

Water, Valuable Resource.

2025

SUSTAINABILITY
R E P O R T



شركة بركاء لتحلية المياه
Barka Desalination Company



His Majesty
Sultan Haitham bin Tarik





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CEO Message



It is my pleasure to present the 2025 Sustainability Report of Barka Desalination Company SAOG (BDC), reflecting another year of responsible operations, resilience, and continuous improvement in delivering reliable potable water to the Sultanate of Oman.

As a critical infrastructure provider, BDC plays a vital role in supporting national water security. In 2025, we continued to strengthen our commitment to Environmental, Social, and Governance (ESG) principles while maintaining high standards of operational performance and safety. Our focus remains on producing water efficiently, protecting the environment, and ensuring the well-being of our workforce and surrounding communities.

This year, we achieved zero lost-time injuries and zero fatalities, demonstrating the strength of our safety culture and the effectiveness of our Integrated Management System. We also advanced our environmental performance through energy optimization efforts that contributed to a reduction in greenhouse gas emissions. By closely monitoring electricity consumption and improving operational efficiency, we continue to work toward lowering our carbon footprint while maintaining reliable plant performance.

Water stewardship remains central to our mission. Our desalination process operates with a recovery rate of approximately 43%, reflecting efficient use of seawater resources. We also enhanced internal water management practices by introducing a target to reduce Non-Revenue Water (NRW) and expanding

treated water reuse for irrigation, supporting conservation efforts within our facilities.

Risk management and resilience are key priorities in our strategy. Through structured asset management, preventive maintenance, and climate-resilient infrastructure, BDC ensures operational continuity even under challenging environmental conditions. These measures reinforce our long-term sustainability and our ability to deliver consistent service to the nation.

Our achievements would not be possible without the dedication of our employees, the expertise of our operating partner, and the support of our stakeholders. Together, we are building a culture of responsibility, transparency, and continuous improvement.

As we look ahead, BDC remains committed to aligning its performance with the goals of Oman Vision 2040, contributing to sustainable development, environmental protection, and economic resilience. We will continue strengthening our ESG practices, enhancing efficiency, and ensuring that our operations support a sustainable water future for Oman.

Sincerely,

Asim Al Rashdi
Chief Executive Officer,
Barka Desalination Company SAOG





About this Report

Barka Desalination Company SAOG (BDC) presents its second Sustainability Report, covering the period from 1 January to 31 December 2025. This report focuses on our operations in the Sultanate of Oman and reflects our continued commitment to Environmental, Social, and Governance (ESG) principles. It highlights the progress we have made in embedding sustainable and responsible practices across our activities.

The report has been prepared in alignment with the Global Reporting Initiative (GRI) Standards, the Muscat Stock Exchange (MSX) ESG guidelines, Oman Vision 2040, and the United Nations Sustainable Development Goals (SDGs). Through this alignment, BDC ensures that its sustainability efforts contribute meaningfully to both national priorities and global development objectives.

To enhance transparency and provide performance context, selected environmental and social data from previous years are included for comparison, while all narrative disclosures primarily reflect activities and performance during the 2025 reporting period.



Assurance

BDC has not sought external assurance for this Sustainability Report. However, financial data disclosed in this report has been verified by KPMG, while non-financial information has undergone an internal review and validation process to ensure accuracy and consistency.

Restatement



During the preparation of this report, BDC updated the ratio of basic salary and remuneration of women to men to reflect accurate payroll data following changes in executive remuneration during the reporting period. This restatement improves the accuracy of disclosure and does not affect the Company's overall approach to pay equity.

Contact Details



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About Barka Desalination Company SAOG



Barka Desalination Company SAOG (BDC) owns and operates the Barka Independent Water Project (IWP), the largest seawater desalination facility in Oman, located in Barka, South Batinah Governorate. With a production capacity of 281,000 cubic meters per day (61.8 million gallons), BDC meets approximately 23% of the Sultanate's total water demand, playing a critical role in ensuring reliable water supply and supporting Oman's long-term water security.



Vision

To be the leader in providing sustainable potable water solutions in an eco-friendly and efficient manner enhancing quality of life and supporting development of the Sultanate of Oman.



Mission

To provide reliable and quality potable water to the communities, through cost effective and efficient reverse osmosis technology with continued commitment to highest Health, Safety and Environmental standards, innovations, continuous improvements and empowerment of Omani talent, thereby contributing to meet the growing water demand of the Sultanate of Oman.



Values

Integrity

We are consistently open, honest, ethical, and fair.

Teamwork

We are inspired individuals and energized 'one team' without 'I' in it.

Quality

We do one thing really, really well – produce drinking water to WHO / Omani standards.

Commitment

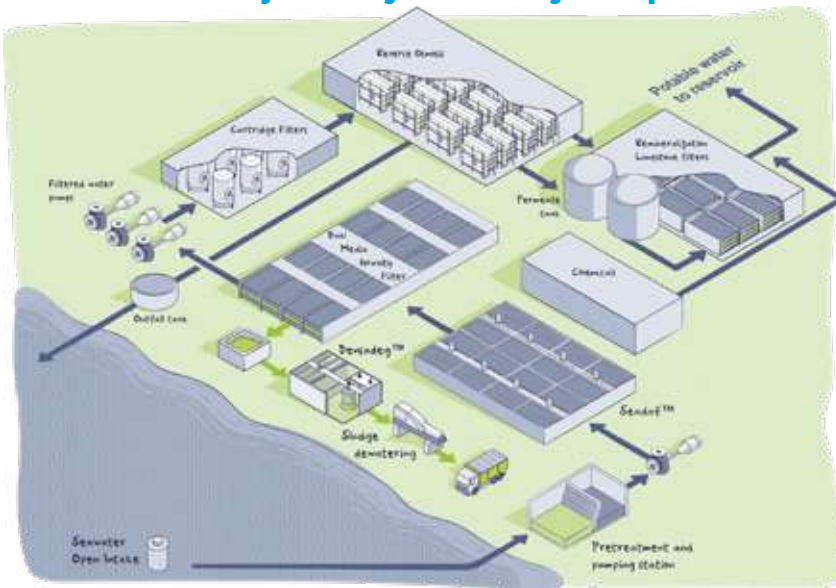
We are committed to a safe workplace, serving the community, and taking social and environmental responsibility.

For more information about Barka Desalination Company SAOG, including details on our mission, vision, technology, and commitment to sustainability, please visit our website: [Barka Desalination Company](#).

Our plant:

Producing potable water for Oman every day, the Barka Desalination Plant is a strategically located facility 50 km west of Muscat, adjacent to the Batinah Coastal Highway, and has been in commercial operation since 13 June 2018. Equipped with advanced treatment technologies, the plant utilizes highly efficient Reverse Osmosis (RO) processes to deliver a reliable and environmentally friendly supply of high-quality drinking water. Designed for energy efficiency, it operates at a record low electrical consumption, outperforming current state-of-the-art desalination systems while supporting sustainable water production for the Sultanate.

The journey of every drop



The journey of every drop at Barka Desalination Plant begins at seawater intake towers located 1.5 km offshore, where water is drawn through buried pipelines equipped with passive screens, air-burst systems, and chlorination to remove debris, prevent marine growth, and protect aquatic life. The seawater then undergoes pre-treatment via dual media filters and cartridge filters, with SeaDAF units used during adverse conditions like algal blooms, ensuring particles larger than

5 microns are removed before entering the Reverse Osmosis (RO) system. In the RO stage, high-pressure pumps and energy recovery devices force water through thin-film membranes to separate salts efficiently while minimizing energy use. Finally, post-treatment adds carbon dioxide with purified limestone to balance and buffer the water, followed by chlorine for disinfection and fluoride for dental health, producing safe, high-quality potable water that is stored in the adjacent PAEW reservoir.




