



Sustainability Report 2025



TABLE OF CONTENTS

01

INTRODUCTION

Nourishing Progress – Responsible Growth Through People, Planet & Purpose

About the Report

Message from CEO

About ADNHC

Our Performance in the Reporting Year

03

04

06

08

10

11

02

GOVERNANCE & SUSTAINABILITY MANAGEMENT

Infusing Sustainability into Governance

ESG Governance & Oversight

Codes, Policies & Ethics

Risk Management & Business Resilience

Stakeholder Engagement

Materiality Assessment

17

18

23

24

26

27

30

03

ENVIRONMENT

Environmental Stewardship: Overview

Climate Change, Energy and Emissions

Water Stewardship

Waste Management and Circularity

Sustainable Sourcing & Packaging

33

34

36

40

43

46



04	53
SOCIAL (PEOPLE & SOCIETY)	
Our People	54
Health, Safety and Wellbeing	72
Client and Consumer Health	74
Community Engagement and Zero Hunger	77



05	
GRI & ADX CONTENT INDEX	



01

INTRODUCTION

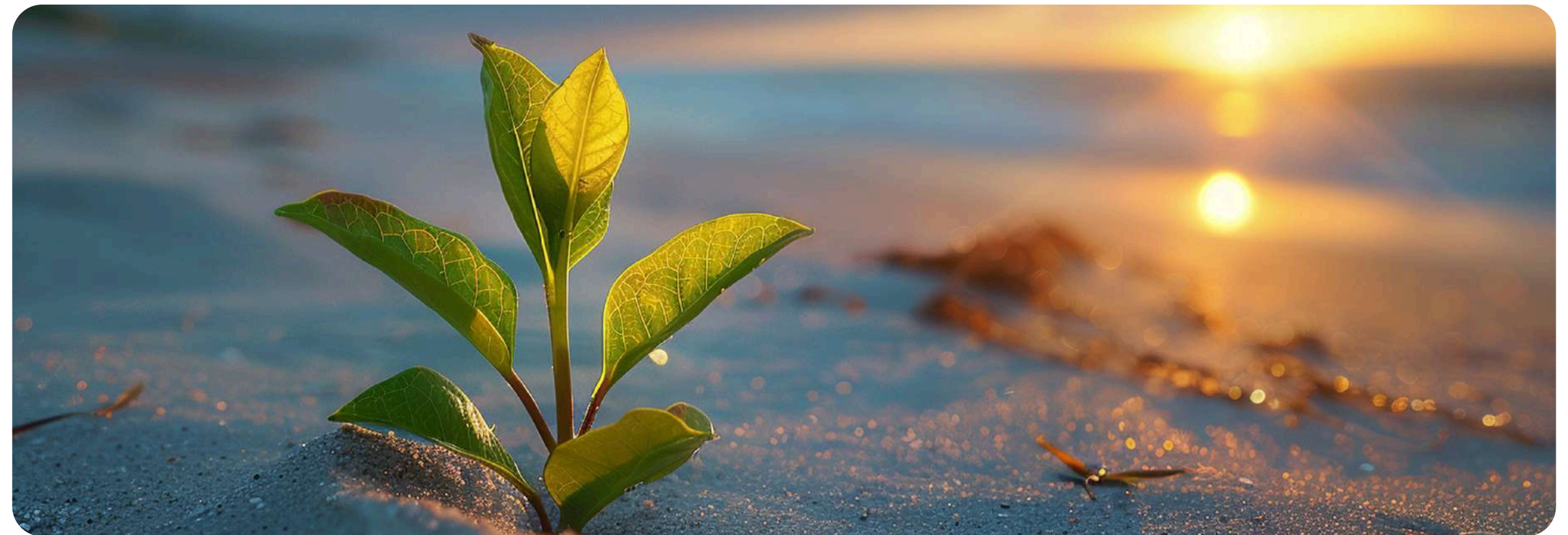
- Nourishing Progress – Responsible Growth Through People, Planet & Purpose
- About the Report
- Message from CEO
- About ADNHC
- Our Performance in the Reporting Year

NOURISHING PROGRESS: RESPONSIBLE GROWTH THROUGH PEOPLE, PLANET & PURPOSE

At ADNHC, sustainability is inseparable from the way we operate, grow, and create value. As a leading provider of catering and integrated support services, our business impacts millions of people every day, through the meals we serve, the people we employ, and the systems that enable us to deliver consistent, safe, and high-quality services at scale.

“Nourishing Progress: Responsible Growth Through People, Planet & Purpose,” reflects ADNHC’s commitment to balancing operational excellence with long-term responsibility. “Nourishing” extends beyond food and nutrition to encompass the wellbeing of our workforce, the trust of our customers, and the communities we serve. “Progress” represents ADNHC’s continued growth and operational maturity, including our evolution as a publicly listed company. “Purpose” underscores our belief that sustainable growth must be guided by ethical conduct, environmental stewardship, and positive social impact.

Sustainability at ADNHC is not treated as a standalone initiative. It is embedded within our business strategy and operational decision-making, supporting resilience, risk management, and long-term value creation. As a people-intensive and operationally complex business, ADNHC recognizes that integrating sustainability into everyday processes, from procurement and production to service delivery and workforce management, is essential to maintaining consistency, managing risk, and meeting stakeholder expectations. This approach allows the Company to respond effectively to regulatory requirements, evolving customer needs, and environmental and social challenges, while continuing to strengthen its operational foundations over time.



How This Approach Connects to Our Business

ADNHC’s sustainability approach is anchored around three interconnected pillars that reflect our operational realities and stakeholder expectations.



Nourishing People

Our people are central to our success. We are committed to providing a safe, inclusive, and supportive working environment, investing in skills development, and upholding high standards of occupational health and safety. This commitment extends to our customers, through the delivery of safe, nutritious, and high-quality meals supported by robust food safety and hygiene systems.



Nourishing the Planet

As a resource-intensive business, ADNHC recognizes its responsibility to manage environmental impacts related to energy use, emissions, water consumption, waste generation, and sourcing practices. Through efficiency initiatives, waste reduction programs, and responsible procurement, we aim to reduce our environmental footprint while strengthening operational resilience.



Nourishing Trust and Governance

Strong governance and ethical conduct are fundamental to sustaining trust and supporting long-term value creation. ADNHC is committed to transparent reporting, effective risk management, and compliance with applicable laws and regulations. These principles underpin our relationships with stakeholders and guide responsible decision-making across the organization.



ABOUT THE REPORT

This Sustainability Report presents ADNHC's approach, performance, and progress across key environmental, social, and governance (ESG) topics. The report covers ADNHC's operations within the United Arab Emirates and includes entities under its operational control. Where relevant, comparative information from previous reporting periods has been included to support transparency and enable trend analysis. Material topics included in this report have been identified through a structured materiality assessment process, informed by internal evaluation, stakeholder engagement, and industry benchmarking.

Reporting Period and Boundary

The reporting period for this report is from **1 January 2025 to 31 December 2025**. The scope of reporting includes ADNHC's catering and integrated support service operations in the UAE. Where data limitations exist, these have been transparently disclosed, with a commitment to strengthening data completeness in future reporting cycles.

Approach to Reporting

Frameworks and Standards

This report has been developed with reference to the GRI Standards and aligned with the ADX ESG Guidance. ADNHC continues to enhance its reporting systems and internal controls to improve the quality, consistency, and completeness of ESG data over time.

Reporting Principles and Data Maturity

In preparing this report, ADNHC has applied key reporting principles including accuracy, balance, consistency, and clarity. In certain areas, ESG data collection processes are still maturing, and disclosures will continue to evolve as systems and methodologies are further strengthened.



Oversight and Accountability

Responsibility Statement

The information presented in this report reflects ADNHC's current understanding of its sustainability impacts, risks, and opportunities and has been prepared using information available at the time of reporting. The content has been reviewed through internal governance and management processes to support accuracy, consistency, and alignment with ADNHC's operational activities and reporting frameworks.

ADNHC continues to enhance its internal systems, controls, and processes related to sustainability data collection and validation, with the aim of strengthening the reliability and completeness of future disclosures.

Forward-Looking Statements

This report may include forward-looking statements that are based on current expectations, assumptions, and projections regarding ADNHC's sustainability priorities, initiatives, and performance. These statements involve known and unknown risks and uncertainties and are subject to change.

Actual outcomes may differ materially from those expressed or implied in such statements due to changes in business conditions, regulatory developments, market dynamics, or other external factors. ADNHC undertakes no obligation to update or revise any forward-looking statements to reflect future events or circumstances.



MESSAGE FROM CEO



Clive Cowley
Chief Executive Officer,
ADNHC

Sustainability continues to play an increasingly important role in ADNHC's business strategy and long-term growth ambitions. As a leading provider of catering and integrated support services operating at scale across the UAE, we recognize the responsibility that comes with serving millions of meals each month while safeguarding the health, safety, and wellbeing of our customers, employees, and partners.

Over the past year, ADNHC has continued to strengthen its operational foundations, governance frameworks, and sustainability practices. Our evolution as a publicly listed company has further reinforced the importance of transparency, accountability, and disciplined decision-making across all aspects of our business.

Sustainability supports these priorities by helping us better understand and manage risks, enhance operational efficiency, and build resilience across our operations and value chain.

At ADNHC, we believe that strong financial performance and responsible business practices are mutually reinforcing. Our approach to sustainability is therefore embedded within our day-to-day operations, from responsible sourcing, food safety, and quality assurance to workforce development, environmental stewardship, and ethical conduct. These efforts are supported by clear governance structures, robust policies, and the dedication of our people, whose professionalism and commitment remain central to our success.

During the reporting period, ADNHC's sustainability and food safety efforts were reinforced through external recognition, reflecting the strength of our internal capabilities and operational discipline. A senior member of our sustainability function was recognized at a national responsible investing forum for leadership in advancing sustainability practices within the organization, while ADNHC was also recognized at Dubai Municipality's DIFSC 2025 for excellence in food safety standards and implementation. These recognitions underscore the depth of expertise within our teams and our continued focus on maintaining the highest standards across operations.

Alongside operational excellence, ADNHC continued to execute its growth strategy in a manner aligned with long-term sustainability and sector-specific value creation. In 2025, the Company completed the acquisition of Food Nation Catering Services, strengthening its presence in the education sector and expanding its ability to deliver high-quality, compliant, and nutritionally balanced meals at scale.

ADNHC also advanced its regional footprint through increased ownership and management control of its Saudi joint venture, Compass Arabia. By increasing its stake to 50%, ADNHC entered a new phase of regional expansion. This milestone reflects our ambition to scale responsibly beyond the UAE while maintaining consistency in performance and compliance.

At a national level, ADNHC strengthened its alignment with the UAE's food security and industrial development objectives through a strategic Memorandum of Understanding with Ghitha Holding, signed at Make it in the Emirates (MIITE) 2025. This collaboration focuses on enhancing local sourcing, expanding the use of Made-in-UAE food products, and optimizing supply chain integration across institutional catering sectors. The partnership directly supports the UAE Food Security Strategy 2051, the National Strategy for Industry and Advanced Technology, and broader national goals around local value creation and resilience.

During the reporting period, we continued to focus on strengthening internal processes, improving data collection, and enhancing oversight across key environmental, social, and governance areas. While our sustainability journey is ongoing, we are committed to building a stronger foundation for consistent, transparent, and decision-useful ESG disclosures over time.

Looking ahead, ADNHC will continue to prioritize responsible growth by integrating sustainability considerations into strategic planning and operational decision-making. We remain focused on delivering high-quality, reliable services to our clients while contributing positively to the communities we serve and minimizing our environmental footprint.

I would like to thank our employees for their continued dedication, as well as our customers, partners, and shareholders for their trust and support. Together, we will continue to strengthen ADNHC's position as a resilient, responsible, and future-ready organization.



ABOUT ADNHC

ADNHC is a leading provider of catering and integrated support services in the United Arab Emirates and operates as part of the Abu Dhabi National Hotels Group, established in 1970. The Company plays a central role within the Group's services portfolio, delivering large-scale catering and support solutions to government, semi-government, and private sector clients across the UAE.

With decades of operational experience, ADNHC has developed a business model built on scale, reliability, and consistency. The Company offers a comprehensive portfolio of food and support services, combining dining solutions with soft services delivered through standardized processes and centralized infrastructure. This integrated operating model enables ADNHC to meet diverse customer needs while maintaining high standards of food safety, hygiene, nutritional quality, and service delivery.

In 2024, ADNHC underwent a significant corporate transformation following Abu Dhabi National Hotels' acquisition of the remaining 50% stake previously held by Compass Group, resulting in full ownership of the business. This transition marked a shift from a joint venture structure to a wholly owned subsidiary, strengthening strategic alignment, governance oversight, and operational control. The change supports ADNHC's long-term growth strategy by enabling faster decision-making, improved margin capture across key service lines, and greater flexibility to invest in capability development, sustainability initiatives, and regional expansion.

ADNHC's operations are supported by strategically located central production facilities, advanced procurement systems, and a skilled workforce, allowing the Company to deliver millions of meals each month with strong quality control and operational efficiency. As a people-intensive business, ADNHC places significant emphasis on workforce development, health and safety, and fostering a safe and inclusive working environment.

Environmental responsibility is embedded within ADNHC's operating approach. The Company actively manages impacts related to energy use, water consumption, waste generation, and food production through efficiency measures, waste reduction initiatives, and responsible sourcing practices.

Operating in a highly regulated environment, ADNHC adheres to strict food safety, quality, and compliance standards. As a licensed operator of the British Institute of Cleaning Science (BICSc), the Company follows internationally recognized procedures for cleaning and hygiene, supported by robust governance, internal controls, and risk management processes. Through long-standing client relationships and continued investment in infrastructure and capabilities, ADNHC has established a strong market position and continues to create long-term value for its stakeholders.



OUR PERFORMANCE IN THE REPORTING YEAR

Economic Performance

During the reporting year, ADNHC maintained stable economic performance despite operating in a cost-intensive and highly competitive catering environment. Revenue performance was supported by long-term institutional contracts, high contract renewal rates, and continued demand across education, healthcare, and corporate sectors. Operational discipline and centralized cost controls helped manage operating costs while maintaining service quality at scale.

A significant portion of economic value generated continued to be distributed through employee salaries and benefits, reflecting ADNHC's labor-intensive business model and reliance on a skilled operational workforce. Payments to providers of capital and government contributions through taxes and VAT further demonstrate the Company's role in supporting broader economic activity. Ongoing investment in systems, technology, and workforce capability supported business resilience and operational continuity throughout the year.

Table: Economic Performance Summary

(All figures in AED)

Indicator	2024	2025
Revenue	1,892,221,993	1,743,156,153
Operating Costs	(1,709,504,605)	(1,567,327,964)
Net Profit for the Year	182,717,388	175,828,189
Employee Salaries & Benefits	835,284,977	791,281,371
Payments to Providers of Capital	211,435,726	150,000,000
Payments to Government (Taxes & VAT)	51,241,274	60,464,919
Community Investments	-	256,700

Further details can be found in our audited financial statements 2025.



ESG Highlights

In 2025, ADNHC advanced several ESG priorities with a focus on practical implementation rather than independent initiatives. Environmental efforts centered on strengthening monitoring practices and improving operational controls across sites. Social performance was driven by continued investment in workforce training, food safety capability, and health and safety standards across operations, supporting consistent service delivery and regulatory compliance. From a governance perspective, ADNHC continued to strengthen internal oversight, compliance processes, and accountability mechanisms. Alignment with applicable ESG reporting guidance and regulatory expectations was reinforced, supporting improved data reliability and transparency. These actions reflect ADNHC's approach to progressively embedding ESG considerations into operational and management practices.

Environmental

- ADNHC directed **AED 18 million toward sustainable packaging** materials in 2025, supporting a shift away from single-use plastics and lower-impact alternatives.
- **100% Transition to Sustainable Packaging:** ADNHC has fully shifted to recyclable and biodegradable packaging materials—eliminating plastic cutlery and adopting compostable and reusable alternatives across operations.

Social

- Food safety performance was supported by the completion of over 7,000+ food safety audits annually across operational sites, reinforcing consistent hygiene and compliance standards.
- Workforce capability was strengthened through structured training programmes covering food safety, health and safety, and leadership development across operations.
- ADNHC received **external recognition in 2025 for sustainability leadership and food safety excellence**, reflecting the strength of its internal capabilities and operational discipline.

Governance

- Supplier Code of Conduct compliance reached 100%, with all suppliers certified as part of the mandatory onboarding process during 2023–2025.
- ADNHC maintained a strong local supplier base, with **597 local suppliers out of 616 total suppliers engaged in 2025**.
- In 2025, **99.46%** of total procurement spending was directed towards **local suppliers**, reflecting ADNHC's strong commitment to supporting the national economy.



Awards, Accreditations and Certifications

During the reporting period, ADNHC achieved several key milestones across people recognition, strategic growth, partnerships, and operational expansion. These achievements reflect the Company's continued focus on service excellence, food safety, sustainability leadership, and long-term value creation.

ADNHC Team Awardees

During the reporting period, ADNHC employees received external recognition for excellence in sustainability leadership and food safety performance. A senior member of the sustainability function was recognised at a national responsible investing forum for contributions to advancing sustainability practices within the organisation, reflecting ADNHC's growing internal capability in ESG strategy and implementation. In parallel, ADNHC's food safety leadership was recognised by Dubai Municipality at a major regional food safety conference, highlighting the Company's strong food safety culture, adherence to regulatory standards, and consistent application of best practices across operations. These recognitions underscore ADNHC's commitment to investing in people, strengthening technical expertise, and embedding sustainability and food safety excellence across the business.



