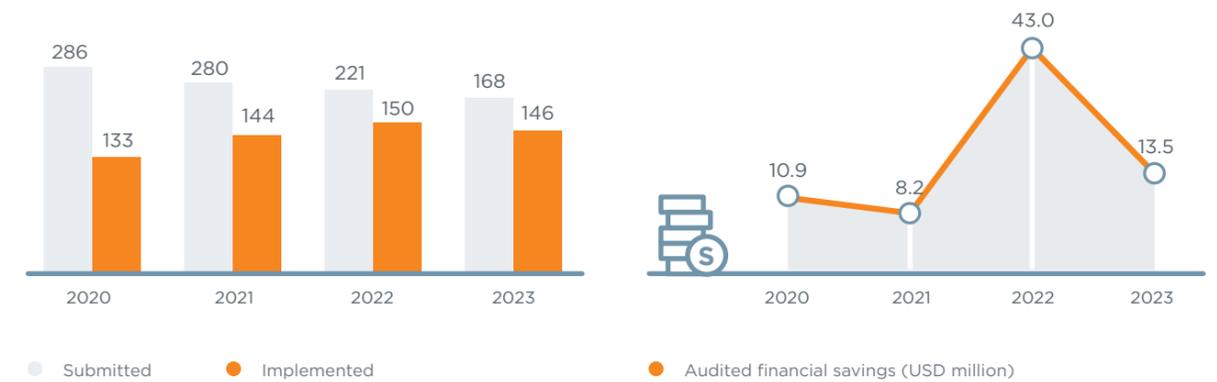
Through our Suggestion Scheme, the team proposed upgrading the laser system of the vehicle to a three-fork laser system. This system would ensure all lasers validate the position of the aluminium logs before entering the cooler. By incorporating this suggestion, we significantly improved the vehicle's precision in log transportation. Similarly, we also were able to enhance our worker safety, operational efficiency and reduce energy consumption by 6400 kWh.

## Tamayaz programme

Tamayaz, meaning "to differentiate or distinguish oneself" in Arabic, is the name of a continuous improvement and employee reward-and-recognition programme 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 2023, the program generated savings of about AED 46.9 million (USD 13.5 million).

Figure 38: Tamayaz projects' audited financial savings



“At EGA, we believe that continuous improvement is essential for success. We use various lean tools to identify and eliminate waste, improve efficiency, and deliver more value to our customers. These tools have helped us to achieve significant success, and we are committed to using them to continue to improve.”



**Anurag Mohanty**  
Senior Engineer  
Quality & Lean EHS

“EGA's Suggestion Scheme provides us with an excellent platform to unlocking our organization's full potential through the active involvement and engagement of its employees. This platform enables to build a brighter future together through the power of suggestions.”



**Roy Chennampilly Sebastian**  
Senior Technician, Mechanical Maintenance



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Appendices

## External assurance



### INDEPENDENT ASSURANCE STATEMENT

To: **EMIRATES GLOBAL ALUMINIUM**

#### Introduction and objectives of the work:

Bureau Veritas Certification has been engaged by EMIRATES GLOBAL ALUMINIUM to provide independent assurance over the "Selected Information" listed below included Sustainability Report 2023.

This limited assurance report applies to "Selected Information" within the scope of the work described below.

#### Scope of Work:

The scope of the work was limited to assurance over information included in the Sustainability Report 2023 for the reporting period January 1, 2023 to December 31, 2023 (the 'Selected Information').

The scope of the indicators marked on the following pages of the 2023 Sustainability Report, which is the subject of our limited assurance work, is as follows as of the year ended December 31, 2023;

Selected Information		Pages of selected information in the Sustainability Report
Topic	Disclosure	
Health, safety & wellbeing Safety Statistics - UAE & GAC	Working Hours	81,83,84,86
	Total Recordable Injuries (TRI)	
	Lost Time Injuries (LTI)	
	Total Recordable Injury Frequency Rate (TRIFR)	
	Lost Time Injury Frequency Rate (LTIFR)	
Business Integrity and ethics	Occupational Disease Rate (ODR)	128,129
	Incidents of discrimination and corrective actions taken	
Responsible Sourcing- UAE & GAC	Negative social impacts in the supply chain and actions taken	132
	Negative environmental impacts in the supply chain and actions taken	
Respecting human rights - UAE & GAC	Community grievance mechanisms	103
Water Withdrawal and Discharge – UAE & GAC	Water withdrawal & discharge	58,59,62
Waste management UAE & GAC	Waste generation and disposal	63,68