The operation and maintenance (O&M) of the Barka Desalination Plant is managed by Veolia, one of the project's founding partners. In addition to its role as an investor, Veolia led the plant's construction and now oversees its day-to-day operations. The plant is operated locally while leveraging the combined regional and international expertise of the project founders, who have a proven track record in managing similar water and power facilities in the region.

At Barka Desalination Company, health, safety, and environmental (HSE) excellence is a core priority embedded in daily operations. The company is committed to protecting the well-being of employees, contractors, customers, and communities by integrating HSE considerations into all business processes, minimizing environmental impact, conserving resources, and fostering a culture of reporting and continuous improvement. This commitment is demonstrated by strong safety performance, including 7.5 million construction man-hours and 1.2 million operational man-hours without lost time incidents (LTI), and 7,687 hours of HSE training delivered to personnel, reflecting rigorous training and awareness programs. To support these outcomes, BDC enforces a comprehensive set of HSE actions, such as its formal HSE policy and life-saving rules, ensuring structured, proactive risk management and continual enhancement of safety standards across the plant

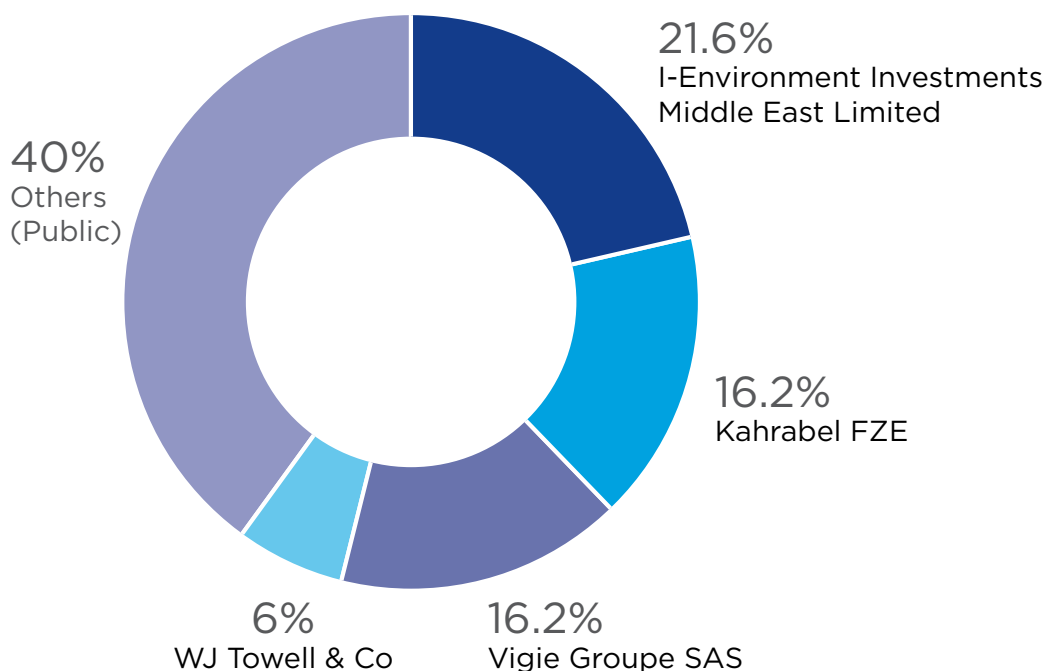
For more detailed information about our plant and its operations, please visit our website: [Barka Desalination Company](https://www.barka-desalination.com).

Our shareholders:

Barka Desalination Company SAOG is owned by a strong consortium of internationally recognized organizations with extensive expertise across water, energy, infrastructure, and industrial services. This diverse shareholder base brings together global best practices, long-standing technical experience, and regional knowledge, supporting the Company's long-term operational excellence, sustainability performance, and value creation.

			
<p>ITOCHU Corporation has over 30 years of experience in the global water sector, with a strong footprint in desalination and integrated water and wastewater projects across the Middle East, Europe, Australia, and Oman.</p>	<p>ENGIE is a global leader in low-carbon energy and services, committed to accelerating the transition to a carbon-neutral world through renewable energy, efficient services, and environmentally responsible solutions.</p>	<p>With more than 160 years of expertise, Veolia is a global reference in water, waste, and energy management, supplying potable water to approximately 15 million people across the Near and Middle East while driving ecological transformation.</p>	<p>WJ Towell Group is one of Oman's largest and most diversified business groups, with operations across key sectors and a strong regional presence in the GCC and India, bringing deep local expertise and long-standing market leadership.</p>

Shareholders structured



Economic Performance:

The table below presents our financial performance

	2023	2024	2025
	RO Thousands		
Revenue	19,467	19,927	19,503
Service expenses	10,849	10,910	10,523
Employee benefits expense	172	143	132
Profit for period	1,509	1,243	1,599
Total basic earnings (loss) per share	0.0093	0.0165	0.0212

Please refer to our financial reports for comprehensive details regarding our financial information.

Recognitions & Affiliations:

At Barka Desalination Company SAOG (BDC), our commitment to operational excellence and sustainability is reflected in our active participation in leading industry platforms and our collaboration with respected organizations. BDC is a listed company on the Muscat Stock Exchange (MSX) and has been affiliated with the Environment Society of Oman (ESO) since 2022, supporting national efforts to promote environmental awareness and conservation.

During 2025, BDC continued its engagement in key sector initiatives, including participation in Oman Water Week, reflecting our active role in advancing dialogue and knowledge-sharing within the water and sustainability sectors.

Our expertise and industry contribution have also been recognized through participation in the TAHLYA interview committee training program delivered by MEDREC, which supports capacity building and technical excellence in the desalination field. In addition, BDC has received recognition and appreciation from the Ministry of Agricultural Wealth, Fisheries and Water Resources for its contribution to the national water sector.



BDC also values knowledge exchange and community engagement. We have welcomed visits and academic collaborations with international and local educational institutions, including French schools, German colleges, and the University of Technology and Applied Sciences, strengthening awareness of sustainable desalination practices among future generations.

These affiliations and recognitions reinforce BDC's role as a responsible industry leader committed to sustainability, innovation, and the continuous development of professional and technical expertise within Oman's water sector.



Sustainability at Barka Desalination Company SAOG

At Barka Desalination Company SAOG, sustainability is embedded in the way we operate and make decisions. We place strong emphasis on engaging with our stakeholders to understand their expectations and concerns, which informs a structured materiality analysis focused on the issues most relevant to our business, society, and the environment. Our sustainability approach is aligned with Oman Vision 2040 and the United Nations Sustainable Development Goals (SDGs), ensuring that our activities support national priorities for sustainable development while strengthening water security and environmental stewardship. Through responsible practices, transparency, and collaboration, we aim to deliver long-term value for our stakeholders and contribute positively to the communities and ecosystems we serve.

Stakeholders Engagement:

At Barka Desalination Company SAOG, stakeholder engagement is an integral part of our sustainability approach. We maintain structured and transparent communication channels with both internal and external stakeholders to better understand their perspectives and sustainability-related priorities. Through ongoing engagement using established platforms, we gather meaningful feedback from employees, customers, and other key stakeholder groups. These insights support informed decision-making, enable the identification and prioritization of material sustainability topics, and help ensure that our initiatives remain aligned with stakeholder expectations. This approach strengthens our commitment to responsible water production and effective environmental stewardship.