Acquisition of Food Nation Catering Services

During the reporting period, ADNHC completed the acquisition of 100% of Food Nation Catering Services LLC, a UAE-based, chef-driven school catering company. The acquisition strengthens ADNHC's position in the education catering segment, a priority growth area aligned with the Company's sector-focused expansion strategy. Food Nation brings nearly a decade of operational experience in the UAE and currently serves more than 70,000 students across three Emirates, supported by a workforce of over 300 professionals. The integration of Food Nation enhances ADNHC's scale, culinary expertise, and service capability within the education sector, while supporting long-term contract stability and tailored service delivery for educational institutions. This acquisition reflects ADNHC's commitment to disciplined, sustainable growth through selective bolt-on acquisitions that complement existing operations and reinforce its market leadership in essential service sectors.

Step-Up Acquisition of Compass Arabia (Saudi Arabia)

In August 2025, ADNHC completed the step-up acquisition of an additional 20% stake in Compass Arabia Limited, increasing its ownership to 50% and assuming management control of the Saudi Arabian catering and support services business. As a result of this transaction, Compass Arabia's performance has been consolidated into ADNHC's financial results from August 2025, strengthening the Group's regional reporting base and operational oversight.

Compass Arabia has operated in the Kingdom of Saudi Arabia for over twelve years, delivering catering and support services across key sectors. The increased ownership enables ADNHC to extend its established management philosophy, procurement frameworks, people practices, and operational systems into the Saudi market, supporting scalable growth and improved governance. The Group is working with its local partner to rebrand the business and implement ADNHC's operating and growth strategies in line with market opportunities in the Kingdom. This step-up acquisition represents ADNHC's second strategic transaction during the reporting period, following the acquisition of Food Nation Catering Services, and reflects the Company's disciplined inorganic growth strategy. Together, these transactions reinforce ADNHC's commitment to expanding its footprint across high-growth GCC markets while building long-term value through enhanced control, integration, and regional capability development.



Memorandum of Understanding with Ghitha Holding

In 2025, ADNHC entered into a Memorandum of Understanding with Ghitha Holding, a subsidiary of International Holding Company (IHC), to explore collaboration opportunities aimed at strengthening local sourcing, enhancing supply chain integration, and supporting the UAE’s national food security objectives. Signed at the Make it in the Emirates (MIITE) platform, the MoU focuses on expanding the use of high-quality, Made-in-UAE food products across ADNHC’s catering operations in sectors such as healthcare, education, hospitality, and government. The partnership aligns with the UAE Food Security Strategy 2051 and the National Strategy for Industry and Advanced Technology, and provides a framework for early-stage collaboration on procurement planning, supplier integration, and potential product and infrastructure development, reinforcing ADNHC’s role in supporting local value creation and supply chain resilience.



TASK+ Grand Launch

During the reporting period, ADNHC launched TASK+, its dedicated soft services brand, marking a strategic expansion of the Company’s integrated support services portfolio. TASK+ consolidates cleaning, hospitality, pest control, laundry, concierge, and manpower supply services under a unified, people-centric operating model, designed to deliver consistent service quality across diverse sectors including healthcare, education, corporate, hospitality, and public facilities. The launch strengthens ADNHC’s ability to provide end-to-end solutions at scale, supported by a workforce of over 18,000 employees, service delivery across 160 facilities, and an estimated 28% share of its addressable UAE market. TASK+ embeds sustainability and innovation into service delivery through the use of eco-friendly products, energy-efficient processes, and smart technologies, while maintaining a strong human-led service ethos. The initiative enhances operational efficiency, brand clarity, and customer experience, reinforcing ADNHC’s long-term strategy to diversify revenue streams and elevate service standards across its support services business.



HUSK Grand Opening – Sulaiman Al Habib Medical Group

During the reporting period, ADNHC marked the launch of HUSK, a new retail coffee concept opened within Dr. Sulaiman Al Habib Medical Group facilities. Designed to enhance the on-site experience for patients, visitors, and healthcare staff, HUSK offers a curated range of premium beverages, fresh food options, and light meals tailored to healthcare environments. The opening reflects ADNHC's continued expansion into specialised retail catering formats, supporting client needs through thoughtful service design, quality standards, and operational reliability within high-care settings.



Hive Grand Opening

During the reporting period, ADNHC introduced HIVE, a new brand concept designed to bring together culinary creativity, people-centric experiences, and sustainability principles under a single platform. Developed with a strong focus on quality, innovation, and responsible sourcing, HIVE reflects ADNHC's commitment to evolving its service offerings while embedding sustainability into brand development. The concept was carefully curated to deliver a distinctive dining and engagement experience, reinforcing ADNHC's focus on modern culinary excellence, thoughtful design, and alignment with responsible business practices. The launch of HIVE represents an important step in expanding ADNHC's portfolio through differentiated, sustainability-driven concepts that respond to evolving client and consumer expectations.



Renewal of Over 100 Client Contracts

ADNHC successfully renewed over 100 client contracts during the reporting period, reflecting strong client confidence, service consistency, and long-standing partnerships across its operational portfolio. These renewals demonstrate ADNHC's ability to maintain high performance standards across large-scale, multi-site operations, while reinforcing stable revenue streams and long-term contractual relationships. The milestone highlights the Company's focus on client retention, reliability of service delivery, and sustained operational excellence across diverse sectors.



Collectively, these milestones demonstrate ADNHC's continued execution of its growth and service strategy across people, partnerships, and operations. From strengthening internal capability and expanding into priority sectors and geographies, to launching new service formats and maintaining strong client relationships, ADNHC's achievements during the reporting period reflect a disciplined approach to scale, quality, and long-term value creation. Together, these developments reinforce the Company's position as a reliable, forward-looking service provider aligned with evolving client needs and regional market opportunities.

02

GOVERNANCE & SUSTAINABILITY MANAGEMENT

- Infusing Sustainability into Governance
- ESG Governance & Oversight
- Codes, Policies & Ethics
- Risk Management & Business Resilience
- Stakeholder Engagement
- Materiality Assessment

INFUSING SUSTAINABILITY INTO GOVERNANCE

At ADNHC, sustainability is addressed through the Company's governance structures and oversight processes, reflecting the role of the Board and management in guiding responsible business conduct and long-term value creation. Governance arrangements are designed to ensure that environmental, social, and governance considerations are reviewed within established decision-making and control frameworks.

Building on governance practices established in previous reporting periods, ADNHC continues to refine how sustainability related matters are considered at both Board and management levels. This approach supports clear accountability and enables sustainability considerations to be reviewed alongside strategic, operational, and regulatory matters, in line with the Company's risk profile and business priorities.

ADNHC's governance approach emphasizes ethical conduct, effective oversight, and responsible management of risks and opportunities. The Board of Directors provides oversight of the Company's strategy, performance, and risk management, supported by Board committees and management processes that facilitate structured review of material matters, including those related to sustainability.

Oversight of sustainability at ADNHC is exercised through existing governance bodies and reporting mechanisms. The Board and its committees receive information on compliance matters, key risks, and operational performance, while senior management is responsible for implementing approved policies, procedures, and controls across the organization. This governance approach supports consistency in decision making and strengthens the Company's ability to-respond to regulatory requirements and stakeholder expectations.



Corporate Governance Framework

ADNHC operates under a corporate governance framework that defines the roles, responsibilities, and authorities of the Board of Directors, its committees, and executive management. The framework is designed to support effective oversight, accountability, and compliance with applicable regulatory and governance requirements.

As a publicly listed company and a member of the Abu Dhabi National Hotels Group, ADNHC's governance framework aligns with relevant laws, listing rules, and governance standards. It provides clear structures for decision-making, delegation of authority, and reporting, enabling the Board and management to oversee the Company's strategic direction, operational performance, risk management, and compliance obligations.

The governance framework is supported by documented policies, internal procedures, and reporting mechanisms that guide how decisions are made and how material matters are escalated and reviewed. These mechanisms support consistency across ADNHC's operations and ensure that governance practices are applied in a structured and transparent manner.

Oversight responsibilities are exercised through the Board and its committees, with management responsible for implementing approved strategies, policies, and controls. This framework enables ADNHC to monitor performance, manage risks, and respond to regulatory requirements while supporting long-term value creation.

Further details can be found in our corporate governance report 2025.

Board of Directors

ADNHC's governance framework is guided by the principles of ethical conduct, transparency, and accountability. The Board of Directors is responsible for providing strategic leadership and overseeing the Company's performance, governance practices, and long-term direction, ensuring that business objectives are achieved in a responsible and disciplined manner. During the reporting period, ADNHC continued to progress through a phase of organizational and governance transformation, including its full integration within the Abu Dhabi National Hotels Group and its transition to a publicly listed entity. These developments reinforced the importance of strong Board oversight and the continued refinement of governance structures to support regulatory compliance, transparency, and effective decision-making.

The Board oversees the implementation of policies, standards, and controls across the organization to ensure that operations are conducted responsibly and in alignment with stakeholder expectations. This oversight extends to financial performance, compliance obligations, risk management, and matters related to sustainability and responsible business conduct. In line with applicable governance requirements and international standards, the Board is supported by Board committees that enable focused oversight of key areas and promote ethical decision-making, accountability, and a strong governance culture across the organization.



Board Composition

ADNHC recognizes the importance of an appropriately balanced Board to support effective oversight, independent judgement, and informed decision-making. Board composition is structured to include a mix of executive and non-executive Directors, supporting objective oversight of the Company’s strategy, performance, and governance practices. In considering Board composition, ADNHC takes into account a range of factors including skills, experience, and independence. This approach supports constructive challenge, robust discussion, and effective decision-making at Board level, while ensuring alignment with applicable governance requirements.

The Board periodically reviews its composition and effectiveness to ensure it continues to meet the Company’s governance needs and regulatory expectations, supporting long-term value creation and responsible governance practices. The following section presents the composition of the Board of Directors during the reporting period. Individual profiles are included to support transparency regarding leadership oversight, governance responsibilities, and Board structure.



Mr. Khalaf Sultan Al Dhaheri
Chairman



H.E. Sheikh Ahmed Mohammed Sultan Suroor Al Dhaheri
Vice-Chairman



Mr. Mohamed Khalaf Al Otaiba
Non-Executive Director



Mr. Khalid Anib
Non-Executive Director



Mr. Darwish Ahmed Al Ketbi
Non-Executive Director



Ms. Rauda Abdulla Sorour Aldhaheri
Non-Executive Director



Mr. Clive Cowley
Chief Executive Officer and Executive Director

Committees of the Board

To support effective governance and oversight, the Board of Directors has established committees with defined roles and responsibilities. These committees assist the Board in reviewing key matters and enable focused oversight across financial, operational, risk, and governance areas. Each committee operates under approved terms of reference and reports regularly to the Board on its activities and recommendations. Where required, and subject to the Articles of Association, the Board may establish additional committees to address evolving governance or business needs.

Committee	Description
Audit & Risk	The Audit and Risk Committee supports the Board in overseeing the integrity of financial reporting, the effectiveness of internal controls, and the management of key risks. Its responsibilities include reviewing financial statements, monitoring external audit activities, overseeing non audit services, and approving valuation policies and procedures. The Committee also oversees the Company’s risk management framework, supporting the identification, assessment, and mitigation of material risks
Nomination & Remuneration	The Nomination and Remuneration Committee supports the Board in overseeing policies related to Board and senior management nominations and remuneration. Its responsibilities include reviewing Board composition and independence , evaluating senior executive appointments, and advising on remuneration governance and principles.
Board Executive	The Board Executive Committee reviews matters related to commercial, financial, and operational performance and planning. The Committee meets regularly and supports timely decision making on matters delegated by the Board.

Board Independence, Composition and Diversity

ADNHC recognizes the importance of an appropriately balanced Board to support effective oversight, independent judgement, and informed decision-making. Board composition is structured to include a mix of executive and non-executive Directors, supporting objective oversight of the Company’s strategy, performance, and governance practices.

In considering Board composition, ADNHC takes into account a range of factors including skills, experience, and independence. This approach supports constructive challenge, robust discussion, and effective decision-making at Board level, while ensuring alignment with applicable governance requirements. Gender diversity is also considered as part of Board and committee leadership.

The Board periodically reviews its composition and effectiveness to ensure it continues to meet the Company’s governance needs and regulatory expectations, supporting long-term value creation and responsible governance practices.

Our Executive Team Guiding Purpose and Performance

Our leadership team brings together a diverse group of seasoned professionals with deep expertise across operations, finance, people, legal, procurement, client services, communications, and growth strategy. Under the guidance of our Chief Executive Officer, Clive Cowley, the team drives our strategic vision, operational excellence, and commitment to stakeholder value. With strong representation from both commercial and functional domains, each leader plays a critical role in embedding sustainability, governance, and innovation across the organization. This collective leadership ensures that our values and ESG priorities are fully integrated into decision-making at the highest levels.



Clive Cowley
Chief Executive Officer



Anthony Childers
Chief Financial Officer



Peter Nichols
Chief Operating Officer



Vishal Subba
Chief People Officer



Ghida Sarieddine
Growth & Commercial Director



Laura Abizova
Procurement and Supply Chain Director



Mayah Haidar
Client Services & Marketing Director



Danisha Patel
Director-Legal Services ME

ESG GOVERNANCE AND OVERSIGHT

ADNHC's approach to ESG governance is based on clear oversight and defined responsibilities within existing governance and management structures. ESG related matters are considered as part of established decision-making and control processes, supporting alignment with the Company's strategic priorities, risk profile, and regulatory requirements.

Oversight is exercised by the Board of Directors and its committees, while management is responsible for implementation and execution. This structure ensures that ESG considerations are reviewed alongside financial, operational, and compliance matters.

Board Oversight of ESG

The Board of Directors oversees ESG matters through its review of strategy, risk management, and performance. The Board and its committees receive updates on relevant ESG related risks and compliance matters, enabling informed oversight of material issues.

Management Responsibilities

Senior management is responsible for implementing policies, procedures, and controls related to ESG matters. Relevant functions contribute through their respective areas of responsibility, supporting consistent implementation and accountability across the organization.

Integration of ESG into Decision-Making

ESG considerations are incorporated into ADNHC's decision-making processes through existing governance and management mechanisms, including strategic planning and risk assessment activities. This supports informed decisions and effective management of ESG related risks and impacts.



CODES, POLICIES AND ETHICS

ADNHC is committed to conducting its business with integrity, transparency, and accountability. The Company maintains a framework of codes and policies that guide ethical behavior, support compliance with applicable laws and regulations, and promote responsible conduct across its operations, supported by governance oversight and internal controls.

Code of Conduct

ADNHC is committed to conducting its business in line with high standards of ethical conduct, integrity, transparency, and accountability. These principles are articulated through the Company's Code of Business Conduct and Integrity Policy, which provides guidance on expected behaviors and supports compliance with applicable legal and regulatory requirements.

The Code applies to all employees working with, for, or on behalf of ADNHC, including permanent, temporary, and contract staff, regardless of role, location, or level of seniority. It addresses key areas such as compliance with laws and regulations, prevention of bribery and corruption, respect for human rights, avoidance of conflicts of interest, and responsible business conduct. Suppliers and business partners are required to align with these principles, including through the signing of a Deed of Adherence committing to anti-corruption requirements.

Implementation of the Code is supported through internal oversight mechanisms, including compliance monitoring and internal audit activities. Ethics and integrity training has been conducted across head office and operational teams, reinforcing awareness of ethical expectations and accountability. No confirmed cases of corruption or bribery were reported during the reporting period.

Data Privacy and Protection

ADNHC maintains a structured data protection and privacy framework designed to safeguard personal information relating to employees, clients, and business partners. The Company operates under a holistic security approach aligned with applicable UAE legal and regulatory requirements, including UAE Federal Decree Law No. 45 of 2021 on Personal Data Protection (PDPL) and the UAE Cybercrime Law.

Data privacy principles applied across ADNHC's systems include data minimization, whereby only personal information necessary for business purposes is collected, and strict access controls to ensure that sensitive data is available only to authorized personnel. Data is protected through encryption technologies for both data at rest and in transit, supported by identity and access management systems.



Where personal data is shared with third parties, ADNHC applies due diligence measures to ensure alignment with its data protection standards. Suppliers and service providers are required to adhere to the Supplier Code of Conduct, which includes data protection and confidentiality obligations.

In line with regulatory requirements, ADNHC applies defined data storage and retention practices. Where applicable, data is stored on servers located within the UAE, and retention periods are aligned with legal, regulatory, and commercial requirements. Employees and clients are afforded rights in relation to their personal data, including the right to access information, request correction or deletion where appropriate, and request data portability, subject to applicable legal obligations.

Anti Bribery and Anti-Corruption

ADNHC's policies and procedures address risks related to bribery and corruption across its operations. The Company identifies corruption related risks including bribery, facilitation payments, gifts and hospitality, donations and sponsorships, conflicts of interest, and travel and expense related risks. These risks are addressed through defined approval processes, registers, and internal controls.

Corruption risk mitigation is supported by supplier risk assessment questionnaires, legal review of contracts, and country sanctions screening as part of the contract review process. Client onboarding procedures are being strengthened through the implementation of onboarding policies that include anti money laundering checks, supported by legal and regulatory review prior to contract execution in line with the Company's AML Policy.

ADNHC is in the process of formalising its Anti Bribery and Anti-Corruption framework through the implementation of the Code of Business Conduct and Integrity Policy and a separate Whistleblower Policy. These policies are aligned with applicable regulatory requirements and are currently progressing through Board approval and enforcement stages.