#### Assessment standard

The assurance process was conducted in line with the requirements of the International Standard On Assurance Engagements-ISA 3000 Revised, Assurance Engagements Other Than Audits Or Reviews Of Historical Financial Information and International Standard On Assurance Engagements

#### Reporting principles

The following principles have been taken as basis in the preparation of this report:

- Appropriateness and robustness of key reporting systems and processes used to collect, analyse and review reported information;
- Evaluation of the report according to the main principles of ISAE 3000 International Standard for Assurance Engagements (Revised)
  - Professional Scepticism
  - Professional Judgment
  - Assurance Skills and Techniques
- Evaluation of the report according to the principles of conformity, completeness, reliability, objectivity and intelligibility defined in ISAE 3000 International Standard for Assurance Engagements

#### Limitations and Exclusions:

The work is limited to for training and human resources data cover in the work limited to EMIRATES GLOBAL ALUMINIUM' s UAE and GAC locations and "selected information" defined in the scope.

The reliability of the reported data depends on the accuracy of the location-level data collection and monitoring arrangements that are considered as part of this assurance.

Excluded from the scope of our work is the following:

- Information related to activities outside the defined reporting period or scope;
- 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 to EMIRATES GLOBAL ALUMINIUM;
- Information provided by independent third parties and/or information obtained within the Company, as indicated in the calculation tables,

This moderate level assurance engagement relies on a risk based selected sample of the Selected Information and the associated limitations that this entails.

This independent statement should not be relied upon to detect all errors, omissions or misstatements that may exist.

#### Responsibilities:

The preparation and presentation of the Selected Information in the Sustainability Report 2023 are the sole responsibility of the management of to EMIRATES GLOBAL ALUMINIUM

Bureau Veritas Certification was not involved in the drafting of the related the Report Responsibilities were to:

- Provide moderate level assurance as per ISAE 3000 and ISAE 3410' over the accuracy, reliability and objectivity of the information contained within the Sustainability Report 2023;
- Form an independent conclusion based on the assurance procedures performed and evidence obtained;
- Report our detailed conclusions and recommendations in an internal report to to EMIRATES GLOBAL ALUMINIUM.' s management.



**Methodology:**

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 included;
3. Review of documentary evidence produced to EMIRATES GLOBAL ALUMINIUM
4. Recalculation of examples in accordance with the evidence documents used to prepare the information included
5. Remote Audit
6. Implementation of analytical procedures on the final reported data

The work is based on current best practices in independent assurance; It was conducted in accordance with Bureau Veritas Certification standard procedures and ISAE 3000 International Assurance Audits Standard requirements.

The work was planned and conducted to provide independent limited assurance.

**Limited Assurance Conclusion**

As a result of the evidence obtained, no contradiction has been detected that the Selected Information in the Company's 2023 Sustainability Report for the year ended 31 December 2023 has not been prepared in all material respects in accordance with the Reporting Principles and Tables section.

This report has been prepared for the Company's Board of Directors to assist in the reporting of the Company's activities, including its outcome. We allow this report to be included in the 2023 Sustainability Report for the year ended December 31, 2023, in order to enable the Board of Directors to demonstrate that it has fulfilled its responsibilities on the subject by having a limited independent assurance report on Selected Information prepared.

**Statement of Independence, Impartiality and Competence**

Bureau Veritas is an independent professional services company that specializes in quality, environmental, health, safety and social accountability with over 190 years history.

Bureau Veritas has implemented a Code of Ethics across the business to maintain high ethical standards among staff in their day-to-day business activities. We are particularly vigilant in the prevention of conflicts of interest.

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.

The assurance team has extensive experience in conducting assurance over carbon and water information, systems and processes, has many experiences in this field and an excellent understanding of Bureau Veritas standard methodology for the Limited Assurance.

**BUREAU VERITAS CERTIFICATION**



**Krupa Rahul**  
**Certification Manager**  
 23.11.2024



BUREAU VERITAS

**GRI content index**

The GRI content index is a navigation tool that specifies which GRI standards are used, which disclosures have been made and where these disclosures can be found in the report.