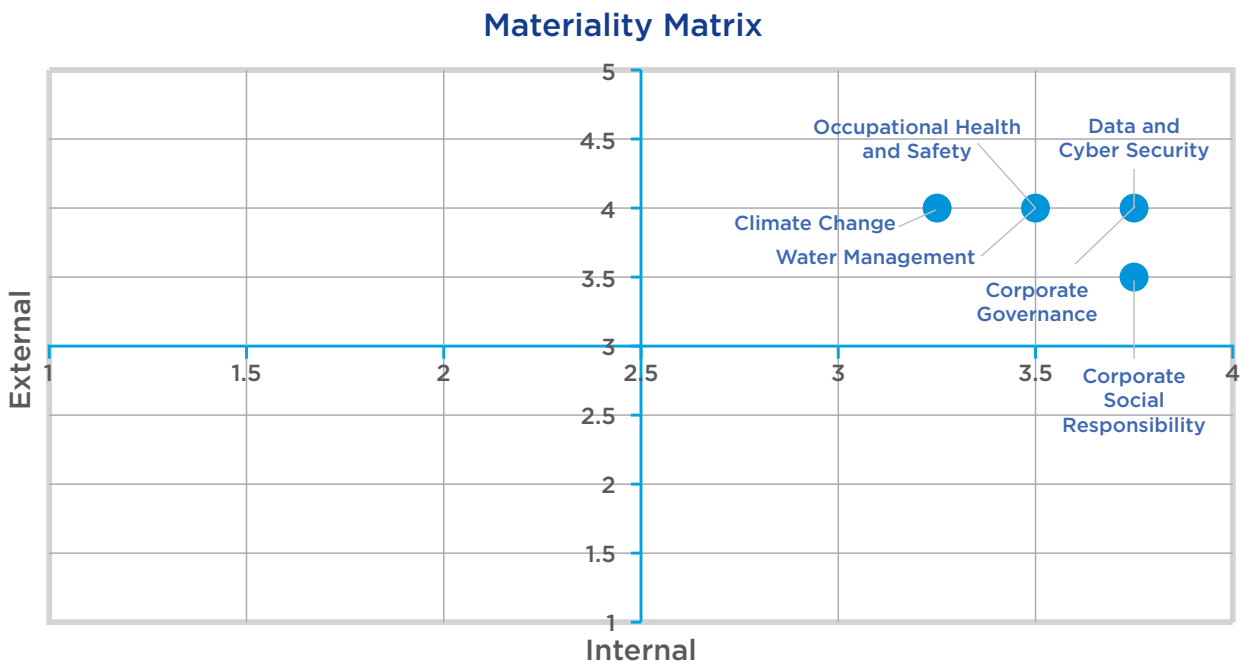


Materiality Analysis:

As part of Barka Desalination Company SAOG's sustainability reporting process, a comprehensive materiality assessment was conducted in accordance with Global Reporting Initiative (GRI) standards. The assessment included an in-depth benchmarking exercise to identify, evaluate, and prioritize the most significant Environmental, Social, and Governance (ESG) topics relevant to our operations and stakeholders. This structured approach ensures that our sustainability initiatives focus on the issues of highest importance, while remaining aligned with Oman Vision 2040 and the United Nations Sustainable Development Goals (SDGs).

Materiality Matrix

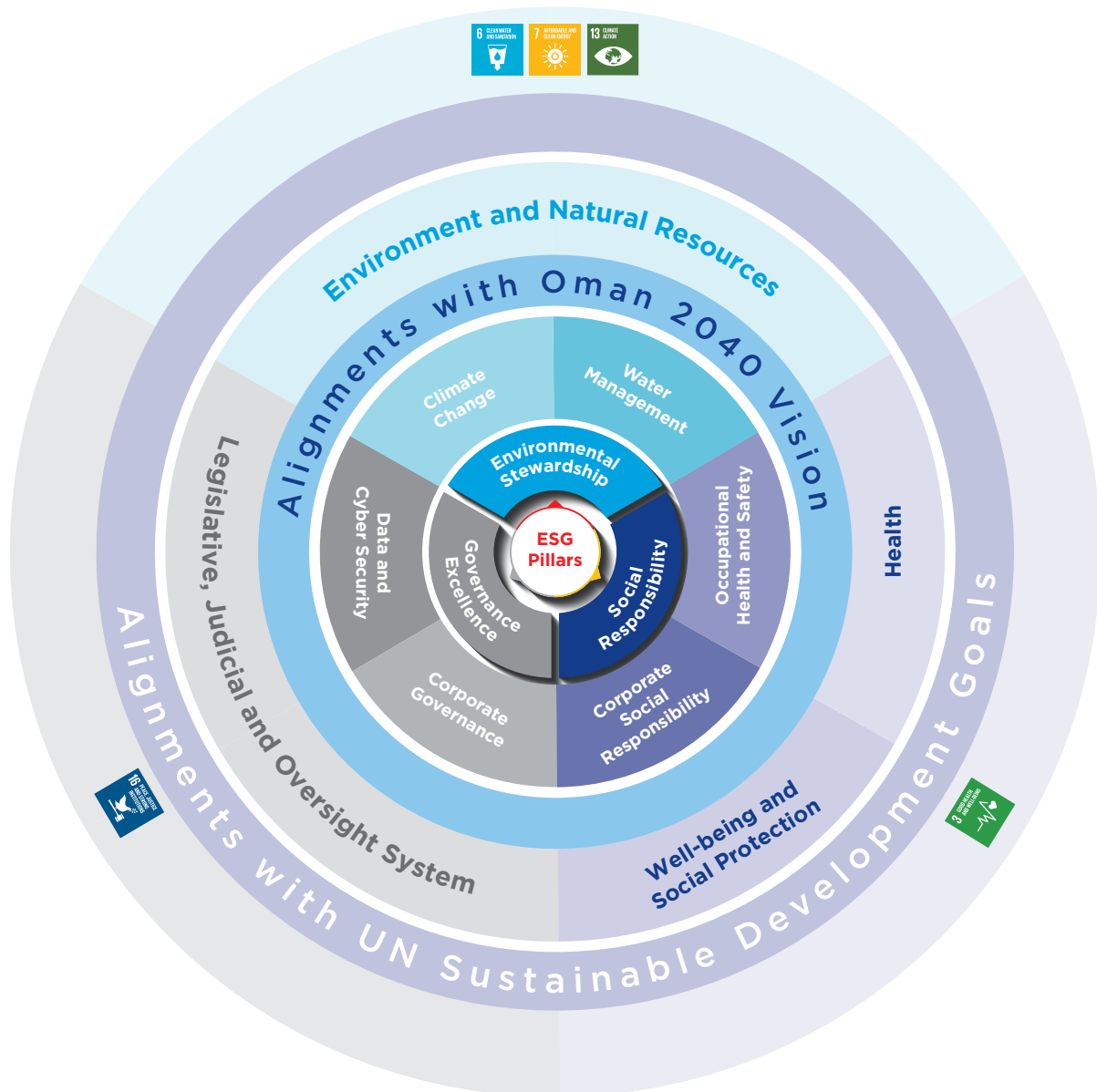
The materiality matrix summarizes the outcome of the materiality assessment by highlighting the ESG topics that are most relevant to Barka Desalination Company SAOG's sustainability agenda. It reflects the Company's prioritization of key environmental, social, and governance matters that influence long-term value creation, operational resilience, and stakeholder trust. These priorities guide decision-making, resource allocation, and sustainability disclosures.