Communication, Training, and Compliance Oversight

Communication and training support ADNHC's approach to promoting ethical conduct and compliance. Ethics and integrity training has been delivered to employees across head office and operational teams to raise awareness of anti-corruption principles, expected behaviors, and reporting mechanisms.

Formal certification of compliance with anti-corruption policies by employees, members of the governance body, and business partners will be undertaken following the approval and enforcement of the relevant policies. ADNHC maintains an internal audit function to support compliance monitoring and assess adherence to applicable laws, regulations, and internal policies.



RISK MANAGEMENT & BUSINESS RESILIENCE

Enterprise Risk Management Framework

ADNHC maintains a structured enterprise risk management (ERM) approach designed to identify, assess, and manage risks that may impact operations, regulatory compliance, and business continuity.

The ERM framework is supported by cross-functional oversight, with the Legal Department playing a key role in identifying, assessing, and managing legal, regulatory, and contractual risks. This includes advising on risk exposures, reviewing contractual safeguards, and supporting business functions in managing compliance obligations.

During the reporting period, ADNHC formalised its Sustainability Strategy and ESG Policy, embedding environmental, social, and governance considerations into the enterprise risk management framework. Sustainability priorities and ESG goals are integrated into operational plans across key functions, supporting alignment between business strategy, risk management, and day-to-day execution.

Key Risks and Mitigation Measures

As part of its ERM process, ADNHC identifies and assesses key governance, compliance, and ESG-related risks. These include risks related to ethical conduct, policy adherence, regulatory reporting, grievance and whistleblowing mechanisms, conflicts of interest (including gifts and hospitality), data privacy, food safety, workforce health and safety, environmental performance, and supply chain practices.

Mitigation of these risks is supported through defined control mechanisms and monitoring processes. These include periodic compliance reviews, monitoring of reporting channels, and tracking of escalation and resolution timelines. ESG-related risks are mitigated through a combination of policies, operational controls, supplier due diligence, training programmes, and ongoing performance monitoring. Progress against ESG goals and associated targets is reviewed periodically as part of management oversight, supporting accountability and continuous improvement.

Procurement-related risks, including supplier non-compliance and quality issues, are also assessed as part of ADNHC's risk management process. In 2025, ADNHC mitigated these risks within its fresh produce supply chain by transitioning fruits and vegetables distribution to RSA, its in-house third-party logistics (3PL) provider, replacing direct supplier deliveries. This measure strengthened quality control, reduced wastage, and supported the use of recyclable crates. As a result, the number of non-conformance reports (NCRs) related to fruits and vegetables declined by approximately 37%, decreasing from 120 cases to 76 cases during the year.

Business Continuity and Crisis Preparedness

Business continuity considerations are incorporated into ADNHC's risk management and legal processes. For critical contracts and operations, appropriate contractual protections and legal safeguards are in place to support continuity of operations during periods of disruption. These measures support ADNHC's ability to continue operating lawfully and effectively during disruptions, while maintaining compliance with contractual and regulatory obligations.



STAKEHOLDER ENGAGEMENT

ADNHC engages with its stakeholders to understand expectations, identify key concerns, and respond in a structured and transparent manner. Stakeholder engagement supports informed decision-making, risk management, and continuous improvement across operations.

Stakeholder Identification

ADNHC has identified key stakeholder groups based on their influence on the business and the Company's impact on them. These stakeholders play an important role in shaping ADNHC's operational, financial, and sustainability performance.

The primary stakeholder groups identified include:



Employees



Investors and Shareholders



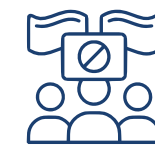
Suppliers and Business Partners



Commercial and Customer Clients



Government Entities and Regulatory Authorities



Community Members and Non Governmental Organizations



Media

Engagement Methodology

ADNHC engages with stakeholders through formal and informal channels appropriate to each stakeholder group. Engagement takes place on a regular basis and is integrated into operational, governance, and reporting processes.



Stakeholder Engagement Overview

Stakeholder Group	Engagement Approach	Key Expectations	Engagement Mechanisms
Employees	Ongoing dialogue and structured engagement	Job satisfaction, fair compensation, safe and healthy workplace, career development	People Happiness Forum, People Experience Workshops, Toolbox Talks, annual appraisals, Care Team site visits, surveys, Tea with Leadership, internal communications, Hala Forum
Investors and Shareholders	Regulatory and performance focused engagement	Economic value creation, transparency, consistent performance	Investor Relations function, quarterly and annual reporting, Annual General Meeting
Suppliers and Partners	Operational coordination and relationship management	Fair vendor selection, timely payments, collaboration	Category Managers, Vendor Management Portal, customer care hotline, regular communication
Commercial and Customer Clients	Service feedback and performance reviews	Quality of service, responsiveness, data security	Customer satisfaction surveys, Client Care Index, Quality Based Discussions, dedicated support channels
Government Entities and Regulators	Compliance and regulatory engagement	Regulatory compliance, transparency, contribution to national priorities	Meetings, workshops, reporting submissions, written correspondence, online portals
Community and NGOs	Selective engagement through leadership	Social contribution and collaboration	Corporate Social Responsibility initiatives, leadership engagement
Media	Controlled and official communication	Accurate and timely information	Social media updates, official statements issued by the CEO

Key Concerns and ADNHC Response

Feedback and concerns raised through stakeholder engagement channels are reviewed by relevant teams and addressed through defined processes.

For employees, common concerns relate to compensation, promotions, annual leave during festive periods, transfer requests, and accommodation conditions. ADNHC responds through initiatives such as the People Happiness Forum, the “Committed to Care” program, compliance with labor laws, adoption of minimum wage practices where applicable, enhanced residence management, and regular communication on actions taken.

Suppliers and partners have raised concerns primarily related to coordination of sourcing and delivery timelines due to the scale of operations. These concerns are addressed through improved planning, forecasting, and ongoing communication led by Category Managers.

Clients and customers provide feedback through structured surveys and engagement tools. ADNHC reviews this feedback to improve service quality, responsiveness, and operational performance.

No material concerns were raised by investors, government entities, regulatory authorities, community members, or media during the reporting period. ADNHC continues to engage proactively with these stakeholders to maintain transparency, compliance, and trust.



MATERIALITY ASSESSMENT

ADNHC's materiality assessment supports the identification and prioritisation of Environmental, Social, and Governance topics that are most relevant to the Company's operations and stakeholders. The assessment considers both the significance of ADNHC's impacts and the importance of topics to stakeholders, enabling focused management attention and transparent sustainability reporting.

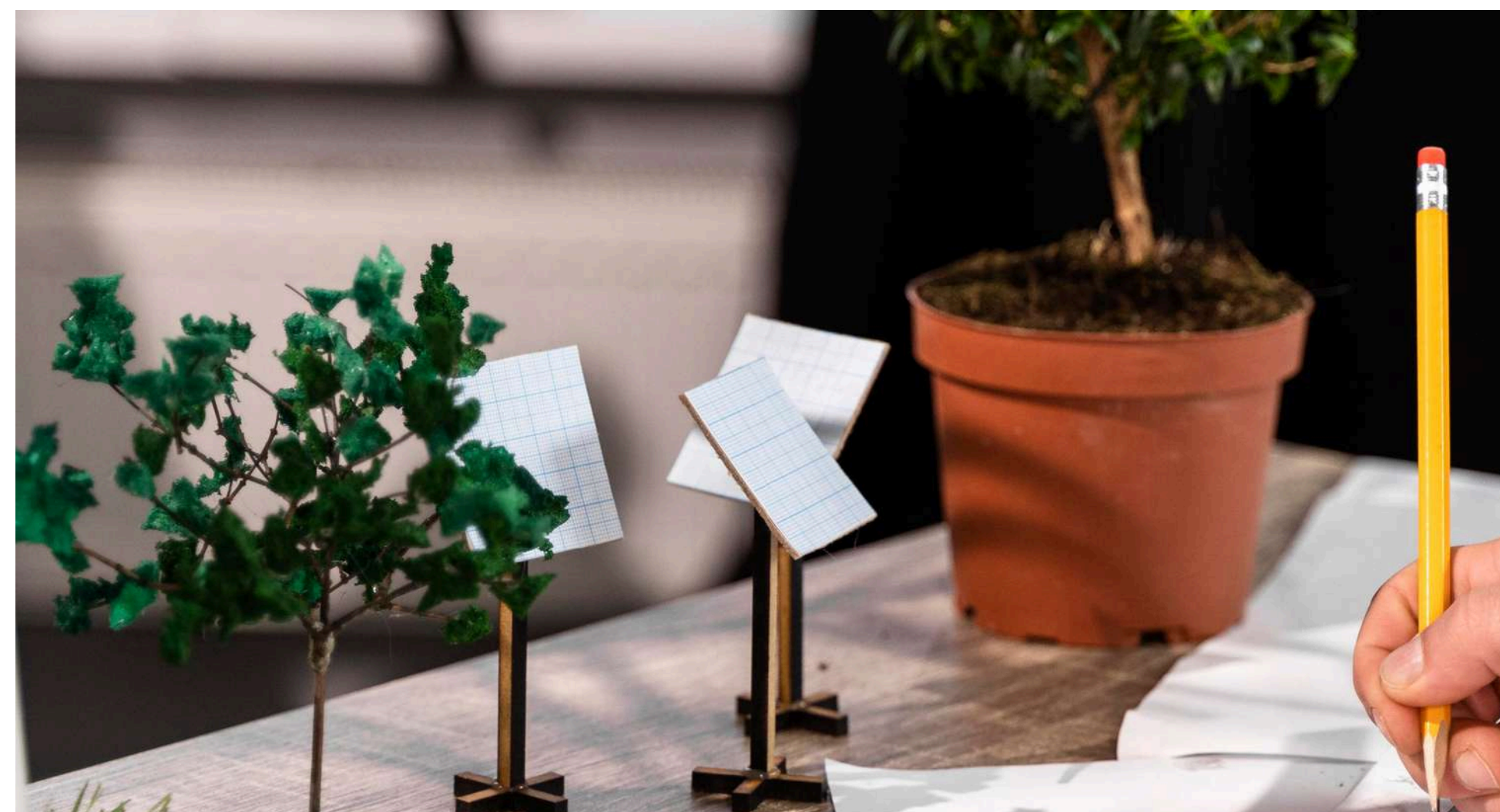
Methodology and Standards Referenced

The materiality assessment was conducted in line with GRI Standards (2021) and the ADX ESG disclosure requirements, and follows a structured and consistent approach applied in the previous reporting period. The assessment process considered ADNHC's operational context, regulatory environment, business strategy, and stakeholder expectations.

During the 2025 reporting cycle, ADNHC conducted an updated materiality assessment to validate the continued relevance of its previously identified ESG topics. The assessment was informed by internal stakeholder input and management review, reflecting the Company's current operational profile and risk landscape.

A four step methodology was applied. This included scoping and identification of potential ESG topics through internal review and benchmarking, development of an ESG topic universe aligned with leading standards, collection of stakeholder input through structured engagement tools, and analysis and prioritisation of topics based on their importance to both the business and stakeholders. The outcomes of this process informed the development of the materiality matrix and the identification of material topics.

The 2025 assessment was supported by structured internal surveys completed by internal respondents, representing 100 percent of survey participants. No external stakeholders participated during this cycle, and results were analysed based on stakeholder importance scores and average impact ratings.



Material Topics Identified

Based on the assessment, ADNHC identified the following material ESG topics as having the greatest relevance to its business and stakeholders.



Environmental

- Food Waste Management
- Sustainable Sourcing and Packaging
- Energy and Water Efficiency
- Climate Action and Emissions Reduction



Social

- Employee Wellbeing (Health and Safety)
- Client and Consumer Health (Nutrition and Safety)
- Community Engagement and Zero Hunger
- Diversity, Equity and Inclusion



Governance

- Business Ethics and Compliance
- Data Privacy and Customer Security
- Innovation in Sustainable Menu Development

These material topics reflect areas where ADNHC has significant operational impacts, faces key risks or opportunities, or where stakeholder expectations are highest. They guide the Company’s sustainability priorities, disclosures, and ongoing management actions.



The prioritisation of topics was informed by stakeholder importance ratings and average impact scores, with Food Waste Management identified as the highest priority environmental topic, Employee Well-being (Health and Safety) as the highest priority social topic, and Business Ethics and Compliance as the highest priority governance topic.

Materiality Analysis

- Food Waste Management

● Employee well-being (Health & Safety)

● Business ethics and compliance
- Sustainable sourcing & packaging

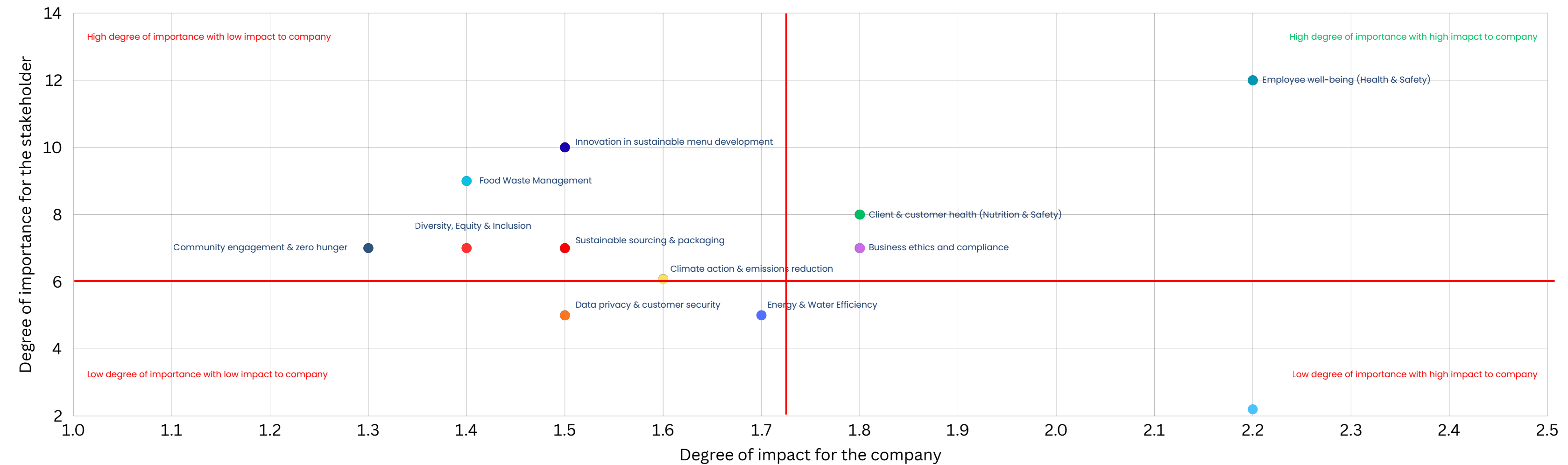
● Client & customer health (Nutrition & Safety)

● Data privacy & customer security
- Energy & Water Efficiency

● Community engagement & zero hunger

● Innovation in sustainable menu development
- Climate action & emissions reduction

● Diversity, Equity & Inclusion



03

ENVIRONMENT

- Environmental Stewardship – Overview
- Climate Change, Energy & Emissions
- Water Stewardship
- Waste Management & Circularity
- Sustainable Meals & Nutrition



ENVIRONMENTAL STEWARDSHIP – OVERVIEW

Environmental Stewardship

ADNHC’s environmental approach builds on the commitments outlined in the previous reporting period and reflects the Company’s continued focus on responsible resource management across its operations. As a catering and integrated support services provider, ADNHC recognizes its interaction with food systems, energy, water, and materials, and the importance of managing these responsibly to support long-term operational resilience.

The Company maintains a formal Environmental Policy, which forms part of its Integrated Management Policy framework. The Policy sets out ADNHC’s commitment to compliance with applicable environmental regulations, prevention of pollution, continuous improvement in environmental performance, and is communicated across operational sites and subject to external audit as part of annual certification processes. Environmental considerations are integrated into operational planning and decision-making, supported by defined responsibilities and management oversight to ensure consistent implementation across sites.

ADNHC’s Integrated Management System is supported by ISO-certified management systems, including ISO 14001:2015 (Environmental Management System), ISO 45001:2018 (Occupational Health and Safety Management System), ISO 22000:2018 and FSSC 22000 (Food Safety Management Systems), and ISO 9001:2018 (Quality Management System), all of which were maintained during the reporting year. These certifications provide a structured framework for managing environmental, health and safety, food safety, and quality risks across operations.

Environmental considerations are integrated into operational planning and decision-making, supported by defined responsibilities and management oversight to ensure consistent implementation across sites.



Environmental Policy and Commitments

In addition to its overarching Environmental Policy, ADNHC maintains a Waste Management Policy, which includes specific provisions for food waste management across catering operations.

Furthermore, policies related to water management, energy management, and recycling are also in place. While they are not formal standalone policies, ADNHC has implemented operational practices and programmes to support responsible resource use where feasible. ADNHC's environmental commitments are overseen by senior management and the Board, with sustainability considerations embedded within governance structures and ESG strategy oversight.

Key focus areas

ADNHC's environmental efforts are directed toward priority areas where the Company has the greatest operational interaction and potential impact. These focus areas are informed by the outcomes of the materiality assessment and reflect ADNHC's ongoing commitment to responsible environmental management.