<b>Statement of use</b>	Emirates Global Aluminium PJSC has reported in accordance with the GRI Standards for the period 01/01/2022 to 31/12/2022
<b>GRI 1 used</b>	GRI 1: Foundation 2021
<b>Applicable GRI Sector Standard(s)</b>	Mining & Metals Sector Supplement

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard reference no.
			Requirement(s) Omitted	Reason	Explanation	
<b>General disclosures</b>						
GRI 2: General Disclosures 2021	2-1 Organizational details	14-15				
	2-2 Entities included in the organization's sustainability reporting	14-15	Disclosure 2-2 b. & c.	b. Confidentiality constraints c. Not applicable	b. Given EGA is privately held, audited consolidated financial statements or financial information is not filed on public record.  c. The approach for consolidating and disclosing information is consistent across EGA's operations. No mergers, acquisitions, and disposal of entities or parts of entities occurred in the reporting year.	
	2-3 Reporting period, frequency and contact point	6, 34, 35	Disclosure 2-3 b.	b. Confidentiality constraints	b. Given EGA is privately held, audited consolidated financial statements or financial information is not filed on public record.	
	2-4 Restatements of information	52-62				
	2-5 External assurance	37-39, 146-148				
	2-6 Activities, value chain and other business relationships	6-23, 27-35, 132-135				
	2-7 Employees	104-119	Disclosure 2-7 b. iii.	Not applicable	EGA does not employ non-guaranteed hours employees.	
	2-8 Workers who are not employees	104-119				
	2-9 Governance structure and composition	122-126 Corporate Governance Report, <a href="https://www.ega.ae/en/about-us/our-leadership">https://www.ega.ae/en/about-us/our-leadership</a>				
	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 during their meetings and in their review of EGA's business matters is considered confidential.	
2-11 Chair of the highest governance body	Corporate Governance Report, <a href="https://www.ega.ae/en/about-us/our-leadership">https://www.ega.ae/en/about-us/our-leadership</a>	Disclosure 2-11 b.	Not applicable	Not applicable to EGA, as the chair is not a senior executive.		

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard reference no.
			Requirement(s) Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-12 Role of the highest governance body in overseeing the management of impacts	122-126 Corporate Governance Report, <a href="https://www.ega.ae/en/about-us/our-leadership">https://www.ega.ae/en/about-us/our-leadership</a>				
	2-13 Delegation of responsibility for managing impacts	122-126 Corporate Governance Report, <a href="https://www.ega.ae/en/about-us/our-leadership">https://www.ega.ae/en/about-us/our-leadership</a>				
	2-14 Role of the highest governance body in sustainability reporting	37-39				
	2-15 Conflicts of interest	Corporate Governance Report, <a href="https://www.ega.ae/en/about-us/our-leadership">https://www.ega.ae/en/about-us/our-leadership</a>	Disclosure 2-15 b.	Future Improvement		
	2-16 Communication of critical concerns	127-129	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, <a href="https://www.ega.ae/en/about-us/our-leadership">https://www.ega.ae/en/about-us/our-leadership</a>				
	2-18 Evaluation of the performance of the highest governance body	Corporate Governance Report, <a href="https://www.ega.ae/en/about-us/our-leadership">https://www.ega.ae/en/about-us/our-leadership</a>	Disclosure 2-18 c.	Confidentiality constraints	Given that EGA is privately held, what is discussed by the Board during their meetings and in their review of EGA's business matters is considered confidential.	
	2-19 Remuneration policies	104-119				
	2-20 Process to determine remuneration	104-119				
	2-21 Annual total compensation ratio	-	Disclosure 2-21	Confidentiality constraints	EGA considers information linked to pay as confidential.	
	2-22 Statement on sustainable development strategy	9-11				
	2-23 Policy commitments	76, 77, 110, 127, 130 Policy commitments are available on our public website. Code of Ethics available at: <a href="https://www.ega.ae/media/3191/ega-code-of-ethics-lcop0103a01.pdf">https://www.ega.ae/media/3191/ega-code-of-ethics-lcop0103a01.pdf</a> Core Policy available at: <a href="https://www.ega.ae/media/3191/ega-code-of-ethics-lcop0103a01.pdf">https://www.ega.ae/media/3191/ega-code-of-ethics-lcop0103a01.pdf</a> Responsible Sourcing Policy available at: <a href="https://www.ega.ae/media/3356/ega000183-responsible-sourcing-standards-may-2023.pdf">https://www.ega.ae/media/3356/ega000183-responsible-sourcing-standards-may-2023.pdf</a>				
	2-24 Embedding policy commitments	104-119, 122-131				
	2-25 Processes to remediate negative impacts	127-133 EGA Code of Conduct available at: <a href="https://www.ega.ae/media/1016/ega-code-of-conduct.pdf">https://www.ega.ae/media/1016/ega-code-of-conduct.pdf</a>				
	2-26 Mechanisms for seeking advice and raising concerns	127-133 EGA Code of Conduct available at: <a href="https://www.ega.ae/media/1016/ega-code-of-conduct.pdf">https://www.ega.ae/media/1016/ega-code-of-conduct.pdf</a>				
2-27 Compliance with laws and regulations	127-133					