Oman Vision 2040 & the UN SDGs:

At Barka Desalination Company SAOG, our sustainability strategy is closely aligned with the objectives of Oman Vision 2040 and the United Nations Sustainable Development Goals (SDGs). We focus on supporting national priorities related to long-term water security while addressing key environmental and social considerations associated with our operations. Through the adoption of environmentally responsible technologies, the development of local talent, and the careful management of natural resources, we contribute to national goals that promote sustainable development, water resilience, and community well-being. At the same time, our approach supports global sustainability objectives, including access to clean water, the development of sustainable communities, and climate action.

The table below illustrates the alignment between our strategic objectives, key initiatives, and the relevant pillars of Oman Vision 2040 and the United Nations Sustainable Development Goals, demonstrating our commitment to integrating sustainability principles into our operations and long-term planning.



Governance Excellence

Oman Vision 2040

Legislative, Judicial and Oversight System

Sustainable Development Goals



Barka Desalination Company SAOG's governance framework is founded on strong principles of integrity, transparency, and ethical conduct. It is designed to ensure full compliance with applicable laws and regulations while strengthening trust and confidence among stakeholders. Oversight of governance practices is provided by the Board of Directors, which establishes and monitors policies related to ethics, compliance, and risk management, supported by dedicated Board committees that promote accountability and sustainable performance. By fostering a culture rooted in fairness, honesty, and mutual respect, the Company seeks to build enduring and transparent relationships with all stakeholders. Collectively, these governance practices reinforce our commitment to operational excellence and long-term sustainable development.

Board of Directors:

In accordance with the Company's Articles of Association, the Board of Directors of Barka Desalination Company SAOG is composed of 11 non-executive members. The Board comprises a balanced mix of independent and non-independent directors, bringing diverse leadership experience and professional expertise. This composition supports effective oversight, ensures alignment with applicable governance codes, and enables the Board to provide strategic guidance in line with the Company's long-term objectives.

Name of Director	Position	Category
Mr. Murtadha Ahmed Sultan	Chairman	Non-Independent
Mr. Alexander Peterson	Deputy Chairman	Non-Independent
Mr. Pascal Grante	Director	Non-Independent
Mr. Yaqoub Al-Harathi	Director	Non-Independent
Ms. Latifa Lahsine	Director	Non-Independent
Mr. Mohammed Al Wahaibi	Director	Independent
Mr. Harib Al Kitani	Director	Independent
Mr. Mohammed Al Abri	Director	Independent
Ms. Yasmine Souissi	Director	Independent
Ms. Majda Al Rawahi	Director	Non-Independent
Mr. Mungara Njoroge	Director	Non-Independent

Board of Directors



MURTADHA AHMED SULTAN
Chairman of the Board



ALEXANDER PETRON
Deputy Chairman of the Board
Member of the Nomination and Remuneration Committee



MUNGARA NJOROGÉ
Member of the Board
Member of the Audit Committee



YAQOUB HARBI AL HARTHI
Member of the Board
Member of the Nomination and Remuneration Committee



PASCAL GRANTE
Member of the Board
Chairman of the Nomination and Remuneration Committee



LATIFA LAHSINE
Member of the Board



MAJDA AL RAWAHI
Member of the Board



HARIB AL KITANI
Member of the Board
Chairman of the Audit Committee



YASMINE SOUISSI
Member of the Board
Member of the Audit Committee



MOHAMMED AL ABRI
Member of the Board



MOHAMMED AL WAHIBI
Member of the Board

Board Committees:

The Board Committees at Barka Desalination Company SAOG play a critical role in reinforcing governance, oversight, and strategic accountability across the organization. By providing specialized focus in key areas, these committees support the Board of Directors in fulfilling its duties to shareholders and stakeholders, while ensuring transparency, compliance, and sustainable performance. The company currently maintains two principal committees: the Audit Committee and the Nomination & Remuneration Committee, each entrusted with distinct responsibilities that strengthen the company's governance framework.

Audit Committee

The Audit Committee serves as an independent oversight body, assisting the Board in upholding financial integrity and accountability. It is responsible for ensuring the accuracy and reliability of financial reporting, assessing the effectiveness of internal controls, and overseeing risk management processes. The Committee monitors the performance and independence of both internal and external auditors and ensures compliance with applicable legal and regulatory standards. By maintaining open lines of communication with auditors and management, the Audit Committee promotes transparency, continuous improvement, and accountability across the company's financial and operational practices.

Nomination & Remuneration Committee

The Nomination & Remuneration Committee ensures that the Board is composed of qualified and capable directors while supporting effective leadership succession and talent management. Its responsibilities include defining the roles and responsibilities of Board members, recommending appointments, developing succession plans for key positions, and establishing fair and competitive remuneration structures to attract and retain executive talent. Through these activities, the Committee contributes to maintaining strong corporate governance, fostering leadership continuity, and supporting the company's long-term strategic objectives.

For detailed information about the Board of Directors and committees, including their responsibilities, attendance, and the nomination and selection process, please refer to our Corporate Governance Report.

Corporate Governance:

At Barka Desalination Company SAOG, our corporate governance framework embodies our commitment to the highest standards of transparency, accountability, and ethical management. We ensure that all business activities adhere to the principles and guidelines set by the Financial Service Authority (FSA), promoting a well-governed, reliable, and responsible corporate environment.

With fully operational Audit and Nomination & Remuneration Committees, BDC exercises comprehensive oversight of risk management, compliance, and financial integrity. Our governance policies are regularly reviewed and updated to remain aligned with evolving laws and regulations, reinforcing long-term value for shareholders while maintaining the trust and confidence of all stakeholders.

Ethics

At Barka Desalination Company SAOG, we foster a culture grounded in integrity, collaboration, and mutual respect. Our ethical framework ensures that all employees adhere to international, national, and local laws, as well as professional standards, promoting responsible conduct across all operations. Fairness and honesty are fundamental to how we manage contracts and business relationships, while respect underpins every interaction, acknowledging the equal value of all stakeholders.

Our commitment to ethical practices is formalized in the Ethics Charter, which outlines measures for anti-corruption, compliance monitoring, and the responsibilities of the Ethics Officer in safeguarding these standards. By embedding these principles into daily operations, BDC reinforces trust, accountability, and long-term relationships with both employees and external partners.

Laws & Regulations	Fairness & Honesty	Culture of Integrity	Respecting Others	Anti-Corruption
At Barka Desalination Company SAOG, employees comply with all applicable international, national, and local laws, as well as professional and ethical standards relevant to their roles. In addition, staff follow internal company regulations and policies, ensuring consistent accountability across all activities. This foundation supports responsible business practices and reinforces our culture of integrity.	We emphasize fairness and honesty in every interaction, especially when fulfilling contractual obligations. Employees are expected to communicate openly, act in good faith, and honor commitments, fostering transparency and long-term trust with customers, partners, colleagues, and the community.	Integrity guides all business conduct at BDC. Employees are required to maintain ethical professionalism in interactions with colleagues and external parties while avoiding situations where personal interests conflict with company interests. This ensures ethical decision-making and reinforces mutual trust and accountability.	Mutual respect is central to our work culture. All individuals and corporate entities are treated equitably, with attention to rights, dignity, cultural differences, diversity, and inclusion. This principle also underpins our policies on privacy, anti-discrimination, and prevention of harassment, supporting a safe and collaborative workplace.	BDC strictly prohibits bribery and any form of illicit gain. Employees must not offer or accept money, gifts, entertainment, or anything of value to influence decisions or obtain unfair advantages, whether dealing with public officials, private entities, or internal stakeholders. This reinforces the Company's commitment to ethical business conduct and societal trust.