- Waste reduction, with a primary focus on minimizing food waste across catering operations and improving circular waste practices
- Energy efficiency and emissions management, aimed at reducing energy consumption and associated greenhouse gas emissions
- Water stewardship, recognizing water as a critical resource for food preparation and operational activities
- Sustainable sourcing and packaging, including efforts to reduce environmental impacts associated with raw materials and single use packaging

Progress across these focus areas is overseen by management and sustainability leaders, with regular monitoring to support continuous improvement and alignment with industry best practices



CLIMATE CHANGE, ENERGY & EMISSIONS

Climate change presents both physical and transition risks to ADNHC's operations, including potential disruptions to supply chains, operational continuity, and workforce efficiency. In response, ADNHC continues to strengthen its approach to energy management and greenhouse gas emissions monitoring to enhance operational resilience and support long-term sustainability.

Impacts on Business Model and Operations

Climate-related risks may influence ADNHC's operations through increased health and safety controls, energy demand, and compliance requirements across sites. These risks are managed through operational planning, workforce protection measures, and environmental controls. Climate-related opportunities support ADNHC's business model by strengthening service reliability, improving efficiency, and reinforcing its position as a responsible service provider in highly regulated client environments.



Energy Consumption and Efficiency

ADNHC monitors energy consumption across its operations, including fuel usage and grid electricity, to identify efficiency opportunities and reduce environmental impact. Variations in energy consumption during the reporting period reflect operational scale, site activity, and the implementation of energy efficiency initiatives.

Total Energy Consumption

Energy Source (GJ)	CY2024	CY2025	Change (%)
Petrol	106,800.28	111,460.76	4.18%
Diesel	18,262.40	27,581.71	33.79%
LPG	-	67,672.13	-
Total Fuel Consumption	125,062.68	206,714.60*	39.50%
Purchased Grid Electricity	37,034.00	35,458.47	-4.44%
Total Energy Consumption	162,096.68	242,173.07	33.07%

**In 2025, ADNHC undertook a restructuring of its GHG inventory to enhance transparency and strengthen data monitoring. As a result, LPG consumption totaling 67,672.13 GJ was identified and incorporated into the 2025 reporting boundary. ADNHC plans to consistently track and monitor LPG consumption in future reporting cycles.*

During the reporting period, ADNHC’s energy consumption reflected the scale and intensity of operational activities across its service portfolio. Fuel consumption continued to support core logistics and operational requirements, while purchased grid electricity consumption declined year-on-year, indicating improved efficiency in electricity use across controlled sites. Ongoing energy efficiency measures, including the use of energy-efficient equipment, optimized operational practices, and employee awareness initiatives, contributed to more efficient energy management

Energy consumption data is collected from operational sites and consolidated annually. The increase in fuel consumption in CY2025 is primarily attributed to the inclusion of LPG data. ADNHC continues to review data completeness and accuracy to strengthen baseline reporting for future periods.

In 2025, our total energy consumption was 138.93 GJ per million AED, resulting in an energy intensity of 191.50 GJ per million AED of revenue, supporting our commitment to tracking energy performance in relation to business growth.



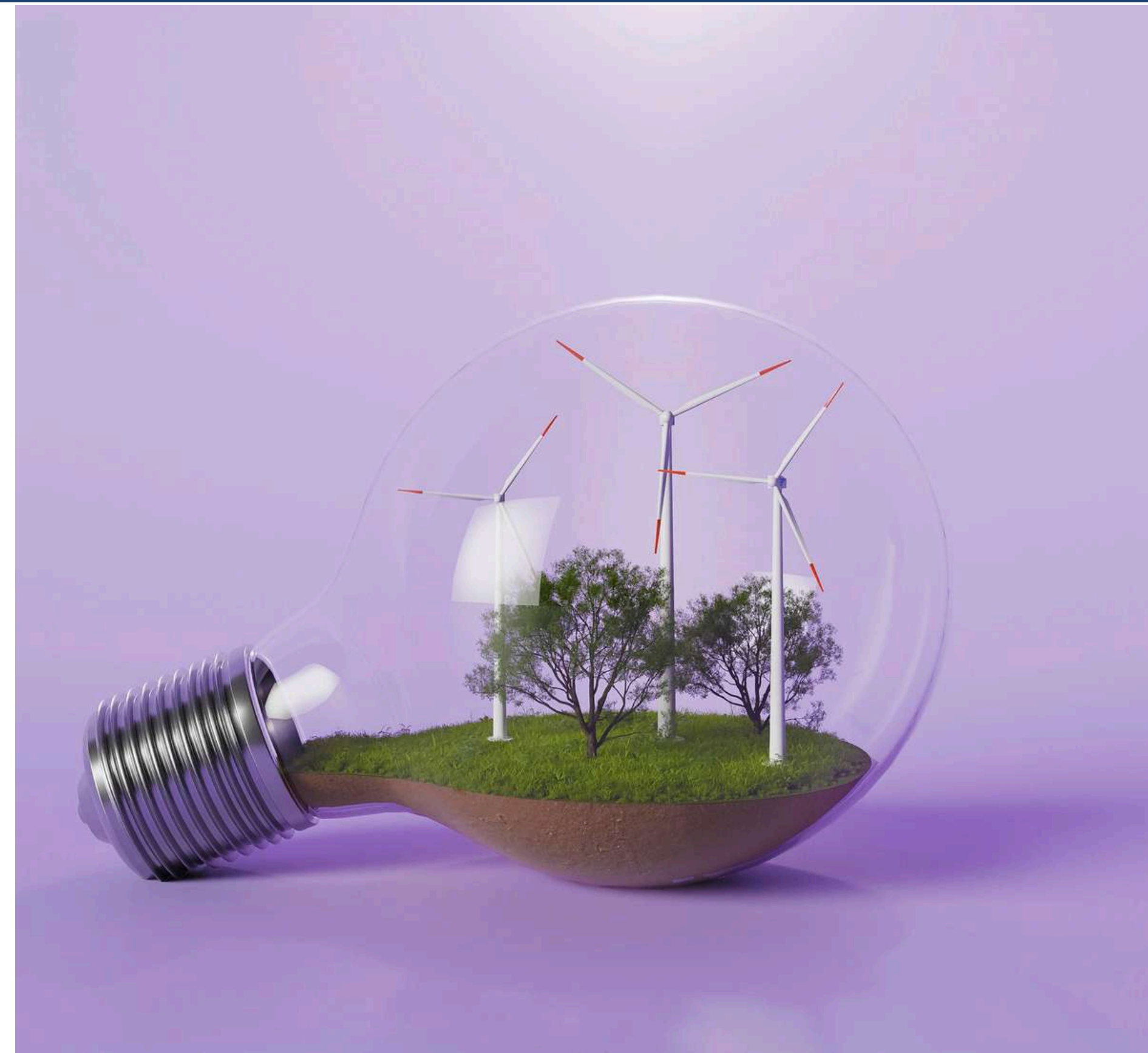
Energy Efficiency Initiatives

ADNHC continues to implement practical energy efficiency initiatives across its operations to reduce energy intensity and support emissions management. Key initiatives include:

- Deployment of energy-efficient kitchen and catering equipment
- Installation of LED lighting across facilities and staff accommodations
- Improved insulation and optimized heating and cooling systems
- Optimization of cooking and food preparation processes to minimize energy loss
- Employee awareness initiatives promoting responsible energy use, including switching off unused equipment

ADNHC is certified to **ISO 14001:2015**, supporting a structured environmental management system and continuous improvement in energy and emissions performance. The Company continues to review efficiency opportunities as part of its broader environmental stewardship approach.

In addition, ADNHC has initiated the introduction of electric vehicles within its logistics operations. A pilot trial is underway using a 3-ton electric truck for cargo transportation at the Central Distribution Centre to assess operational performance and feasibility. Subject to successful results, ADNHC is evaluating the potential conversion of up to 50 vehicles from its existing fleet, with anticipated benefits including zero noise pollution, an estimated 60% reduction in running costs, and an approximate reduction of 290 tonnes of CO₂ emissions.



Scope 1, Scope 2 and Scope 3 Emissions

ADNHC prepares an annual greenhouse gas inventory in alignment with the **World Resources Institute (WRI) Greenhouse Gas (GHG) Protocol**, covering Scope 1, Scope 2, and relevant Scope 3 emission categories.

- **Scope 1 emissions** relate primarily to fuel combustion from Company owned and operated vehicles and equipment.
- **Scope 2 emissions** arise from purchased grid electricity at operational sites under ADNHC’s control.
- **Scope 3 emissions** represent the largest share of ADNHC’s footprint and include emissions from Category 1 – Purchased goods and services, 2 – Capital goods, 3 – Fuel- and energy-related activities, 4- Upstream transportation and distribution, 5 – Waste generated in operations, 6 – Business travel, 7 – Employee commuting, 9 – Downstream transportation and distribution.

Greenhouse Gas Emissions Summary

Energy Source	CY2024 (tCO ₂ e)	CY2025 (tCO ₂ e)
Scope 1	8,359.40	14,384.84
Scope 2	2,335.20	3,461.74
Scope 3	230,556.44	145,845.82
Total Emissions	241,251.04	163,692.40

**Note: In 2025, the emissions boundary has been re-structured and due to improvement in current data management system, there are certain exclusions as follows:*

1. Cat 1: 11 months data have been extrapolated to 12 months by using the spend based method.
2. Cat 4 & 9: Most of the emissions covered in scope 1 as all vehicles controlled/operated and owned by ADNHC. However, for some of the vehicles the spend based approach utilised as per annual contract values.
3. Category 5: Emissions for 2025 have been estimated based on the emissions intensity established in the previous year.

In 2025, ADNHC recorded a total emissions intensity of 93.91 tCO₂e per million AED of revenue, reflecting its commitment to monitoring and managing carbon performance across operations.

Scope 3 Emissions by Category

Sr. No	Scope of emissions	CY2025 (tCO ₂ e)
1	Scope 3 Category 1	128,774.68
2	Scope 3 Category 2	10,148.37
3	Scope 3 Category 3	3,285.76
4	Scope 3 Category 4	73.54
5	Scope 3 Category 5	1,352.24
6	Scope 3 Category 6	149.47
7	Scope 3 Category 7	2,014.68
8	Scope 3 Category 9	47.08

WATER STEWARDSHIP

Water Usage and Dependency

Water is a critical resource for ADNHC’s catering and integrated support services, supporting food preparation, sanitation, cleaning, and accommodation-related activities across operational sites. ADNHC primarily sources water from municipal suppliers across the UAE, including Abu Dhabi, Dubai, Fujairah, and Al Ain. Given the regional context of water scarcity, responsible water use and improved monitoring remain essential to operational resilience.

Over the reporting period, ADNHC has continued to strengthen its approach to water data collection. Improvements in utility billing access and site-level reporting have enabled more accurate measurement of actual water consumption compared to previous years, where data coverage was more limited. As a result, year-on-year variations in reported consumption reflect enhanced data completeness in addition to operational demand.

Water Consumption Overview

Year	Total Water Consumed (m³)
2024	155,836
2025	180,007

The increase in water consumption in 2025 reflects broader operational coverage, supported by strengthened monitoring practices to ensure efficient and responsible water use.



Water Consumption by Location (2025)

Location	Total Water Consumed (m³)	Share of Total (%)
Dubai	84,063.00	47%
Abu Dhabi	51,939.00	29%
Fujairah	12,388.00	7%
Al Ain	31,617.00	18%
Total	180,007.00	100%

In CY2025, water consumption rose moderately to 180,007 m³, representing expansion in operational scale and a more gradual year-on-year increase. This stabilization indicates improved monitoring and control of water use as operations matured and expanded. ADNHC continues to track water consumption at the site level to ensure water use remains aligned with operational requirements and to support responsible water stewardship

Water consumption in 2025 was primarily concentrated in Dubai and Abu Dhabi, reflecting the scale and intensity of operations in these locations. Lower consumption levels in Fujairah and Al Ain are consistent with comparatively smaller operational footprints.



Monitoring and Efficiency Measures

ADNHC monitors water consumption through utility billing data, site-level reporting, and internal consolidation processes. Data is reviewed periodically to identify trends, anomalies, and opportunities for improved efficiency. The enhancement of monitoring systems in 2025 has allowed for more accurate aggregation of water usage across locations, supporting informed decision-making.

To reduce water dependency and improve efficiency, ADNHC has implemented a range of operational measures, including:



Installation of water-efficient fixtures and appliances in kitchens and staff facilities



Optimization of food preparation, cleaning, and sanitation processes to minimize water usage



Preventive maintenance programs to detect and address leaks and inefficiencies



Awareness initiatives to encourage responsible water use among operational teams

Wastewater generated across ADNHC operations is managed in accordance with applicable regulatory requirements. Where relevant, wastewater is treated prior to discharge, and compliance with local environmental standards is monitored. As data maturity continues to improve, ADNHC aims to further refine its water efficiency initiatives and strengthen its ability to track performance over time, supporting long-term water stewardship objectives.



WASTE MANAGEMENT AND CIRCULARITY

Food Waste Reduction

ADNHC's waste management and circularity approach focuses on waste prevention, segregation at source, recycling, and recovery. Given the scale and diversity of its catering operations, the Company prioritizes data-driven systems, operational controls, and partnerships that support landfill diversion and circular material flows.

During the reporting period, ADNHC advanced its waste management practices through the rollout of digital monitoring tools, pilot programmes, and collaborative initiatives aligned with national sustainability objectives.

Case study: WasteNot 2.0 – Digital Food Waste Monitoring

WasteNot 2.0 is ADNHC's digital food waste monitoring system used to measure kitchen preparation waste, over-production, expired stock, and plate waste. Waste data is logged at mess hall, station, and meal-period level using tablets and smart scales, enabling consistent tracking across operations. The system generates dashboards that highlight waste per cover, root causes, and operational inefficiencies. Insights from WasteNot 2.0 support actions such as improved portion control, batch cooking adjustments, clearer labelling, and menu optimisation.

ADNHC has also implemented a standardized Food Waste Management SOP across its operations to systematically monitor, measure, and reduce food waste at every stage of the catering process. The SOP establishes clear waste classifications covering preparation by-products, catering leftovers, and plate waste, with defined handling, segregation, and weighing procedures after each service. Responsibilities are clearly assigned across supervisors, chefs, unit heads, HSEQ, and sustainability teams, supported by digital tracking through the Waste Not 2 system, regular verification, and ongoing staff training. This structured approach strengthens operational discipline, improves data quality, supports food safety compliance, and enables data-driven actions to reduce waste while reinforcing ADNHC's circular economy and resource-efficiency objectives.

Case study: RE-Harvest Programme – Behaviour-Driven Waste Reduction

RE-Harvest is ADNHC's year-round food waste reduction programme focused on changing behaviours where waste occurs. The programme follows a structured approach to measuring food waste, implementing reduction actions, engaging operational teams, and reporting outcomes. RE-Harvest culminates annually in the RE-Harvest Festival, aligned with the UN International Day of Awareness of Food Loss and Waste. During the festival, sites participate in challenges, chef demonstrations, toolbox talks, and team pledges to reinforce food waste reduction practices and sustain momentum across operations.



Organic Waste Management and Recycling

ADNHC manages organic waste through segregation at source and partnerships that enable composting and material recovery, supporting circular waste outcomes and landfill diversion.

Case study: ReLoop Partnership – Organic Waste Traceability and Composting

ADNHC partners with ReLoop, a UAE-based circular economy platform, to manage organic and recyclable waste streams across hospitality sites. Waste collections are scheduled digitally, with each pickup tracked through a documented chain of custody. Organic waste collected through ReLoop is converted into nutrient-rich compost for local agriculture, while recyclable materials are processed through approved recycling channels. The platform provides batch-level reporting, supporting transparency and audit requirements.



Non-Hazardous/Organic Waste Weight: Total Weight of Waste Generated (in MT)

Year	Non-Hazardous Weight (MT)
2024	2091.0
2025	2549.6

Non-Hazardous Weight: Total Weight of Waste Recycled (in MT)

Year	Non-Hazardous Weight
2024	76.38
2025	93.36

Total non-hazardous waste generation increased from 2,091.0 MT in 2024 to 2,549.6 MT in 2025, reflecting higher operational activity across ADNHC’s services. During the same period, non-hazardous waste recycled increased from 76.38 MT to 93.36 MT, indicating our consistency in waste segregation and recovery practices.



Single-Use Plastics and Packaging

ADNHC continues to reduce its reliance on single-use plastics across its catering operations by eliminating unnecessary plastic items and transitioning to lower-impact alternatives where operationally feasible. These efforts are implemented as part of the Company’s waste management and circularity approach, with a focus on reducing plastic waste generation and supporting landfill diversion.

Key initiatives include the elimination of single-use plastic bags and Styrofoam packaging from operations, alongside the replacement of plastic cutlery with eco-friendly alternatives. These measures are supported by segregation at source and employee awareness practices to improve plastic waste handling and recovery.

Case Study: Closed-Loop Bottle Recycling Partnership

In 2025, ADNHC implemented a **closed-loop recycling programme for 5-gallon water bottles**, aimed at diverting plastic waste from landfill and enabling material recovery and reuse. Under this initiative:

Empty bottles are returned to an **R2-certified recycling facility**, accredited to ISO 9001, ISO 14001, and ISO 45001 standards

Both common and complex polymers are recycled, supporting reuse and material recovery

End-to-end traceability is maintained, with documented chain-of-custody and monthly certification reports

The programme includes controlled destruction processes to ensure brand protection and material integrity

The bottle recycling programme was piloted across **five sites** in 2025 and is forecast to **avoid approximately 1,600 kg of CO₂ emissions**, while supporting ADNHC’s broader landfill diversion and circularity objectives. The initiative is planned for expansion across additional sites as part of ADNHC’s ongoing waste reduction efforts.