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard reference no.
			Requirement(s) Omitted	Reason	Explanation	
GRI 2: General Disclosures 2021	2-28 Membership associations	31-33				
	2-29 Approach to stakeholder engagement	37-39				
	2-30 Collective bargaining agreements	104-119				
<b>Most Material topics</b>						
GRI 3: Material Topics 2021	3-1 Process to determine material topics	37-39				
	3-2 List of material topics	37-39				
<b>Health, safety &amp; wellbeing</b>						
GRI 3: Material Topics 2021	3-3 Management of material topics	120-133				
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	76-96				14.16.2
	403-2 Hazard identification, risk assessment, and incident investigation	76-96				14.16.3
	403-3 Occupational health services	76-96				14.16.4
	403-4 Worker participation, consultation, and communication on occupational health and safety	76-87, 141-143				14.16.5
	403-5 Worker training on occupational health and safety	76-87				14.16.6
	403-6 Promotion of worker health	76-87				14.16.7
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	76-87				14.16.8
	403-8 Workers covered by an occupational health and safety management system	76-87				14.16.9
	403-9 Work-related injuries	76-87				14.16.10
	403-10 Work-related ill health	76-87				14.16.11
<b>Business integrity &amp; ethics</b> 77,80,84,86						
GRI 3: Material Topics 2021	3-3 Management of material topics	120-143				
GRI 205: Anti- corruption 2016	205-1 Operations assessed for risks related to corruption	76-87				14.22.2

GRI standard/ other source	Disclosure	Location	Omission			GRI sector standard reference no.
			Requirement(s) Omitted	Reason	Explanation	
	205-2 Communication and training about anti-corruption policies and procedures	76-87, 122-131				14.22.3
	205-3 Confirmed incidents of corruption and actions taken	127-131				14.22.4
<b>GRI 206: Anti-competitive behaviour 2016</b>	206-1 Legal actions for anti-competitive behavior, anti-trust, and monopoly practices	127-129				
<b>Respecting human rights</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	88-119, 127-143				
<b>GRI 406: Non-discrimination 2016</b>	406-1 Incidents of discrimination and corrective actions taken	127-133				14.21.7
<b>GRI 407: Freedom of Association and Collective Bargaining 2016</b>	407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk	-	Disclosure 407-1	Not applicable		14.20.2
<b>GRI 408: Child Labor 2016</b>	408-1 Operations and suppliers at significant risk for incidents of child labor	-	Disclosure 408-1	Not applicable	N/A - N-egative social impacts related to quality of workers accommodations, retention of personal documents, irregularities on working hours and health and safety practices at supplier's sites.	14.18.2
<b>GRI 409: Forced or Compulsory Labor 2016</b>	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	130-135				14.19.2
<b>GRI 410: Security Practices 2016</b>	410-1 Security personnel trained in human rights policies or procedures	88-95, 103				14.14.2
<b>GRI 413: Local Communities 2016</b>	413-1 Operations with local community engagement, impact assessments, and development programs	88-103				14.10.2
	413-2 Operations with significant actual and potential negative impacts on local communities	88-103				14.10.3
<b>GRI 402: Labor/Management Relations 2016</b>	402-1 Minimum notice periods regarding operational changes	104-106				14.17.1
<b>Waste management</b>						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	63-69				14.5.1
<b>GRI 306: Waste 2020</b>	306-1 Waste generation and significant waste-related impacts	63-69				14.5.2
	306-2 Management of significant waste-related impacts	63-69				14.5.3
	306-3 Waste generated	63-69				14.5.4
	306-4 Waste diverted from disposal	63-69				14.5.5
	306-5 Waste directed to disposal	63-69				14.5.6