For more information, kindly view our [ethical policy](#) available on our website.

Conflict of Interest:

At Barka Desalination Company SAOG, robust conflict of interest controls are in place to safeguard integrity, objectivity, and transparency in decision-making across all levels of governance.

Transparency & Disclosure: Directors must fully disclose any direct or indirect interests with the Company, ensuring openness in all dealings.

Confidentiality & Ethical Use of Information: Directors must maintain confidentiality and must not use any company information for personal or related-party gain.

Protection of Non-Public Information: Directors must avoid sharing non-public information that could affect company securities, valuations, or decisions.

Prioritizing Company & Shareholder Interests: Directors must place the interests of the Company and its shareholders above personal or related-party gains.

Conflict Resolution & Mitigation: In case of a conflict, Directors must refrain from participating in deliberations, return relevant documents, and, if necessary, consider resignation.

Prohibition of Exploiting Board Position: Directors must not use their position on the Board to gain inappropriate advantages or benefits.

Share Trading & Securities Compliance: Directors must comply with Company rules and regulations on buying/selling shares and avoid trading based on short-term considerations.

Through the consistent application of these principles, BDC reinforces sound corporate governance practices and maintains the confidence and trust of its shareholders and wider stakeholder community.



Whistleblowing

At Barka Desalination Company SAOG, transparency and ethical conduct are fundamental to our governance framework. We maintain a whistleblowing mechanism that enables employees and external stakeholders to raise concerns or report suspected misconduct in a confidential manner and without fear of retaliation. This mechanism supports early identification and timely resolution of potential issues, strengthening accountability and ethical compliance across the organization. By encouraging open communication and safeguarding those who speak up, we promote continuous improvement and reinforce a culture of integrity throughout our operations.

Compliance

At Barka Desalination Company SAOG, compliance with applicable laws, regulations, and regulatory standards is a core priority. During the reporting period, the Company did not incur any penalties or sanctions from the Financial Services Authority (FSA), Muscat Stock Exchange (MSX), or any other statutory authority in relation to capital market matters. This record reflects our strong adherence to regulatory requirements and our ongoing commitment to sound corporate governance practices, reinforcing confidence among shareholders and other stakeholders.



Risk Management:

Barka Desalination Company SAOG (BDC) applies a structured and proactive approach to risk management, embedded within its Integrated Management System (IMS). The Company's risk management framework is aligned with the IMS Policy and focuses on the identification, assessment, control, and continuous monitoring of operational, environmental, health, safety, asset, and energy-related risks.

Operational risks are managed through the experienced plant operator under the Operation & Maintenance (O&M) Agreement, ensuring high reliability, preventive maintenance, and rapid response to technical issues. Systematic risk controls include hazard identification processes, performance monitoring, internal audits, management reviews, and continual improvement mechanisms.

BDC also manages financial and insurable risks through comprehensive insurance coverage, including protection against property damage, machinery breakdown, business interruption, terrorism, and public liability. These measures help safeguard the Company's assets, operational continuity, and stakeholder interests.

In addition, the IMS framework integrates cybersecurity risk management as part of overall operational resilience, recognizing the importance of protecting critical infrastructure and control systems.

Through this integrated and preventive risk management approach, BDC maintains operational stability, protects its workforce and environment, and ensures long-term reliability of potable water production.

Business Continuity

Business continuity is a key component of BDC's operational strategy. Since its Commercial Operation Date (COD), the plant has consistently demonstrated reliable performance supported by structured asset management and preventive maintenance practices aligned with international standards for asset management and risk-based maintenance planning.

The facility incorporates climate-resilient design features to reduce vulnerability to extreme weather events. These include:

- Elevated site design to mitigate potential flooding risks
- Stormwater drainage systems designed to manage heavy rainfall and flash floods
- Equipment specifications suitable for high temperatures and humidity conditions

Operational continuity is further supported through emergency preparedness procedures, backup systems, and structured response planning integrated into the IMS framework. These measures help ensure that water production can be maintained even during adverse conditions.

By combining strong risk governance, technical resilience, and continuous performance monitoring, BDC reinforces its commitment to operational reliability, sustainability, and long-term contribution to Oman's water security.

Risk Categories and Mitigation Measures

BDC applies a structured risk management framework covering operational, environmental, financial, and strategic risks. The table below summarizes key risk categories and the corresponding mitigation measures in place.

Risk Category	Description	Mitigation Measures
Operational Risk	Equipment failure, process disruption, or plant downtime affecting water production	Preventive and predictive maintenance programs, performance monitoring, redundancy in critical systems, experienced O&M operator
Health & Safety Risk	Injury to employees, contractors, or visitors	Integrated HSE Management System, Life-Saving Rules, training programs, Permit to Work system, Stop Work Authority
Environmental Risk	Marine discharge impacts, chemical handling, waste management	Environmental permit compliance, discharge monitoring, chemical management procedures, waste control programs
Climate & Natural Hazard Risk	Flooding, extreme heat, storms, sea-level rise	Elevated site design, stormwater drainage systems, climate-resilient equipment, emergency response planning
Asset Integrity Risk	Aging infrastructure or failure of critical assets	ISO-aligned asset management practices, regular inspections, condition monitoring, lifecycle planning
Energy Supply Risk	Power interruption affecting desalination operations	Backup power arrangements, coordination with power suppliers, operational contingency planning
Cybersecurity Risk	Disruption of control systems or data security	Integration of cybersecurity controls within IMS, restricted access systems, monitoring of digital infrastructure
Regulatory & Compliance Risk	Non-compliance with environmental or operational regulations	Regular audits, legal register monitoring, compliance reviews, staff training
Financial & Insurable Risk	Asset damage, business interruption, liability claims	Comprehensive insurance coverage (property damage, machinery breakdown, business interruption, public liability)
Supply Chain Risk	Delays in chemicals, spare parts, or contractor services	Approved supplier lists, inventory management, alternative sourcing strategies
Reputation Risk	Public concern related to environmental or service performance	Transparent reporting, stakeholder engagement, environmental monitoring, compliance with quality standards

Data and Cyber Security:

At Barka Desalination Company SAOG (BDC), data privacy and cybersecurity are essential to protecting the confidentiality, integrity, and availability of information across our operations. As part of the Veolia Group, the Company follows established group-wide data protection and cybersecurity frameworks, ensuring compliance with international data protection regulations, including the General Data Protection Regulation (GDPR), as well as applicable regional privacy laws.

BDC implements a comprehensive set of technical and organizational controls to manage cyber risks and safeguard sensitive information. These measures include regular security audits, employee awareness and training programs, multi-factor authentication, privacy impact assessments, and participation in Security Operations Center (SOC) initiatives. In addition, operational and control systems are continuously reviewed and enhanced to maintain a secure environment. While cybersecurity investments are primarily managed at the Group level, BDC recorded a local investment of approximately OMR 7,300 in data privacy and cybersecurity measures.

Data privacy and cybersecurity play a vital role in maintaining regulatory compliance, supporting business continuity, and protecting the trust of customers, employees, and business partners. During the 2025 reporting period, BDC did not identify any substantiated complaints related to breaches of customer privacy, nor were there any confirmed cases of data leaks, thefts, or losses of customer data, demonstrating the effectiveness of the Company's cybersecurity practices and its ongoing commitment to responsible data management.