As part of its broader waste management efforts, ADNHC has initiated a structured waste recycling program targeting an estimated 100 tonnes of recyclable waste annually, including cardboard, plastic crates, and aluminium. Following a successful pilot at the Distribution Centre (RSA) and Dubai Central Production Unit, Phase 1 of the program commenced with implementation across five operational units in Dubai, with a full rollout planned across all units within six weeks. Delivered in partnership with specialist recycling providers, the initiative is expected to reduce carbon dioxide emissions by approximately four tonnes per year, reinforcing ADNHC’s commitment to practical waste diversion and measurable environmental impact reduction.



SUSTAINABLE MEALS AND NUTRITION

At ADNHC, sustainable meals and nutrition are central to delivering safe, healthy, and inclusive catering services across diverse operational settings. The Company integrates nutritional science, responsible sourcing, and operational controls to ensure meals support wellbeing while minimizing environmental and social impacts. Through digital nutrition management systems, locally focused procurement, and sector-specific menu design, ADNHC aligns its food services with national health standards, food security objectives, and sustainability commitments. This approach enables transparent nutritional disclosure, promotes healthier dietary choices, and supports inclusive, culturally appropriate meal offerings across all sectors.

Nutritional Transparency

ADNHC ensures transparency and accuracy in nutritional information through the use of the **Nutritics digital platform**, which captures real-time nutritional profiles for every recipe, including calories, macronutrients, allergens, and special dietary indicators. This centralized database links directly to ADNHC's standard operating procedures, enabling consistency, traceability, and continuous nutritional auditing across all business units.

Menus across all sectors are developed collaboratively by culinary and dietetic teams in compliance with **SEHHI and Department of Health (DOH) guidelines**, with a focus on nutrient balance, portion moderation, and health-oriented cooking methods such as baking, steaming, and grilling. In the healthcare sector, patient diets are customized based on medical requirements and analyzed through Nutritics to ensure compliance with clinical nutrition standards. Nutritional and allergen information is clearly displayed in cafeterias and patient menu cards, supporting informed consumer choices and confidence.

Supplier traceability documentation, HACCP logs, and Nutritics recipe data are available for client audits, reinforcing transparency across sourcing, preparation, and service.



Carbon-Labelled Menus

ADNHC integrates carbon-conscious principles into menu planning by prioritizing **locally sourced, ethically produced, and ADAFSA-certified ingredients**, supporting UAE food security goals while minimizing transport-related emissions. The procurement framework favors UAE-grown produce, sustainable fisheries, and certified organic or cage-free proteins where available, with all suppliers undergoing sustainability screening to ensure traceability and alignment with ADNHC's ESG procurement standards.

Procurement cycles are designed around **UAE seasonal produce calendars**, and each sector targets **at least 50 percent local sourcing**, with menus updated quarterly to reflect seasonal availability of local fruits, vegetables, and seafood. These practices reduce supply chain emissions while supporting national sustainability initiatives.

Food waste reduction is embedded within ADNHC's **Monitor-Measure-Reuse framework**, which supports lower resource intensity across the menu lifecycle. Digital forecasting, portion control, and data-driven production planning further reduce unnecessary waste and associated emissions.



Healthy Meal Initiatives

ADNHC delivers healthy, inclusive, and culturally appropriate meals across all sectors. Inclusive menus accommodate vegetarian, vegan, gluten-free, and diabetic options, with strict allergen management in line with the **ADAFSA Food Code**. The healthcare division additionally implements **IDDSI standards** for texture-modified diets, ensuring patient safety and consistency. Sector-specific initiatives include:



Healthcare

Static à la carte menus and cut-off ordering aligned with real-time bed occupancy, supported by **WASTE Not 2.0 analytics** to minimize trayline and production waste.



Education

Pre-order systems using the **Spare App and NFC student cards** enable accurate daily production forecasting. Kent College operates an on-site composting unit converting **80–85 percent of food waste** into organic fertilizer.



Correctional

The **Re-Harvest Program** repurposes edible surplus into new menu items such as detox water, green juices, and fried bread salad.



Defence

A dual Monitor & Measure compliance tracker and Reuse & Reduction Model converts reusable food waste into secondary dishes, recorded through PRP forms and verified by QHES audits.

Across all operations, food sampling is restricted to high-risk items only, with non-edible residues tracked through daily weight logs. Menus are curated to respect cultural and religious diversity, featuring Emirati, Arabic, and international cuisines, and are fully **Halal-certified**. Seasonal cultural offerings, including **Ramadan Iftar menus**, are integrated annually across all sectors.

Supporting partnerships include **Nutritics (UAE)** for nutritional management, local farms and composting suppliers for food waste circularity, ADNHC’s Sustainability Office for ESG reporting and awareness campaigns, and client institutions for joint Re-Harvest and composting programs.



Local sourcing and In Country Value

Local sourcing is a core pillar of ADNHC’s procurement strategy, supporting national food security, operational resilience, and reduced transport-related impacts. ADNHC prioritizes sourcing from UAE-based suppliers wherever operationally feasible and actively engages with local farmers, manufacturers, and service providers across key categories.

As of the reporting period:

- 97% of ADNHC’s suppliers are local, reflecting a strong domestic supplier base
- In 2025 , ADNHC engaged 597 local suppliers out of a total 616 suppliers
- 99.46% of of total procurement spending was directed towards local suppliers.

Supplier Base

Year	Total Suppliers	Local Suppliers
2024	581	569
2025	616	597

ADNHC collaborates with UAE-based producers and suppliers across fruits and vegetables (Armela Farms, Al Ain Farms), dairy (Hayatna), fisheries (Asmak), and poultry (Hilal Al Madi). The Company also engages with local SMEs through platforms such as **Make It in the Emirates** and **Global Food Week** to identify new sourcing opportunities.



In-Country Value (ICV) Performance

Year	ICV Score (%)
2024	50.21%
2025	51.23%

In addition to supplier localization and spend allocation, ADNHC monitors its contribution to local economic value creation through In-Country Value (ICV) performance indicators, reflecting the extent to which procurement and operations support domestic economic participation.

Case Study: Farm-to-Fork Local Sourcing Partnership

As part of its commitment to strengthening local sourcing and food system resilience, ADNHC has partnered with The Farms, a UAE-based agri-tech producer focused on sustainable, high-efficiency agriculture. Through this partnership, ADNHC supports a farm-to-fork sourcing model that supplies leafy greens, herbs, and high-value vegetables cultivated in Al Dhafra and Liwa using aeroponic tower technology. This localized production significantly reduces food miles, supports fresher delivery to healthcare facilities, and contributes to lower Scope 3 emissions across the supply chain.

The Farms’ regenerative mixed-farming approach uses up to 95% less water than conventional agriculture and avoids synthetic pesticides, aligning with national sustainability objectives and healthcare sector environmental targets. Aeroponic cultivation also delivers produce with higher nutrient density, supporting therapeutic meal planning without reliance on additional supplements. The partnership incorporates circular economy principles, enabling bio-waste from production and kitchens to be reintegrated into agricultural inputs, supporting waste diversion targets.

Beyond environmental benefits, the collaboration contributes to social value creation by supporting local employment and skills development. The Farms actively trains Emirati youth, women, and people of determination as farm technicians, reinforcing ADNHC’s broader commitments to Emiratisation, ethical recruitment, and inclusive local economic participation. Through this partnership, ADNHC advances national food security goals while strengthening supply chain resilience, sustainability performance, and long-term value for public sector clients.

While ADNHC does not currently hold a standalone In-Country Value (ICV) certification, it works with logistics partners that are ICV-certified and continues to strengthen local economic value creation through supplier selection, spend allocation, and long-term partnerships.



Supplier Code of Conduct

ADNHC requires all suppliers to comply with a Supplier Code of Conduct, which forms part of the mandatory Terms and Conditions signed during supplier onboarding and registration. Compliance with the Code is a prerequisite for doing business with ADNHC.

- **100% of suppliers in 2023, 2024, and 2025** have formally agreed to the Supplier Code of Conduct
- Purchase requests can only be raised for suppliers who have completed registration and accepted the Code

Supplier onboarding is conducted through the **Market Dojo platform**, where suppliers are reviewed and approved by Procurement, Category Managers, HSEQ, Finance, and ERP teams. This multi-layered process helps identify risks related to quality, compliance, and operational performance at an early stage. ADNHC is in the process of transitioning procurement systems to **SAP Ariba**, which will further digitalize onboarding and enable sustainability assessments.

Suppliers are required to comply with applicable legal, ethical, and food safety standards. ADNHC prioritizes suppliers that hold recognized certifications such as **ISO, HACCP, BRC, and GAP or Global G.A.P.**, particularly for agricultural products. Procurement audits review irrigation practices, soil preservation, pesticide management, occupational health and safety (ISO 45001), and overall compliance with responsible sourcing expectations.

While ADNHC does not yet track quantitative social performance metrics for suppliers (such as CSR policy coverage or employee satisfaction levels), plans are in place for **HR and HSEQ teams to develop a supplier sustainability questionnaire starting in 2026**. Fair trade considerations are applied as a value-added criterion during supplier selection.

Supply chain risks associated with quality issues and non-compliance are actively managed. In 2025, ADNHC transitioned fruits and vegetables distribution to its logistics partner **RSA**, improving quality control, reducing wastage, and enabling the use of reusable crates. As a result, **non-conformance reports (NCRs) for fruits and vegetables decreased by approximately 37%**, from 120 to 76 cases.



Sustainable packaging

Sustainability considerations are integrated into ADNHC’s sourcing of packaging and raw materials. The Company has transitioned to recyclable or biodegradable packaging materials wherever operationally feasible, including bagasse, kraft paper, bamboo, PLA, and other plant-based alternatives. Plastic cutlery has been eliminated and replaced with compostable options, while reusable service ware is prioritized. Progress in sustainable packaging adoption is monitored through procurement spend data.

Sustainable Packaging Spend (AED)

Year	Spend on Sustainable Packaging (AED)	Spend on all packaging materials (AED)
2024	16,518,458.34	39,279,210.65
2025	18,817,652.76	40,680,223.16

Additional sustainable sourcing and packaging initiatives reported include:

- Replacement of **2,479,200 plastic butter portions** with paper-based alternatives in 2025
- Annual procurement of **4,320,000 microplastic-free tea bags**
- Sourcing of **RSPO-certified palm oil**
- Collaboration with **Palmade** for palm-based sustainable packaging
- Recycling of **76 kg of Nespresso coffee pods** between July and December 2025

Local sourcing is also used as a lever to improve packaging sustainability and traceability while reducing transport-related emissions. In 2025, local suppliers represented approximately 97% of ADNHC’s total supplier base (597 out of 616). Through these actions, ADNHC continues to reduce reliance on single-use plastics, strengthen circular sourcing practices, and enhance supply chain resilience.



04

SOCIAL (PEOPLE & SOCIETY)

- Our People
- Health, Safety and Wellbeing
- Client and Consumer Health
- Community Engagement and Zero Hunger

OUR PEOPLE

Our people are at the heart of ADNHC's operations and long-term success. With a large and diverse workforce operating across multiple sectors and locations, the Company is committed to fostering a safe, inclusive, and supportive working environment. ADNHC focuses on fair employment practices, workforce wellbeing, continuous development, and open engagement to ensure employees are empowered, protected, and equipped to deliver high-quality services consistently.



Workforce Profile

ADNHC’s workforce represents the backbone of its operational excellence across catering, facilities, and support services. As of 2025, the Company employs a large and predominantly full-time workforce, reflecting the labor-intensive and service-driven nature of its operations. The total number of employees remained broadly stable between 2024 (18,143 employees) and 2025 (17,766 employees), with monthly fluctuations driven by operational requirements, contract mobilizations, and seasonal demand. The majority of employees are engaged under permanent contracts, reinforcing workforce continuity and institutional knowledge across sites.

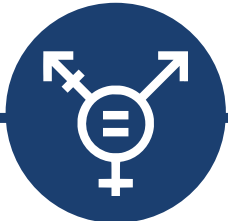


Employment structure

The workforce is overwhelmingly full-time, with part-time roles remaining minimal and operationally specific.

Temporary contracts are limited and used only where operationally required.

ADNHC does not rely materially on workers who are not employees, with less than 30% of activities performed by non-employees.



Gender distribution

ADNHC’s workforce continues to be male-dominated, reflecting sector-wide labor demographics.

Female representation has shown gradual improvement, particularly within permanent roles, increasing from 2,763 in 2024 to approximately 3,000 during 2025.

Female employees are represented across operational, administrative, and supervisory roles.



Age profile

The majority of new hires fall within the below 50 years age group, with the highest concentration in the below 30 years old age group, supporting operational resilience and leadership pipeline development.

Limited turnover is observed among employees above 50 years of age, indicating workforce stability in senior and specialized roles.



Job levels

Most hiring occurs at the entry-level, consistent with ADNHC’s operational scale.

Mid-level and senior management hires remain limited, with leadership continuity prioritized through internal progression where possible.

Overall, ADNHC’s workforce profile reflects a stable, operationally resilient, and predominantly full-time employee base, supported by structured onboarding, clear employment practices, and strong internal governance.

Diversity and Inclusion

ADNHC’s workforce reflects diversity across gender, age groups, job categories, and nationalities. The Company’s people strategy emphasizes inclusive recruitment, fair employment practices, and equal access to opportunities across all operational levels.

Table: Workforce Gender Composition (2025)

Gender	Number of Employees	Percentage
Female	3,021	17%
Male	14,745	83%
Total	17,766	100%

The workforce remains predominantly male, reflecting the operational nature of large-scale catering and facilities services. However, female employees are represented across all job categories, including leadership roles, supporting ADNHC’s commitment to inclusive workforce participation.



Table: Employees by Job Category and Gender (2025)

Job Category	Female	Male	Total
Entry-Level	2,968	14,523	17,491
Mid-Level	49	217	266
Senior-to-Executive	4	5	9
Total	3,021	14,745	17,766

The workforce structure is heavily concentrated at entry-level roles, which account for over 98% of total employees. Female representation is strongest at entry-level positions and remains present at mid and senior levels, indicating continuity of gender inclusion across career stages.

Table: Employees by Job Category (2025)

Job Category	Number of Employees	Percentage of Workforce
Entry-Level	17,491	98.45%
Mid-Level	266	1.50%
Senior-to-Executive	9	0.05%
Total	17,766	100%



Table: Total No. of New Hires, By Gender

Year	Female
2024	916
2025	842

Year	Male
2024	2,978
2025	2,938

Table: Total No. of New Hires, By Age Group

Year	Age	Total
2024	Below 30 years old	1,958
	Between 30-50 years old	1,875
	Over 50 years old	61
2025	Below 30 years old	1,850
	Between 30-50 years old	1,899
	Over 50 years old	31



Table: Total No. of New Hires, By Job Category

Year	Age	Total
2024	Entry Level	3,856
	Mid Level	36
	Senior Level/Management Level	2
2025	Entry Level	3,744
	Mid Level	35
	Senior Level/Management Level	1

Table: Total No. of Employees that left, By Gender

Year	Female
2024	425
2025	659

Year	Male
2024	2,159
2025	3,335



Table: Employees by Permanent Contract and Gender

Year	Age	Total
2024	Female	2,763
	Male	15,378
2025	Female	3,020
	Male	14,744

Table: Employees by Temporary Contract and Gender

Year	Age	Total
2024	Female	1
	Male	1
2025	Female	1
	Male	1



ADNHC operates with a large frontline workforce supported by lean management and leadership structures. This reflects operational efficiency requirements while maintaining oversight and governance through experienced mid and senior management teams.

ADNHC's workforce shows a clear and intentional age distribution that supports both operational resilience and leadership continuity. At entry-level roles, which make up the majority of the workforce, approximately **68% of employees are between 30 and 50 years old**, providing a stable and experienced operational base, while around **27% are below 30 years of age**, supporting workforce renewal and long-term talent sustainability. Employees above 50 years account for just over **5%** of entry-level roles, reflecting targeted retention of experienced staff where operationally relevant.

At mid-level positions, the workforce profile shifts further towards experience, with nearly **79% of employees aged between 30 and 50**, and close to **20% above 50 years of age**, indicating progression of experienced employees into supervisory and managerial roles. Younger employees below 30 represent a small proportion of mid-level roles, reflecting the skills and tenure typically required at this level.

Senior-to-executive roles are predominantly held by highly experienced professionals, with more than **55% aged between 30 and 50** and approximately **44% above 50 years of age**. This concentration supports leadership stability, institutional knowledge retention, and effective decision-making. Overall, ADNHC's age profile reflects structured career pathways, internal progression, and a deliberate balance between experience and future talent development across the organization.



ADNHC maintains a formal Anti-Discrimination and Anti-Harassment Policy that applies to all employees and reinforces the Company's commitment to a respectful, inclusive, and safe working environment. The policy prohibits discrimination or harassment of any kind based on protected characteristics, including gender, nationality, age, religion, disability, or any other status protected under applicable law, across all aspects of employment. It establishes clear expectations for fair treatment, dignity, and equal opportunity, supported by confidential grievance mechanisms, non-retaliation safeguards, and disciplinary procedures for policy breaches. Through this framework, ADNHC seeks to prevent discriminatory behavior, protect employees from harassment or abuse, and promote a positive workplace culture aligned with ethical employment practices and regulatory requirements.