Air quality						
<b>GRI 3: Material Topics 2021</b>	3-3 Management of material topics	44-47				14.3.1
<b>GRI 305: Emissions 2016</b>	305-7 Nitrogen oxides (NOx), sulfur oxides (SOx), and other significant air emissions	44-47				14.3.2

Note: Blank fields indicate that these sections are not applicable.

## ASI CONTENT INDEX

The ASI content index is a navigation tool that specifies which performance standards disclosure requirements have been made and where these disclosures can be found in the report.

Version 3 Criterion	ASI ref #	Disclosure Requirement	Page number
<b>Sustainability Reporting</b>	3.1	Governance approach and material, environmental, social and economic impacts.	Whole report
<b>Non-compliance and liabilities</b>	3.2	Information on significant fines, judgments, penalties and non-monetary sanctions for failure to comply with applicable law.	127-129
<b>Payments to governments</b>	3.3 b	Payments to governments, building on existing audit and assurance systems.	34-35
<b>Disclosure of GHG Emissions and Energy Use</b>	5.1	Material GHG emissions and energy use by source.	48-57
<b>Scope 1 and 2 Emissions Intensity</b>	5.2	GHG emissions intensity of our metal (Scope 1 and 2).	52-57
<b>GHG emissions reductions</b>	5.3	Time-bound GHG emissions reduction targets.	52-57
<b>Emissions to Air</b>	6.1	Emissions to air	44-47
<b>Discharges to Water</b>	6.2	Discharges to water	58-62
<b>Reporting of Spills and Leakages</b>	6.4	Impact assessments of any significant spills and remediation actions taken	72
<b>Waste Management and Reporting</b>	6.5a	Quantity of hazardous and non-hazardous waste generated and associated waste disposal methods.	63-69
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<b>Biodiversity Management</b>	8.2c	Biodiversity action plan outcomes.	70-71
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## TCFD content index

The TCFD content index is a navigation tool that specifies which Task Force on Climate-related Financial Disclosures requirements have been made and where these disclosures can be found in the report.

	TCFD recommendations	Disclosure recommendations	Page number
Governance	a) Describe the Board's oversight of climate-related risks and opportunities	Good Governance: Corporate governance	122 - 126
	b) Describe management's role in assessing and managing climate-related risks and opportunities.	Good Governance: Corporate governance	122 - 126
Strategy	a) Describe the climate-related risks and opportunities the organisation has identified over the short, medium, and long term.	Good Governance: Enterprise risk management	136 - 138
	b) Describe the impact of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning.	Introduction: Our Sustainability Approach Good Governance: Enterprise risk management	25 - 29, 136 - 138
	c) Describe the resilience of the organisation's strategy, taking into consideration different climate-related scenarios, including a 2°C or lower scenario.	Good Governance: Enterprise risk management	136 - 138
Risk Management	a) Describe the organization's processes for identifying and assessing climate-related risks.	Good Governance: Corporate governance Good Governance: Enterprise risk management	122 - 126, 136 - 138
	b) Describe the organization's processes for managing climate-related risks.	Good Governance: Corporate governance Good Governance: Enterprise risk management	122 - 126, 136 - 138
	c) Describe how processes for identifying, assessing, and managing climate-related risks are integrated into the organization's overall risk management.	Good Governance: Enterprise risk management	136 - 138
Metrics and Targets	a) Disclose the metrics used by the organization to assess climate-related risks and opportunities in line with its strategy and risk management process.	Introduction: Our Sustainability Approach Good Governance: Enterprise risk management	25 - 29, 136 - 138
	b) Disclose scope 1, scope 2, and, if appropriate, scope 3 greenhouse gas (GHG) emissions, and the related risks.	Safeguarding the environment: Greenhouse gas emissions	52 - 57
	c) Describe the targets used by the organization to manage climate-related risks and opportunities and performance against targets.	Introduction: Our Sustainability Approach	25 - 29



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