Social Responsibility

Oman Vision 2040

- Labour Market and Employment
- Health
- Well-being and Social Protection

Sustainable Development Goals



At Barka Desalination Company SAOG, social responsibility is a core pillar of our sustainability approach and reflects our commitment to creating lasting positive impacts on society and the environment. Our initiatives are guided by strong ethical values and focus on fostering diversity, inclusion, and community development, while supporting sustainability and the empowerment of Omani youth. We place a strong emphasis on health, safety, and responsible business practices, alongside active support for education and local economic growth. Driven by a belief in being a responsible corporate citizen, BDC actively engages in programs that deliver tangible social value and strengthen relationships with the communities in which we operate. Through our Corporate Social Responsibility (CSR) efforts, we remain dedicated to enhancing employee well-being, contributing to environmental stewardship, and supporting the long-term social and economic development of the wider community.

Our Employees:

At Barka Desalination Company SAOG, our employees are at the heart of our success, and we consider our workforce to be our most valuable asset. We are committed to building and maintaining a diverse and inclusive workplace that respects and embraces differences in



gender and age, recognizing that diversity strengthens our organizational culture and supports innovation through the inclusion of multiple perspectives. Our current workforce structure reflects the focused nature of our operations, comprising a small, dedicated team of four employees, including three full-time employees who support the company’s core functions and one part-time employee who provides additional operational flexibility. We strive to provide a respectful, dynamic, and supportive working environment where all employees are empowered to grow, contribute, and succeed. This commitment to diversity and inclusion extends beyond our internal operations to our engagement with external stakeholders and reflects our strong belief in fairness and equal opportunity, delivering long-term benefits for both the company and the communities in which we operate.

Employee turnover	Total number of employee turnover	Total number of new employee hires
2023	1	1
2024	1	1
2025	0	0

Gender	Year	Number of members on the Board of Directors	Number of employees in the Executive Management	Number of employees in the Middle Management	Number of employees
MALE	2023	-	2	1	3
	2024	8	2	1	3
	2025	8	1	0	2
FEMALE	2023	-	0	2	2
	2024	3	0	2	2
	2025	3	0	2	2

	2024	2025
Ratio of the basic salary and remuneration of women to men	3.10 : 1	1.74 : 1

Employees Age Group	26 - 35	36 - 45
2024	3	1
2025	3	1

Omanization:

At Barka Desalination Company SAOG (BDC), we remain strongly aligned with the Sultanate of Oman’s Omanization objectives by actively supporting the employment and development of Omani nationals. Our approach focuses on creating sustainable and meaningful career opportunities, supported by structured training and development initiatives that enable employees to enhance their skills, progress professionally, and contribute effectively to the Company’s long-term success. This commitment reflects our role in strengthening national capabilities and directly supports the ambitions of Oman Vision 2040, as we continue to invest in building a competent and future-ready local workforce. BDC is proud to have Omani nationals contributing across its workforce, reflecting the Company’s commitment to developing and empowering local talent at all levels of the organisation.



Omanisation	Year	Total number of employees	Total number of new employee hires
Omani	2023	3	0
	2024	4	1
	2025	4	0
Non-Omani	2023	2	0
	2024	1	0
	2025	0	0

Driven by People, Serving the Community

At Barka Desalination Company SAOG, our strength lies in our people. Every member of our team is committed to delivering reliable water solutions that support the growth of our communities and the nation. By nurturing local talent, fostering collaboration, and empowering employees to grow, we ensure that our operations not only meet technical excellence but also make a meaningful contribution to society. Our workforce embodies the spirit of service, innovation, and dedication that underpins everything we do. Truly, we succeed because of our people, and for our people.

Parental Leave

At Barka Desalination Company SAOG (BDC), we recognize the importance of supporting our employees in balancing their professional and family responsibilities. In 2025, one employee availed of parental leave, reflecting our continued dedication to family-friendly policies and work-life balance. While the number varies year to year, our commitment remains steadfast: to provide an environment where employees feel supported during key life events and can maintain both personal well-being and professional growth.

Occupational health and safety

At Barka Desalination Company SAOG (BDC), protecting the health, safety, and well-being of our employees, contractors, visitors, and surrounding communities is a core operational priority. Our Occupational Health and Safety (OHS) management system forms an integral part of our Integrated Management System (IMS), which emphasizes risk prevention, continuous improvement, and a proactive safety culture.

Guided by our HSE Policy, Fair Culture approach, and Life-Saving Rules, we ensure that safety is embedded in all daily activities. Every individual on site is empowered through our Stop Work Authority, enabling them to halt any unsafe task without fear of retaliation.

Safety Performance in 2025

BDC maintained a strong safety record throughout 2025, demonstrating the effectiveness of our preventive risk management and workforce engagement programs.

Safety Indicator	2025 Performance
Fatalities	0
Lost Time Injuries (LTI)	0
High-Consequence Injuries	0
Recordable Injuries	0
Total Hours Worked	298,075 hours

These results confirm our continued success in maintaining a safe and healthy work environment.

Long-Term Safety Achievement

Since the start of plant operations, BDC has consistently demonstrated high safety performance standards.

Metric	Achievement
Construction Man-Hours without LTI	7.5 million hours
Operational Man-Hours without LTI	1.65 million hours

This long-term performance reflects strong operational controls, effective hazard identification, and strict compliance with safety procedures

HSE Training and Workforce Competency

Continuous training is essential to sustaining our strong safety culture. During the reporting period, BDC invested significantly in building employee awareness and competency in occupational health and safety.

Training Category	Details
Total HSE Training Hours Delivered	7,687 hours
Internal Trainings	Life-Saving Rules, Heat Stress Management
External Certified Trainings	First Aid, Fire Warden, Work at Height, Confined Space Entry, Electrical Safety, Chemical Handling
Daily Toolbox Talks	Conducted regularly across departments

These initiatives ensure employees are well prepared to identify hazards, prevent incidents, and respond effectively to emergencies



Occupational Health & Safety Management Framework

Our safety system operates through five strategic pillars that align with international OHS best practices:

Pillar	Focus Area
Management Involvement	Visible leadership and accountability for safety
OHS Risk Management	Hazard identification, risk assessment, and control
Communication & Dialogue	Sharing lessons learned and cross-site collaboration
Employee Involvement	Empowering staff participation in safety improvements
Performance Monitoring	KPIs, audits, inspections, and management reviews

This structured framework supports our journey toward achieving and sustaining a zero-accident workplace.

Employee Health and Well-being

Beyond workplace safety, BDC prioritizes employee health and welfare.

Initiative	Description
Medical Insurance	Comprehensive health coverage for all employees
Health Campaigns	Periodic free health check-up camps in partnership with specialized hospitals
Heat Stress Management	Seasonal awareness campaigns and preventive controls

Safety Culture and Engagement

BDC fosters a strong safety culture where all employees actively contribute to risk prevention and continuous improvement.

Practice	Implementation
Fair Culture	Encouraging reporting of hazards and near misses without blame
Stop Work Authority	All personnel authorized to stop unsafe work
Incident Investigation	Root cause analysis and corrective action tracking
HSE Recognition Program	Monthly recognition of 4 employees for safety leadership

Health & Safety Awareness Week

In alignment with Veolia's global initiative, BDC participated in the International Health & Safety Week, promoting awareness of routine-related risks and reinforcing the importance of vigilance and safe behaviors across all operations.

In 2025, BDC achieved zero fatalities and zero lost-time injuries across 298,075 safe working hours, supported by 7,687 hours of HSE training delivered to employees. These results demonstrate the strength of our Integrated Management System, our proactive safety leadership, and our commitment to protecting our workforce and communities.

For additional information, please refer to our HSE webpage on our website. HSE Policy Life Saving Rules.