Emiratization

ADNHC is committed to supporting the UAE’s national workforce agenda by increasing the participation, development, and retention of Emirati talent across its operations. Emiratization is embedded within ADNHC’s people strategy through targeted recruitment, structured onboarding, and long-term career development initiatives aligned with national priorities.

Table: Emirati Representation in the Workforce (2025)

Indicator	Value
Total Emirati employees	21
Female Emiratis	7
Male Emiratis	14

65+ Total nationalities as of 2025

As of 2025, female representation among Emirati employees stands at approximately 33%, with 7 female Emiratis out of a total of 21. Male Emiratis account for the remaining 66%, with 14 employees. This gender distribution reflects ADNHC’s inclusive approach to local talent engagement, particularly at early career stages.



The majority of Emirati employees are positioned at entry level roles, reflecting ADNHC's focus on building an early-career talent pipeline aligned with long-term workforce development objectives. Emirati representation at senior and executive levels remains limited, which is consistent with the Company's current emphasis on recruitment, onboarding, and capability building rather than immediate leadership placement. This workforce profile supports a gradual and sustainable Emiratization trajectory, underpinned by structured integration and progression pathways.

Emiratization Strategy and Initiatives

ADNHC supports the UAE government's Emiratization objectives through a structured approach that focuses on recruitment, integration, retention, and long-term development of Emirati talent.

- **Local Recruitment and Outreach:** ADNHC conducts regular open days across the UAE to attract Emirati candidates and engages in career fairs and outreach initiatives. These efforts are designed to strengthen awareness of career opportunities and expand access to local talent pools, particularly among fresh graduates and early-career professionals.
- **Onboarding and Integration Support:** Emirati recruits benefit from structured onboarding programmes, including mentorship and buddy systems, which support smooth workplace integration and early engagement. These measures are designed to improve retention during the critical early stages of employment.
- **Retention and Engagement:** Retention of Emirati talent is a strategic priority. ADNHC offers competitive compensation packages for fresh graduates, family-friendly workplace policies, and tailored recognition initiatives. Regular performance reviews and feedback mechanisms help align individual career aspirations with organizational objectives and support long-term engagement.
- **Strategic Partnerships:** ADNHC collaborates with educational institutions, career fairs, and government-linked platforms to strengthen access to Emirati talent pipelines. These partnerships support both graduate recruitment and the identification of experienced local professionals, contributing to workforce localization objectives.

In alignment with leading global employers, ADNHC Catering has embraced the following best practices to bolster diversity and inclusion:

- **Unconscious Bias Training:** Conducting regular training sessions for managers and HR teams to address unconscious bias in hiring and workplace practices.
- **Inclusive Policies:** Establishing workplace policies that promote equality, such as anti-discrimination guidelines, grievance redressal mechanisms, and inclusive benefits packages.
- **Recognition Programs:** Celebrating recognitions through awards recognizing employees. The program is named YAAC (You are a Champion) and the nominated employees are recognized in company's annual event named – Hala Forum



Learning, Development and Careers

At ADNHC, learning and development are embedded as core enablers of operational excellence, workforce resilience, and long-term talent sustainability. With a workforce exceeding 17,000 employees across diverse roles and sectors, ADNHC prioritizes continuous capability building, safety competence, and leadership readiness. Training investments are aligned with operational risk profiles, food safety requirements, and career progression pathways, ensuring that employees at all levels are equipped with the skills required to perform effectively today while preparing for future responsibilities.

Training and Capability Building

ADNHC delivers structured, role-appropriate training to support operational excellence, food safety compliance, and workforce capability across all sectors. Training efforts in 2025 were primarily focused on frontline and operational roles, reflecting the Company’s workforce composition and risk profile.

Table: Total Training Hours by Gender (2025)

Gender	Total Training Hours	Share of Total
Female	20,627	23%
Male	68,643	77%
Total	89,270	100%

Training participation broadly reflects workforce composition and role distribution, with access driven by operational exposure rather than differentiated training policies. This ensures that learning resources are directed toward roles with the greatest impact on safety, food quality, and service delivery.



Table: Total Training hours by Job category (2025)

Employee Category	Total Training Hours	Share of Total
Entry-Level	85,539	95.82%
Mid-Level	3,731	4.18%
Total	89,270	100%

Training delivery is intentionally concentrated at frontline and supervisory levels, where operational risk, customer interaction, and compliance requirements are highest. This approach reinforces consistency across sites while supporting workforce readiness at scale.

Table: Total Training Hours by Type of Training (2025)

Training Area	Total Hours
Essential Food Safety Training	9,084
Basic Food Hygiene Training	7,322
Great Start and Great Service Programs	16,816
Good Cleaning Programs	26,904
Basic First Aid	884
Basic Fire Fighting	172
HSE Level 1	7,370
STOP Program (Safety)	3,502



Training focus areas reflect ADNHC’s operating risk profile, with emphasis on food safety, hygiene, cleaning standards, and health and safety. Service excellence programs complement these efforts by supporting consistent customer experience across diverse client environments.

Table: Training Investment

Year	Total Training Hours	Training Spend (AED)
2024	90,576	262,157
2025	89,270	173,310

Training investment trends reflect a shift toward efficiency and relevance, with ADNHC prioritizing targeted, high-impact programs over volume-driven delivery. This ensures training resources are aligned with operational needs while maintaining cost discipline

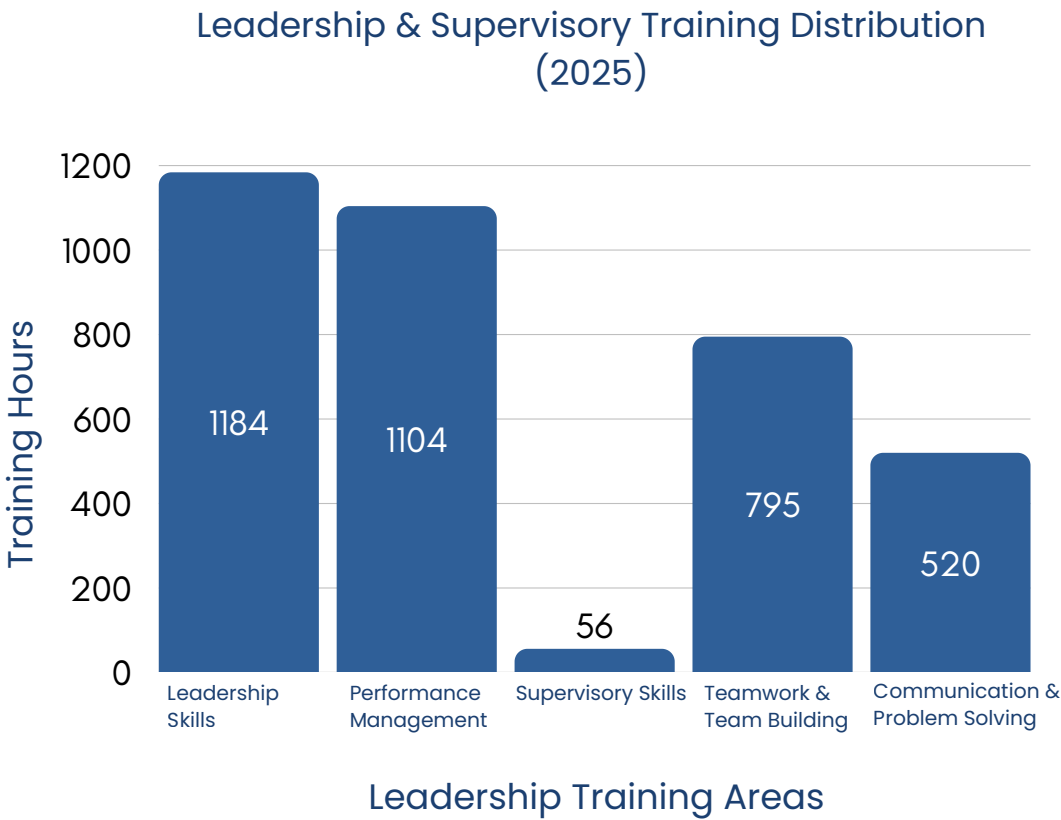
Leadership Development

Leadership development is a core pillar of ADNHC’s people strategy, reflecting the scale and operational complexity of its catering and facilities services portfolio. With a workforce that is predominantly frontline and operational, ADNHC prioritizes building leadership capability progressively, focusing on strengthening supervisory effectiveness, managerial decision-making, and people leadership skills across entry, mid, and senior levels.

During 2025, leadership development efforts were deliberately concentrated on practical, role-relevant competencies that directly influence service quality, safety culture, and team performance. Training programs emphasized applied leadership behaviors, performance accountability, communication effectiveness, and team collaboration, ensuring that leadership capability is embedded across daily operations rather than limited to senior management alone.



Chart: Leadership and Supervisory Training Hours



The leadership development profile in 2025 reflects ADNHC’s deliberate shift from role-based supervision towards enterprise leadership capability. Training emphasis is concentrated on skills that influence decision-making quality, people management, and organizational performance, reinforcing ADNHC’s focus on building accountable leaders who can manage complexity across large-scale operations. The balance between foundational leadership competencies and advanced management topics demonstrates a structured approach to leadership maturity rather than ad-hoc capability building.



Alongside formal leadership training, ADNHC strengthens leadership effectiveness and team cohesion through a year-round programme of employee engagement, wellbeing, and awareness initiatives. During the reporting period, this included, International Women's Day and Emirati Women's Day celebrations, World Food Safety Day, World Yoga Day, wellbeing and recharge sessions, driver safety and traffic awareness programs, kitchen social events, and management summits. These initiatives provide leaders with practical opportunities to engage teams, reinforce inclusive leadership behaviours, promote wellbeing and safety awareness, and strengthen cross-functional collaboration. Collectively, they support a positive workplace culture and enable leaders at all levels to manage people effectively within ADNHC's large, diverse, and operationally intensive environment.



AI Akadimia and Certifications

ADNHC’s approach to career progression and capability assurance is anchored in structured internal development pathways and mandatory certifications. These mechanisms support internal mobility, succession planning, and consistent compliance with food safety, health, and safety requirements across all operational environments.

ADNHC’s flagship **AI Akadimia Program** represents a structured pathway for internal talent development, with a specific focus on preparing frontline employees for progression into supervisory and leadership roles.

AI Akadimia Program

Program duration

6 months

Eligibility

- Minimum of 2 years of service
- No active disciplinary actions
- Open self-nomination process

Training requirements

- 60 hours of structured cross-training
- Combination of classroom-based and practical learning

Outcome

Guaranteed placement into a suitable role upon successful completion

Strategic Value:

The program is designed to:

- Strengthen internal succession pipelines
- Reduce reliance on external hiring for supervisory roles
- Enhance retention by providing visible career progression pathways
- Build operational leaders with strong institutional knowledge

In addition, ADNHC implements the “Spotlight on Leaders” program, an in-house leadership development initiative designed to strengthen the capabilities of Project Managers identified through a structured performance and potential assessment. The program delivers targeted development across leadership skills, performance management, financial literacy, communication, problem solving, and team building, supporting the progression of operational leaders into broader management roles.

Training needs are identified through annual performance appraisals and ongoing training needs analysis, with progress tracked through structured development plans and regular reviews involving the L&D team and operational management.



Certifications and Technical Competence

In parallel, ADNHC supports workforce certification across food safety, hygiene, HSE, and operational disciplines, including:

- HACCP certifications
- Food Safety and Hygiene certifications
- First Aid and Fire Warden training
- Defensive driving and role-specific operational certifications

These certifications reinforce ADNHC’s compliance posture while ensuring consistent service quality across all operating environments.



Employee Recognition, Awards and ESG Incentives

ADNHC recognizes employee contribution and performance through structured excellence and recognition programs designed to reinforce positive behaviors, operational excellence, and workforce engagement. In 2025, ADNHC implemented a range of employee excellence awards under its “YAAC – You Are a Champion” program, which recognizes employees at both operational and sector levels.

Employee recognition initiatives during the year included:

- **YAAC – You Are a Champion** (monthly title winners)
- **Sector Champion** (monthly winners and overall sector champion)
- **Champion of the Champions**
- **Best Drivers** (monthly top 10 performers)
- **Excellence in Employee Recognition**
- **Excellence in Workforce Planning**

In addition to recognition programs, ADNHC has introduced **ESG-linked incentivization** at the leadership level. Unit Managers and senior leaders are eligible for incentives through the annual bonus program based on the achievement of defined ESG-related objectives aligned with role responsibilities and organizational priorities. These objectives include strengthening employee retention through improved workplace conditions and implementing effective food waste tracking and management practices. ADNHC aims to progressively expand ESG-based incentives to a broader group of employees in the coming years, supporting greater engagement with sustainability objectives at the site level.

HEALTH, SAFETY AND WELLBEING

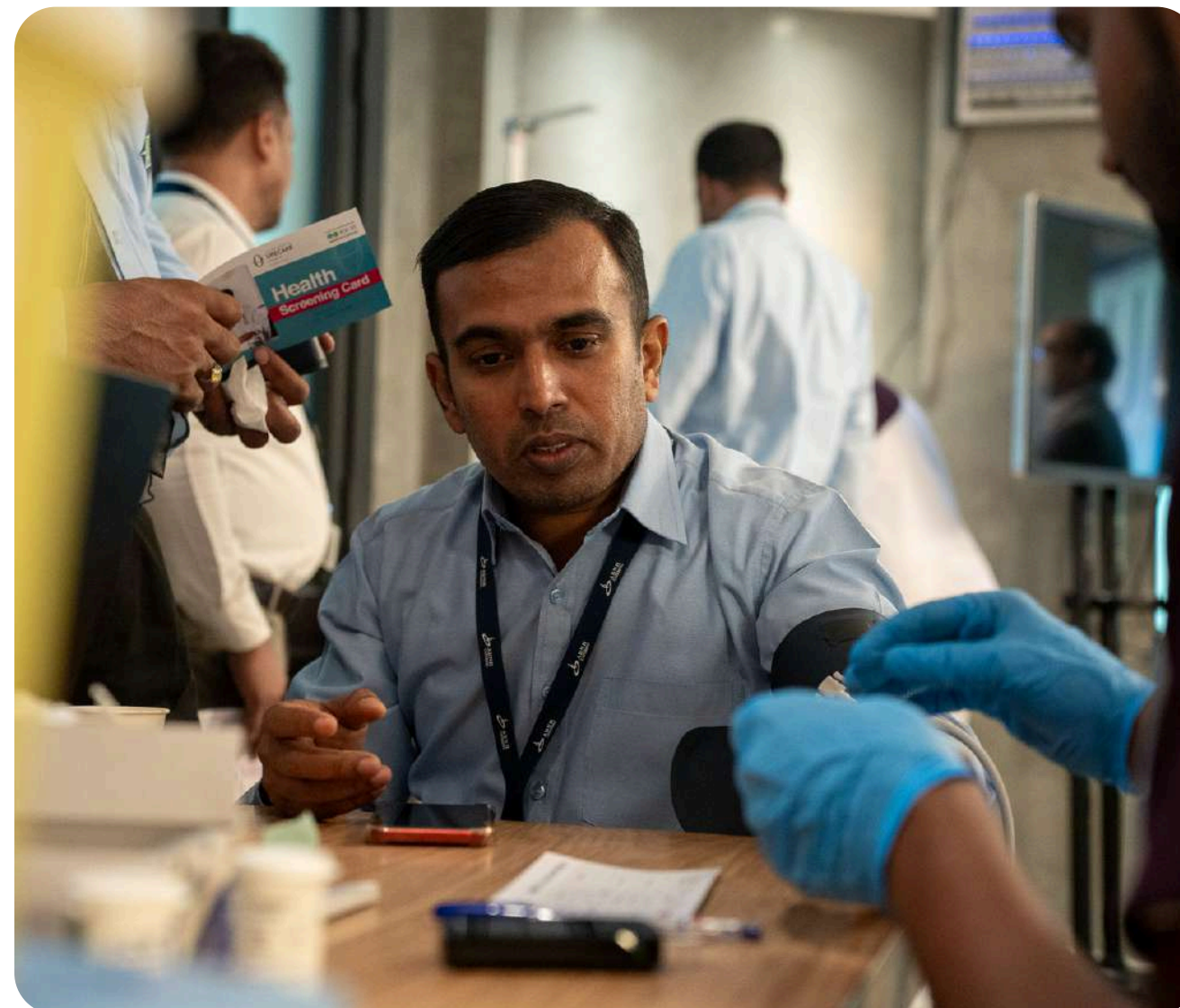
ADNHC's approach to employee wellbeing focuses on safeguarding physical health, mental resilience, and workplace safety across its diverse operational environments. Given the scale and operational intensity of its catering activities, the Company prioritizes structured occupational health and safety systems, preventive risk management, and wellbeing initiatives that support employees across all roles and locations.

Occupational Health and Safety

ADNHC applies a preventive, data-driven occupational health and safety (OHS) management system across all operations, aligned with ISO 45001 and local regulatory requirements. Safety performance is monitored through incident reporting, near-miss tracking, and regular audits, supported by mandatory training and risk assessments at site level.

In 2025, ADNHC recorded zero fatalities and a significant reduction in lost-time injuries and workdays lost compared to prior years. Two lost-time injuries were recorded, resulting in 11 workdays lost, reflecting continued improvement in safety performance despite the scale and intensity of operations. This outcome builds on strengthened hazard identification, improved compliance with safe operating procedures, and consistent workforce engagement in safety reporting.