Corporate Social Responsibility

At Barka Desalination Company SAOG (BDC), we are passionate about being a responsible business that contributes positively to the community. Guided by our core values, we continuously engage in initiatives that deliver tangible social benefits and reinforce our commitment to the welfare of the communities we serve. Our CSR programs aim to improve quality of life, support local development, and strengthen our relationships with the communities in which we operate.

We actively support diversity and inclusion, fostering a culture that values differences in gender, age, and background both within the company and in our interactions with external stakeholders. By nurturing local talent and embracing inclusivity, we create opportunities for professional growth while promoting fairness and equality.

BDC's CSR programs extend beyond the company to the wider Barka community. Over 2024 and 2025, we have implemented a variety of initiatives, including community support, charitable contributions, tree planting, Ramadhan and Eid support programs, and energy efficiency projects, all aimed at creating social value and advancing sustainable development. The table below summarizes our key CSR programs for 2024 and 2025, highlighting the continuity and impact of our efforts.

CSR programs

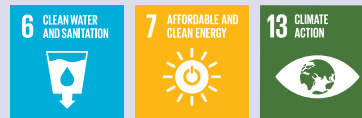
CSR Contributions		
Year	2024	2025
Total amount of CSR contributions	19,225 OMR	19,895 OMR
CSR programs	<p>January 2024: Renewed membership with Environment Society of Oman (ESO).</p> <p>January 2024: Contributed 20% of CSR budget to the Oman Charity Organisation.</p> <p>January 2024: Planted 144 native trees at Barka IV using water-saving technology.</p> <p>October 2024: Supplied and installed solar street lighting systems along Barka Service Road for Desalination and Power Plants.</p> <p>October 2024: Contributed to the National Campaign to Remove Ghaf Trees in Barka with the Ministry of Agriculture.</p>	<p>January 2025: Renewed membership with Environment Society of Oman (ESO).</p> <p>January 2025: Contributed 20% of CSR budget to the Oman Charity Organisation.</p> <p>March 2025: Supported orphans for Eid al-Fitr, providing assistance in nutrition, clothing, psychological and social support.</p> <p>March 2025: In collaboration with Barka Wali Office, distributed Ramadhan Baskets to 100 needy families in Wilayat Barka.</p> <p>March 2025: Provided daily Iftar meals throughout the holy month of Ramadhan.</p> <p>December 2025: In collaboration with Barka Wali Office, provided electrical wheelchairs to needy people in Wilayat Barka (under progress).</p>

Environmental Stewardship

Oman Vision 2040

Environment and Natural Resources

Sustainable Development Goals



At Barka Desalination Company SAOG (BDC), environmental stewardship is a key pillar of our sustainability efforts. Inspired by our parent companies, ENGIE and Veolia, we are committed to contributing to global efforts in preserving biodiversity and protecting marine ecosystems. We actively collaborate with local authorities and non-profit organizations to raise awareness and encourage positive environmental practices across the communities where we operate. As part of our commitment, BDC is a proud member of the Environment Society of Oman (ESO), a non-profit organization dedicated to conserving Oman's natural heritage and promoting sustainable behavior.

Our environmental initiatives include plastic awareness campaigns, and investments in sustainable infrastructure, such as the treatment plant at our Barka IV facility, which reduces CO₂ emissions, enables water reuse for irrigation, and utilizes sludge for composting to nourish native trees. These efforts demonstrate our holistic approach to sustainability, integrating environmental responsibility with community engagement and operational excellence.

Climate Change:

At Barka Desalination Company SAOG (BDC), addressing climate change is an integral part of our sustainability strategy. As an energy-intensive desalination facility, we recognize our responsibility to manage greenhouse gas (GHG) emissions and continuously improve energy efficiency across our operations.

Through optimized plant performance, advanced technologies, and systematic monitoring, BDC works to minimize its carbon footprint while maintaining reliable potable water production for the Sultanate of Oman.

Our annual GHG Inventory is prepared in line with national regulatory expectations and environmental reporting requirements set by the Environment Authority, ensuring transparent and consistent carbon accounting.



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Our Climate Action Approach

BDC focuses on four main pillars to manage climate-related impacts:

- **Energy Optimization**

We continuously improve operational efficiency by optimizing system performance, reducing energy losses, and enhancing equipment efficiency.

- **Low-Emission Technologies**

We invest in modern reverse osmosis membranes, high-efficiency pumps, and energy recovery devices that reduce electricity demand per cubic meter of water produced.

- **Data-Driven Emission Management**

GHG monitoring enables us to identify emission hotspots and implement targeted reduction initiatives.

- **Future Carbon Reduction Opportunities**

We are exploring practical pathways for further emission reductions, including renewable energy integration and credible carbon offset mechanisms where technically and economically feasible.

- These efforts align with Oman’s environmental regulations, our Environmental Permit obligations, and international climate action principles.

Greenhouse Gas (GHG) Emissions

BDC monitors direct and indirect emissions from fuel use and electricity consumption.

GHG Emissions	Unit	2024	2025
Scope 1 Emissions (Fuel Use)	tCO ₂ e	9.58	7.00
Scope 2 Emissions (Purchased Electricity)	tCO ₂ e	215,037.84	202,464.94
Total Scope 1 + 2 Emissions	tCO ₂ e	215,047.42	202,471.94

Scope 3 emissions are currently considered not material for BDC’s operational boundary and are under review for future disclosure.

The reduction in Scope 2 emissions reflects improved operational efficiency and energy optimization initiatives implemented during the year.

Energy Consumption

Energy efficiency remains a key operational priority, supported by structured monitoring under our Energy Management practices.

Energy Source	Unit	2024	2025
Diesel Consumption	Liters	900.773	940.68
Petrol Consumption	Liters	2,834.568	2,914.10
Electricity Consumption	kWh	250,044,000	235,352,000

Electricity consumption decreased in 2025 due to improved plant optimization, enhanced membrane performance, and operational efficiency measures.

Energy Efficiency Measures

BDC recognizes that desalination is an energy-intensive process and therefore places strong emphasis on responsible energy management and emissions reduction. Climate-related risks and energy performance are considered within our operational planning and environmental management processes. Through continuous monitoring of electricity consumption, routine performance reviews, and operational optimization, the Company works to minimize energy intensity while maintaining reliable water production.

GHG emissions are tracked annually in line with regulatory expectations, allowing BDC to understand its carbon footprint and identify opportunities for improvement. This structured approach supports informed decision-making and ensures that energy performance and emissions management remain integral to our environmental responsibility. By maintaining strong oversight of energy use and associated emissions, BDC contributes to national sustainability objectives and the transition toward a more resource-efficient and lower-carbon future.

In 2025, BDC reduced its total Scope 1 and Scope 2 emissions to 202,471.94 tCO₂e, primarily driven by lower electricity consumption and improved operational efficiency. These efforts demonstrate our commitment to responsible energy management and climate change mitigation while ensuring reliable water production for Oman.

Water Management

At Barka Desalination Company SAOG (BDC), responsible water management is central to our operations as a seawater desalination facility. Water is both our primary raw material and our core product, and therefore its efficient use and environmentally responsible discharge are key operational priorities.

BDC applies a structured approach to water stewardship that includes baseline assessments, risk analysis, regulatory alignment, and continuous performance monitoring. During 2025, the Company introduced a water efficiency target focused on reducing Non-Revenue Water (NRW) by 2%, strengthening internal conservation efforts.

Our operations are governed by environmental permit requirements that regulate seawater intake and brine discharge, ensuring protection of the surrounding marine ecosystem.