Near-miss reporting continues to be actively encouraged as part of ADNHC's safety culture. While near-miss incidents continued to be actively reported in 2025, no high-potential incidents were recorded, indicating improved early hazard identification, intervention, and corrective action.



Total hours worked across operations further contextualize this performance, demonstrating that safety outcomes were achieved despite the scale and intensity of operational activity.

Risk assessments remain a core control mechanism, particularly in high-risk areas such as food production environments, manual handling, equipment use, and transport operations. Findings from audits and inspections are tracked through corrective action plans, reinforcing accountability and continuous improvement across all business units. The most common work-related risks identified across operations include slips, trips and falls, manual handling-related musculoskeletal injuries, cuts and burns, and fatigue-related risks, which are managed through targeted controls, training, and supervision.

systems, ADNHC ensures that employee wellbeing is addressed holistically—covering both physical and psychological risk factors across the workforce.

Mental Health and Wellbeing

ADNHC’s approach to mental health and wellbeing complements its physical safety systems, recognizing that stress, fatigue, and psychological wellbeing directly influence employee safety, performance, and retention.

Building on mechanisms established in prior years, such as confidential employee support channels, grievance escalation pathways, and direct access to People team representatives; ADNHC continued to embed wellbeing considerations into daily operations during 2025. These mechanisms ensure employees can raise concerns related to workload, stress, or personal wellbeing in a timely and confidential manner. Operational wellbeing measures focus on preventive practices, including fatigue management, hydration protocols, and rest planning in physically demanding roles. Mental wellbeing awareness is reinforced through toolbox talks, safety briefings, and supervisor-led engagement, integrating wellbeing into routine operational communication rather than treating it as a standalone initiative.

The absence of work-related ill-health cases recorded in 2025 supports the effectiveness of this integrated approach. By aligning mental wellbeing initiatives with occupational safety systems, ADNHC ensures that employee wellbeing is addressed holistically—covering both physical and psychological risk factors across the workforce.

Parental Leaves

Indicator	No. of Employees
Employees entitled to parental leave	8,446
Employees who took parental leave	83
Employees who returned to work after parental leave	83
Employees retained 12 months after return	82

All employees who took parental leave successfully returned to work following the completion of their leave, and 96% remained employed 12 months after their return, reflecting strong workforce retention and effective reintegration practices.



CLIENT AND CONSUMER HEALTH

ADNHC’s catering operations span environments where food safety and nutrition are critical, including healthcare, education, and defence facilities. To protect the health of clients and consumers across these settings, the Company relies on a combination of robust food safety systems, routine audits, and structured nutrition controls. These measures help ensure that meals are prepared and served safely, consistently, and in line with regulatory and client requirements.

Food Safety and Hygiene

ADNHC implements a comprehensive food safety and hygiene framework covering all operational sites, aligned with regulatory requirements and international best practices.

Table: Frequency of Food Safety Audits at Operational Sites

Year	Number of Food Safety Audits Conducted
2023	7,200
2024	7,000
2025	7,279

The consistently high volume of food safety audits in 2023, 2024, and 2025 reflects ADNHC’s preventive approach to hygiene and contamination risk management across its operations. Regular audits form a core control mechanism to verify compliance with food safety standards, identify non-conformances early, and reinforce hygiene discipline at site level. Monthly audit tracking in 2025 supports continued oversight and corrective action where required.



Food Safety Systems

ADNHC’s food safety systems are embedded across the full lifecycle of food preparation and service, supported by documented procedures, internal controls, and third-party oversight.

Key System Controls

Implementation of HACCP-based food safety management systems across operations

Routine internal inspections complemented by external regulatory and certification audits

Mandatory food safety training and hygiene certification for food handlers

Continuous monitoring through incident reporting, corrective action, and preventive action mechanisms

Health and safety impacts of catering services are systematically assessed through hazard identification, risk assessments, compliance reviews, audit findings, and customer feedback across all stages of food preparation and service. These systems enable ADNHC to assess health and safety impacts associated with its catering services and maintain compliance across diverse client environments.

ESG considerations are integrated into ADNHC’s catering and cleaning services. In catering operations, this includes local and seasonal sourcing, plant-forward menu options, portion control, waste reduction practices, and optimized energy and water use during food preparation. Cleaning services incorporate the use of eco-friendly chemicals, reduced water and energy consumption, waste minimization practices, and strict health and safety controls. These measures support environmental impact reduction, client wellbeing, and transparent, responsible service delivery.



Nutrition and Menu Integrity

Nutrition and menu integrity are central to ADNHC’s approach to protecting client and consumer health, particularly across healthcare, education, and institutional catering environments. Menus are developed to meet client-specific nutritional requirements while maintaining consistency in portion control, ingredient quality, and preparation standards.

ADNHC’s culinary teams work within defined nutritional frameworks to ensure meals are balanced, appropriate for their intended consumer groups, and aligned with sector-specific dietary needs. This is especially critical in sensitive settings such as hospitals and staff dining facilities, where food quality directly supports recovery, wellbeing, and daily performance.

In parallel, ADNHC has integrated sustainability considerations into menu planning through initiatives that promote green and local meal options. Programs such as **re-harvest and responsible sourcing practices** enable the Company to reduce food waste while preserving nutritional value and food safety. These initiatives support healthier consumption patterns without compromising hygiene or quality standards.

By combining nutritional oversight with responsible sourcing and waste-reduction practices, ADNHC ensures that menu integrity is maintained across operations, reinforcing consumer trust while supporting broader health and sustainability objectives.

ADNHC’s approach to client and consumer health is further supported by structured healthy meal initiatives implemented across all sectors. These initiatives focus on inclusive menu design, nutritional oversight, allergen management, and culturally appropriate meal provision, ensuring that diverse dietary needs are met safely and consistently. Detailed information on sector-specific healthy meal programs, food waste minimization practices, and operational controls is addressed within the Environmental chapter, reflecting the integrated nature of ADNHC’s health, safety, and sustainability approach.



FRUIT-TRIM COMPOTE

preparation
10 minutes

cooking time
15 minutes

servings
6

difficulty
easy

Ingredients

800 g

mixed fruit trim
(apple cores bruised berries,
melon edges)

100 g

sugar (adjust based on
fruit sweetness)

100 ml

water

1 pc

lemon juice

Preparation

1. Roughly chop fruit trim

2. Combine fruit, sugar, lemon juice, and water in a saucepan.

3. Simmer gently for 15-20 minutes until soft and syrupy.

4. Cool, then serve with yogurt and granola.

Page 76

COMMUNITY ENGAGEMENT AND ZERO HUNGER

ADNH Catering recognizes that its impact extends beyond operations and clients to the wider communities in which it operates. As a large employer and service provider across the UAE, the Company plays an active role in supporting local livelihoods, contributing to social development, and strengthening community resilience through employment, partnerships, and targeted initiatives.

Local Employment and Sourcing

Local employment remains a key component of ADNHC's contribution to social value creation. The Company continues to support national workforce objectives by prioritizing local hiring where feasible and creating pathways for long-term career development. Emirati and locally based employees are supported through structured onboarding, mentorship, performance reviews, and access to training and leadership development programs.

Beyond direct employment, ADNHC contributes to the local economy by engaging extensively with UAE-based suppliers and service providers. This approach supports local businesses, enhances supply reliability, and strengthens economic linkages within the communities where ADNHC operates. ADNHC's emphasis on long-term supplier relationships also enables knowledge sharing and capability development across its local partner network, reinforcing broader socio-economic benefits.

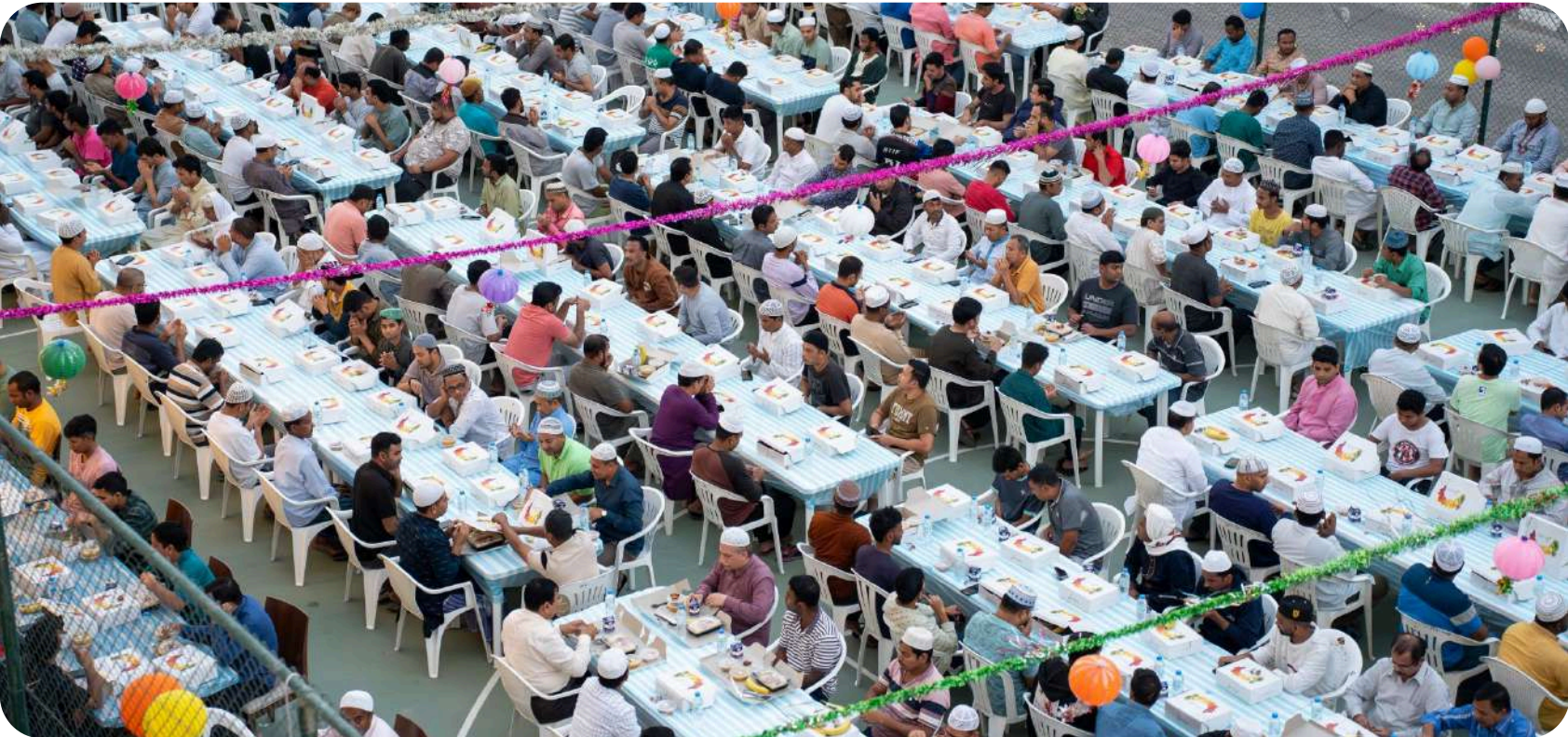


Community Initiatives

ADNHC engages with local communities through initiatives that promote wellbeing, inclusion, and shared social value. Building on practices established in previous reporting cycles, the Company focuses on sustained engagement rather than ad-hoc activities, leveraging its workforce and operational presence to contribute positively to the communities in which it operates.

Employee participation is a core pillar of ADNHC’s community initiatives. Staff are encouraged to take part in awareness campaigns, volunteering activities, and social programs delivered in collaboration with public authorities, healthcare institutions, and community partners. These initiatives support national awareness efforts related to health, safety, and social responsibility, while strengthening employee connection to the communities they serve.

During the reporting period, ADNHC also hosted a company-wide Ramadan Iftar gathering, bringing employees together to observe the holy month in a shared setting that emphasized unity, gratitude, and cultural respect. The event provided an opportunity for employees across functions and locations to connect beyond day-to-day operations, reinforcing a sense of community and inclusion within the workforce. Such initiatives contribute to employee wellbeing and social cohesion, and reflect ADNHC’s commitment to fostering an inclusive workplace culture that respects local traditions and shared values.



In addition, ADNHC supports community development through partnerships with schools, healthcare facilities, and public sector entities, contributing to initiatives that improve access to services and promote inclusive participation. Internal recognition platforms and company-wide forums also highlight employee contributions to social initiatives, reinforcing a culture where community engagement is embedded within ADNHC’s values and day-to-day operations.

In 2025, ADNHC’s community engagement activities were supported by strong employee participation, with a total of 9,791.67 volunteering hours recorded across staff welfare programs, health and wellbeing campaigns, food safety awareness initiatives, cultural events, and community outreach activities. These initiatives were delivered across accommodation sites, healthcare facilities, educational institutions, and client locations, reflecting ADNHC’s commitment to fostering wellbeing, inclusion, and social connection within the communities it serves. Employee-led participation across a wide range of events reinforces a culture of collective responsibility and sustained community engagement rather than ad-hoc involvement.



05

**GRI & ADX
CONTENT INDEX**

Data (GRI Reference and Disclosure)	Data (ADX Disclosure)	Metric	Page number(s), link, and/or direct answer
2-1 Organizational details	G10. Disclosure Practices	Does the company disclose its legal name, ownership structure, legal form, headquarters location, and countries of operation?	About ADNHC; Page 10
2-2 Entities included in the organization's sustainability reporting	G10. Disclosure Practices	Does the company publish a sustainability report that defines the entities included in the reporting scope, explains any differences from financial reporting, and aligns with recognized frameworks such as GRI, IFRS, CDP, SASB, IIRC, or UNGC?	About This Report; Page 06
2-3 Reporting period, frequency and contact point	G10. Disclosure Practices	Does the company disclose the reporting period and frequency for its sustainability reporting, explain any differences from financial reporting periods, state the publication date, and provide a contact point for report-related inquiries?	About This Report; Page 06
2-5 External assurance	G11. External Assurance	Are the company's sustainability disclosures externally assured by an independent third party, with disclosure of the assurance scope, standards used, level of assurance, and the relationship with the assurance provider?	The reported sustainability data has been internally verified for accuracy and consistency; external assurance was not undertaken for this reporting cycle.
2-6 Activities, value chain and other business relationships		Does the company disclose its sectors, key activities, products and services, value chain (including supply and downstream relationships), and any significant changes from the previous reporting period?	About ADNHC; Page 10
2-7 Employees	S3. Employee Turnover	Does the company disclose total employees and workforce breakdown (by type, gender, and region), explain the reporting methodology, report significant workforce changes, and provide year-over-year percentage changes for full-time, part-time, and contractor/consultant employees?	Our People; Page 54-60
2-8 Workers who are not employees	S5. Temporary Worker Ratio	Does the company disclose the total number of workers who are not employees, their type and work performed, the reporting methodology used, significant changes, and the percentage of total headcount represented by part-time and contractor/consultant workers?	Our People; Page 60

Data (GRI Reference and Disclosure)	Data (ADX Disclosure)	Metric	Page number(s), link, and/or direct answer
2-9 Governance structure and composition	G8. Sustainability Governance	Does the company disclose its governance structure and composition, including board and committee responsibilities for overseeing sustainability-related risks and opportunities?	Infusing Sustainability into Governance, Page 19-21
2-10 Nomination and selection of the highest governance body		Does the company disclose the nomination and selection process for the highest governance body, including the criteria used (such as stakeholder input, diversity, independence, and relevant competencies)?	Infusing Sustainability into Governance, Page 18-21
2-11 Chair of the highest governance body	G1. Board Independence	Does the company disclose whether the Chair is separate from the CEO, explain any dual role and conflict mitigation measures, and report the percentage of independent board members?	Infusing Sustainability into Governance, Page 19-21
2-12 Role of the highest governance body in overseeing the management of impacts	G8. Sustainability Governance	Does the company disclose how the highest governance body oversees sustainability-related risks and impacts, integrates them into strategy, delegates responsibilities where applicable, and links performance oversight to accountability mechanisms?	ESG Governance & Oversight, Page 23
2-14 Role of the highest governance body in sustainability reporting	G8. Sustainability Governance	Does the company disclose whether the highest governance body reviews and approves sustainability reporting, including material topics, and describe the process for such oversight?	ESG Governance & Oversight, Page 23
2-21 Annual total compensation ratio	S1. CEO Pay Ratio	Does the company disclose the ratio of the highest-paid individual's annual total compensation to the median compensation of all employees, including methodology and year-over-year changes?	The CEO pay ratio is in line with prevailing industry standards.
2-22 Statement on sustainable development strategy	G6. Sustainability Strategy	Does the company disclose a statement from the highest governance body or senior executive outlining its sustainability strategy, including sustainability-related risks and opportunities and their impact on the business model, value chain, and financial performance?	Risk Management & Business Resilience, Page 26
2-23 Policy commitments	G4. Ethics and Prevention of Corruption	Does the company disclose its policy commitments on responsible business conduct, including ethics and anti-corruption, human rights, approval level and scope, and report the percentage of the workforce formally certified as compliant?	Codes, Policies & Ethics, Page 24-25; Environmental Stewardship – Overview, Page – 34-35

GRI Reference and Disclosure	ADX Disclosure	Metric	Page number(s), link, and/or direct answer
2-24 Embedding policy commitments		Does the company disclose how its policy commitments are embedded into strategy and operations, including responsibility allocation, implementation across business relationships, and related training?	Codes, Policies & Ethics, Page 24-25; Risk Management & Business Resilience, Page 26; Environmental Stewardship – Overview, Page – 34-35
2-25 Processes to remediate negative impacts		Does the company disclose its processes to remediate negative impacts it has caused or contributed to, including grievance mechanisms, stakeholder involvement, and how the effectiveness of these mechanisms is tracked?	Stakeholder Engagement, Page 27-29
2-26 Mechanisms for seeking advice and raising concerns		Does the company disclose mechanisms for individuals to seek advice on responsible business conduct and to raise concerns about misconduct?	Stakeholder Engagement, Page 27-29
2-27 Compliance with laws and regulations		Does the company disclose significant instances of non-compliance with laws and regulations?	Codes, Policies & Ethics, Page 24-25
2-29 Approach to stakeholder engagement		Does the company disclose its approach to stakeholder engagement, including stakeholder categories, purpose of engagement, and how meaningful engagement is ensured?	Stakeholder Engagement, Page 27-29
	G3. Supplier Code of Conduct	Does the company require vendors and suppliers to follow a formal Supplier Code of Conduct, and disclose the percentage of suppliers that have formally certified compliance?	Yes, ADNHC Catering suppliers are required to follow ADNHC Code of business conduct. Supplier Code of Conduct, Page 51
	G7. Sustainability Risks Management	Does the company disclose the processes and policies used to identify, assess, prioritize, and monitor sustainability-related risks and opportunities, including the inputs and parameters applied, and explain how these processes are integrated into and inform the overall enterprise risk management framework?	ADNHC applies a structured approach to identifying and prioritising sustainability-related risks across environmental, social, and governance areas, using stakeholder input, internal assessments, and alignment with GRI and ADX. These risks are integrated into the broader enterprise risk management framework. Further details are expected in future disclosures.
	G9. Sustainability Targets	Does the company disclose measurable sustainability targets (e.g., climate, energy, water, diversity), including baseline years, timelines, and the methods used to track performance?	ADNHC has indicated that it is currently developing sustainability goals and related performance metrics, with further details to be provided in future disclosures.
3-1 Process to determine material topics		Does the company disclose its process for determining material topics, including how impacts are identified and prioritized and how stakeholder and expert input is incorporated?	Materiality Assessment, Page 30-32

GRI Reference and Disclosure	ADX Disclosure	Metric	Page number(s), link, and/or direct answer
3-2 List of material topics		Does the company disclose its list of material topics and report any changes compared to the previous reporting period?	Materiality Assessment, Page 31-32
3-3 Management of material topics		Does the company disclose its list of material topics and report any changes compared to the previous reporting period?	Materiality Assessment, Page 30-32
201-1 Direct economic value generated and distributed		Does the company disclose its direct economic value generated and distributed, including revenues, operating costs, employee wages and benefits, payments to capital providers and governments, community investments, and economic value retained?	Our Performance in the Reporting Year, Page 11
201-2 Financial implications and other risks and opportunities due to climate change	E9. Climate Strategy	Does the company disclose climate-related risks and opportunities (including physical and transition risks), their impacts on the business model and value chain, associated financial implications, and the actions taken or planned to manage them?	Climate Change, Energy and Emissions, Page 36
202-2 Proportion of senior management hired from the local community	S7. Nationalisation	Does the company disclose the percentage of senior management hired from the local community and the percentage of national employees by employment category?	Our People, Page 63-64
204-1 Proportion of spending on local suppliers		Does the company disclose the percentage of procurement spending on local suppliers, including its definition of “local” and significant locations of operation?	Sustainable Meals & Nutrition, Page - 49
205-2 Communication and training about anti-corruption policies and procedures	G4. Ethics and Prevention of Corruption	Does the company disclose its anti-corruption or ethics policy, including the percentage of governance members and employees to whom it has been communicated, the percentage trained, and the percentage of the workforce formally certified as compliant?	Codes, Policies & Ethics, Page 24-25
205-3 Confirmed incidents of corruption and actions taken		Does the company disclose confirmed incidents of corruption, including disciplinary actions taken, contracts terminated with business partners, and any public legal cases and outcomes?	Codes, Policies & Ethics, Page 24-25
301-1 Materials used by weight or volume		Does the company disclose the total weight or volume of materials used in its operations, broken down into renewable and non-renewable materials?	Sustainable Sourcing & Packaging, Page 49-52

GRI Reference and Disclosure	ADX Disclosure	Metric	Page number(s), link, and/or direct answer
302-1 Energy consumption within the organization	E4. Energy Usage	Does the company disclose total direct energy consumption within the organization, including renewable and non-renewable fuel use, electricity and other energy consumed, and the methodologies applied?	Climate Change, Energy & Emissions, Page 37
302-2 Energy consumption outside of the organization	E4. Energy Usage	Does the company disclose total indirect energy consumption outside the organization, including calculation methodologies and conversion factors used?	Climate Change, Energy & Emissions, Page 37
302-3 Energy intensity	E5. Energy Intensity	Does the company disclose its energy intensity ratio, including total direct energy usage per defined output scaling factor and the types of energy included in the calculation?	Climate Change, Energy & Emissions, Page 37
302-4 Reduction of energy consumption	E4. Energy Usage	Does the company disclose reductions in energy consumption achieved through efficiency or conservation initiatives, including the energy types covered, the baseline used, and the methodologies applied?	Climate Change, Energy & Emissions, Page 37-39
302-5 Reductions in energy requirements of products and services		Does the company disclose reductions in energy requirements of its products and services during the reporting period, including the baseline used and the standards, methodologies, and assumptions applied?	Climate Change, Energy & Emissions, Page 37-39
303-1 Interactions with water as a shared resource		Does the company disclose its water use (withdrawal, consumption, discharge), related impacts and management approach, stakeholder engagement, and how water targets align with local water stress?	Water Stewardship, Page 40-42
303-5 Water consumption	E2. Water Usage	Does the company disclose total water consumption (including in water-stressed areas), changes in water storage where relevant, water reclaimed, and the methodologies and assumptions used to calculate these figures?	Water Stewardship, Page 40
305-1 Direct (Scope 1) GHG emissions	E7. GHG Emissions	Does the company disclose its gross Scope 1 (direct) GHG emissions (in tCO ₂ e), gases included, biogenic emissions where applicable, base year information, emission factors and GWP sources, consolidation approach, and methodologies used?	Climate Change, Energy & Emissions, Page 38-39
305-2 Energy indirect (Scope 2) GHG emissions	E7. GHG Emissions	Does the company disclose its gross Scope 2 (energy indirect) GHG emissions (location-based and, where applicable, market-based) in tCO ₂ e, gases included, base year information, emission factors and GWP sources, consolidation approach, and methodologies used?	Climate Change, Energy & Emissions, Page 39
305-3 Other indirect (Scope 3) GHG emissions	E7. GHG Emissions	Does the company disclose its gross Scope 3 (other indirect) GHG emissions (in tCO ₂ e), categories included, gases and biogenic emissions where applicable, base year information, emission factors and GWP sources, and methodologies used?	Climate Change, Energy & Emissions, Page 39

GRI Reference and Disclosure	ADX Disclosure	Metric	Page number(s), link, and/or direct answer
305-4 GHG emissions intensity	E8. Emissions Intensity	Does the company disclose its GHG emissions intensity ratio (by Scope 1, 2, and/or 3 where applicable), the organizational denominator used, gases included, and the total emissions per output scaling factor?	Climate Change, Energy & Emissions, Page 39
305-5 Reduction of GHG emissions		Does the company disclose total GHG emissions reduced (in tCO ₂ e) as a result of reduction initiatives, including the base year/baseline used, scopes covered (Scope 1, 2, 3), gases included, and the standards or methodologies applied?	Climate Change, Energy & Emissions, Page 39
306-1 Waste generation and significant waste-related impacts		Does the company disclose its significant actual and potential waste-related impacts, including the activities and outputs that lead to these impacts and whether they occur in its own operations or across the upstream and downstream value chain?	Waste Management & Circularity, Page 43-45
306-2 Management of significant waste-related impacts		Does the company disclose actions taken (including circularity measures) to prevent and manage significant waste-related impacts across its operations and value chain, oversight of third-party waste management, and processes used to collect and monitor waste data?	Waste Management & Circularity, Page 43-45
306-3 Waste generated	E3. Waste Generation	Does the company disclose total waste generated (in metric tons), including a breakdown by waste type and contextual information on how the data is compiled?	Waste Management & Circularity, Page 44
306-4 Waste diverted from disposal	E3. Waste Generation	Does the company disclose total waste diverted from disposal (in metric tons), including hazardous and non-hazardous breakdowns, recovery methods (reuse, recycling, other), onsite/offsite treatment, and percentage recycled by waste type?	Waste Management & Circularity, Page 44-45
	E1- Environmental Operations	Does the company have a formal environmental policy and related management systems (e.g., waste, water, energy, recycling), and are these aligned with recognised standards such as ISO 14001 or ISO 50001?	Environmental Stewardship, page 34, 35
	E6. Energy Mix	Does the company disclose the percentage breakdown of its total energy consumption by source (e.g., renewables, natural gas, grid electricity, diesel), and report any increase in renewable energy use year-over-year?	Climate Change, Energy. & Emissions, Page 37
	E10. Climate Related Risks and Opportunities	Does the company describe how climate-related risks and opportunities are identified, assessed, prioritised, and integrated into enterprise risk management, including use of scenario analysis or risk assessment tools?	Our ESG Strategy articulates how we identify, assess, and manage ESG and climate-related risks. This includes stakeholder input and policy-driven evaluations. Further details will be included in subsequent disclosures.
	E12. Climate Targets	Does the company disclose climate-related targets, including baseline year, scope coverage (Scope 1, 2, 3 where applicable), interim milestones, tracking methodology, and whether performance is linked to executive remuneration?	Currently, ADNHC's remuneration policies do not directly incorporate climate-related performance metrics. ESG considerations are embedded within the overall strategy, with potential future integration of ESG-linked KPIs into performance frameworks.

GRI Reference and Disclosure	ADX Disclosure		Page number(s), link, and/or direct answer
401-1 New employee hires and employee turnover		Does the company disclose total number and rate of new hires and employee turnover during the reporting period (by age, gender, and region), including year-over-year changes for full-time, part-time, and contractor employees?	Our People, Page 58-59
401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	S3. Employee Turnover	Does the company disclose the benefits provided to full-time employees that are not provided to temporary or part-time employees, including the types of benefits offered and any eligibility differences?	Our People, Page 73; Diversity & Inclusion, Page 60
401-3 Parental leave		Does the company disclose parental leave data, including the number of employees entitled to and taking parental leave, the number returning to work, the number retained 12 months after return, and the return-to-work and retention rates, all broken down by gender?	Our People, Page 64, 73
403-1 Occupational health and safety management system	S9. Health, Safety and Wellbeing	Does the company disclose whether it has implemented an occupational health and safety (OHS) management system, including whether it is legally required or aligned with recognized standards (e.g., ISO 45001), and describe the scope of workers, activities, and workplaces covered?	Health, Safety and Wellbeing, Page 73-74
403-2 Hazard identification, risk assessment, and incident investigation		Does the company disclose its processes to identify and assess work-related hazards and risks (including application of the hierarchy of controls), enable workers to report hazards and remove themselves from unsafe situations without reprisal, and investigate work-related incidents to implement corrective actions and improve the OHS management system?	Health, Safety and Wellbeing, Page 73-74
403-3 Occupational health services		Does the company disclose the functions of its occupational health services in identifying and eliminating workplace hazards and minimizing risks, and explain how it ensures service quality and workers' access to these services?	Health, Safety and Wellbeing, Page 73-74
403-4 Worker participation, consultation, and communication on occupational health and safety		Does the company describe worker participation and consultation in its OHS management system, including communication processes and any joint health & safety committees (roles, meetings, authority, coverage)?	Health, Safety and Wellbeing, Page 73-74

GRI Reference and Disclosure	ADX Disclosure		Page number(s), link, and/or direct answer
403-5 Worker training on occupational health and safety		Does the company provide and describe occupational health & safety training, including general and job-specific hazard training for workers?	Health, Safety and Wellbeing, Page 73-74
403-6 Promotion of worker health		Does the company explain how it supports workers' access to non-occupational healthcare and describe any voluntary health promotion programs offered (e.g., addressing major non-work-related health risks)?	Health, Safety and Wellbeing, Page 73-74
403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships		Does the company describe its approach to preventing or mitigating significant occupational health and safety impacts directly linked to its business relationships, including the related hazards and risks?	Health, Safety and Wellbeing, Page 73-74
403-8 Workers covered by an occupational health and safety management system		Does the company have an occupational health and safety management system in place, and what number and percentage of employees and controlled non-employees are covered (including those internally audited or externally certified), and are any workers excluded?	Health, Safety and Wellbeing, Page 73-74
403-9 Work-related injuries	S10. Injury Rate	Does the company report the number and rates of work-related fatalities and injuries (including high-consequence and recordable), main injury types, total hours worked, key high-risk hazards and mitigation actions, and the methodology used for calculation?	Health, Safety and Wellbeing, Page 73-74
403-10 Work-related ill health		Does the company report the number of fatalities and recordable cases of work-related ill health (for employees and controlled non-employees), the main types of ill health, key work-related health hazards and mitigation actions, any exclusions, and the methodology used for calculation?	Health, Safety and Wellbeing, Page 73-74
404-1 Average hours of training per year per employee		Does the company report the average number of training hours per employee during the reporting period, broken down by gender and employee category?	Our People, Page 65-68

GRI Reference and Disclosure	ADX Disclosure	Metric	Page number(s), link, and/or direct answer
404-2 Programs for upgrading employee skills and transition assistance programs		Does the company disclose the types and scope of programs to upgrade employee skills, and any transition assistance programs supporting continued employability or career endings (e.g., retirement or termination)?	Our People, Page 65-68, 70-71
405-1 Diversity of governance bodies and employees	S4. Gender Diversity / G2. Board Diversity	Does the company disclose the percentage of governance body members and employees (by category) by gender, age group, and other relevant diversity indicators, including workforce and leadership gender breakdowns?	Our People, Page 56-62; Infusing Sustainability into Governance, Page 20-22
405-2 Ratio of basic salary and remuneration of women to men	S2. Gender Pay Ratio	Does the company disclose the ratio of basic salary and total remuneration of women to men by employee category and significant locations, and define what constitutes a significant location of operation?	The Gender pay ratio is in line with prevailing industry standards.
406-1 Incidents of discrimination and corrective actions taken	S8. Non- Discrimination	Does the company have a Non-Discrimination Policy and reports on the total number of discrimination incidents during the reporting period, their status (reviewed, under remediation, resolved, or closed), and the corrective actions taken.	Our People, Page 61-62
407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk		Does the company identify operations and suppliers where freedom of association and collective bargaining rights may be at risk (by type and geography), and disclose measures taken to support these rights?	ADNHC adheres to the legal framework and regulations in UAE which does not permit freedom of association and collective bargaining.
408-1 Operations and suppliers at significant risk for incidents of child labor	S11. Child and Forced Labor	Does the company identify operations and suppliers at significant risk of child labor (including hazardous work for young workers) by type and geography, and disclose measures taken to prevent and abolish child labor?	ADNHC adheres to the legal framework and regulations in UAE which does not permit child labor.
409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	S11. Child and Forced Labor	Does the company identify operations and suppliers at significant risk of forced or compulsory labor by type and geography, and disclose measures taken to eliminate such practices?	ADNHC adheres to the legal framework and regulations in UAE which does not permit forced or compulsory labor.
410-1 Security personnel trained in human rights policies or procedures		Does the company disclose the percentage of security personnel trained in its human rights policies and procedures, and whether such training requirements also apply to third-party security providers?	Codes, Policies & Ethics, Page 24-25

GRI Reference and Disclosure	ADX Disclosure	Metric	Page number(s), link, and/or direct answer
413-1 Operations with local community engagement, impact assessments, and development programs	S13. Community Investment	Does the company disclose the percentage of operations with local community engagement, impact assessments, and development programs, and report its total community investment as a percentage of revenues	Community Engagement and Zero Hunger, Page 78
413-2 Operations with significant actual and potential negative impacts on local communities		Does the company disclose operations with significant actual or potential negative impacts on local communities, including their locations and the nature of those impacts	We are working to provide more details in subsequent reports.
416-1 Assessment of the health and safety impacts of product and service categories		Does the company assess the health and safety impacts of its significant product and service categories, and what percentage are evaluated for improvement	Client and Consumer Health, Page 75-77
416-2 Incidents of noncompliance concerning the health and safety impacts of products and services		Does the company report the total number of incidents of non-compliance with health and safety regulations or voluntary codes related to products and services, including fines, warnings, and voluntary code breaches?	Client and Consumer Health, Page 75-77
417-1 Requirements for product and service information and labelling		Does the company require procedures for product and service information and labeling (including sourcing, content impacts, safe use, and disposal) and report the percentage of significant product/service categories assessed for compliance with these procedures?	Client and Consumer Health, Page 75-77
417-2 Incidents of non-compliance concerning product and service information and labelling		Does the company report the total number of incidents of non-compliance with product and service information and labeling regulations or voluntary codes (including fines, warnings, and voluntary code breaches), or state if none occurred	Client and Consumer Health, Page 75-77
418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	G5. Data Privacy	Does the company report the total number of substantiated complaints regarding customer privacy breaches (including those from external parties and regulators), the number of identified data leaks or losses, or state if none occurred	There were no data breaches during the reporting period.



Abu Dhabi National Hotels Building, Airport Road,
PO Box 109767, Abu Dhabi, U.A.E.



Developed with the support of our
Sustainability partner
THE ONE PERCENT