Water Governance and Target Setting

BDC follows a structured approach to managing water resources, which includes:

- Baseline water performance assessment
- Risk analysis related to water use and discharge
- Target setting aligned with operational efficiency
- Regulatory compliance with environmental permit conditions
- Continuous monitoring through key performance indicators (KPIs)

In 2025, BDC introduced a measurable internal efficiency target to reduce Non-Revenue Water (NRW) by 2%, strengthening efforts to minimize system losses and optimize water use.

Internal Water Use and Discharge

The following figures represent utility and service water used within the plant, not the seawater processed for desalination.

Water Management Indicator	Unit	2024	2025
Utility Water Consumption (Plant Services)	m ³	2,613.72	2,835.75
Treated Water Discharge (Service Water)	m ³	114,204.65	72,280.54

The treated discharge recorded in 2025 reflects controlled release of treated service water in line with operational and environmental management procedures.

Process Water and Environmental Protection

Seawater intake and brine discharge are regulated under BDC’s environmental permit. Continuous monitoring ensures that marine discharge meets approved salinity, temperature, and environmental impact thresholds, safeguarding the surrounding marine ecosystem.

Continuous Improvement

BDC remains committed to strengthening its water stewardship practices through:

- Monitoring NRW reduction progress
- Conducting internal water efficiency reviews
- Expanding opportunities for treated water reuse
- Supporting national water sustainability objectives

Through responsible management of both process and service water, BDC ensures reliable potable water production while minimizing environmental impact.

Case Study: On-Site Wastewater Treatment and Reuse for Irrigation

As part of its commitment to resource efficiency and environmental stewardship, Barka Desalination Company SAOG (BDC) implemented an on-site wastewater treatment solution to replace frequent external sewage removal and promote water reuse within the facility.

Background

Previously, wastewater generated from administrative and support facilities was collected and removed by tanker trucks every 2.5 days. This approach resulted in recurring operational costs, increased vehicle movements, and limited opportunities for water recovery.

Objective

The initiative aimed to:

- Reduce operational costs associated with frequent sewage removal
- Improve environmental performance through responsible wastewater management
- Reuse treated wastewater for irrigation within the facility
- Enhance compliance with environmental best practices and sustainability principles

Solution Implemented

BDC conducted a wastewater generation assessment and selected a suitable Sewage Treatment Plant (STP) system based on capacity requirements. The treatment system was designed, installed, and integrated into plant operations. Treated effluent is now reused as grey water for irrigating approximately 200 m² of landscaped areas.

Key implementation steps included:

- Site evaluation and system design
- Installation of STP infrastructure
- Connection of internal sewage lines to the treatment unit
- Establishment of a grey water distribution system for irrigation
- Training of operational staff in system operation and maintenance
- Implementation of regular water quality testing and monitoring protocols

Outcomes and Benefits

This initiative delivered measurable environmental and operational benefits:

Impact Area	Result
Sewage Truck Dependency	100% eliminated
Operational Efficiency	Reduced recurring sewage removal costs
Water Conservation	Sustainable irrigation water source for landscaped areas
Environmental Performance	Reduced transport-related emissions and improved resource efficiency
Circular Economy	Wastewater converted into a usable resource

By converting wastewater into a productive input, BDC strengthened its circular economy practices and reduced its environmental footprint.

Future Focus

BDC will continue monitoring treated water quality and exploring further opportunities to expand internal water reuse where technically and environmentally appropriate.



On-site sewage treatment plant installed at BDC facility



Process diagram of the on-site wastewater treatment system

Appendix

GRI & MSX index

Statement of use	Barka Desalination Company SAOG has reported in reference to the GRI Standards for the period of January, 1 2025 - December, 31 2025
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	No GRI Sector Standards apply to Barka Desalination Company SAOG

GRI Standard	Disclosure	Location Page No.	Requirement(s) Omitted	Omission		MSX ESG Disclosure Metric
				Reason	Explanation	
General Disclosures						
	2-1 Organizational details	6-8				
	2-2 Entities included in the organization's sustainability reporting	5				
	2-3 Reporting period, frequency and contact point	5		G7 and G8		
	2-4 Restatements of information	5				
	2-5 External assurance	5		G9		
	2-6 Activities, value chain and other business relationships	6-8				
	2-7 Employees	20-21				S5
	2-8 Workers who are not employees	20-21				
GRI 2: General Disclosures 2021	2-9 Governance structure and composition	12-13				G1 and G2
	2-10 Nomination and selection of the highest governance body	13				
	2-11 Chair of the highest governance body	12				
	2-12 Role of the highest governance body in overseeing the management of impacts	12-14				E8 AND E9
	2-13 Delegation of responsibility for managing impacts	14				
	2-14 Role of the highest governance body in sustainability reporting	14				
	2-15 Conflicts of interest	15				

GRI Standard	Disclosure	Location Page No.	Omission		MSX ESG Disclosure Metric
			Requirement(s) Omitted	Reason Explanation	
GRI 2: General Disclosures 2021	2-16 Communication of critical concerns	15			
	2-17 Collective knowledge of the highest governance body	12			
	2-18 Evaluation of the performance of the highest governance body	13			
	2-19 Remuneration policies	13			S2
	2-20 Process to determine remuneration	13			
	2-21 Annual total compensation ratio	21			S1
	2-22 Statement on sustainable development strategy	4			
	2-23 Policy commitments	14-15			
	2-24 Embedding policy commitments	14-16			
	2-25 Processes to remediate negative impacts	15			
	2-26 Mechanisms for seeking advice and raising concerns	15			
	2-27 Compliance with laws and regulations	15			
	2-28 Membership associations	9			
	2-29 Approach to stakeholder engagement	10			
2-30 Collective bargaining agreements	20				
Material Topics					
GRI 3: Material Topics 2021	3-1 Process to determine material topics	11-12			G8
	3-2 List of material topics	11-12			
Climate Change					
GRI 302: Energy 2016	3-3 Management of material topics	25-26			E1, E2, E3, E4, E5, AND E7
	Disclosure 302-1 Energy consumption within the organization	27			
	Disclosure 302-2 Energy consumption outside the organization	25-27			
	Disclosure 302-3 Energy intensity	29			

GRI Standard	Disclosure	Location Page No.	Requirement(s) Omitted	Omission		MSX ESG Disclosure Metric
				Reason	Explanation	
GRI 305: Emissions 2016	Disclosure 305-1 Direct (Scope 1) GHG Emissions	27-29				
	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	27-29				

Water Management

GRI 3: Material Topics 2021	3-3 Management of material topics	29				E6
GRI 303: Water and Effluents 2018	Disclosure 303-1 Interactions with water as a shared resource	29-30				
	Disclosure 303-2 Management of water discharge-related impacts	29-30				
	Disclosure 303-3 Water withdrawal	29-31				
	Disclosure 303-4 Water discharge	29-30				
	Disclosure 303-5 Water consumption	29-32				

Occupational Health and Safety

GRI 3: Material Topics 2021	3-3 Management of material topics	23				S7 and S8
GRI 403: Occupational Health and Safety 2018	Disclosure 403-1 Occupational health and safety management system	23				
	Disclosure 403-2 Hazard identification, risk assessment, and incident investigation	23-24				
	Disclosure 403-3 Occupational health services	24				
	Disclosure 403-4 Worker participation, consultation, and communication on occupational health and safety	24				
	Disclosure 403-5 Worker training on occupational health and safety	23-24				
	Disclosure 403-6 Promotion of worker health	24				
	Disclosure 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	23				

GRI Standard	Disclosure	Location Page No.	Requirement(s) Omitted	Omission		MSX ESG Disclosure Metric
				Reason	Explanation	
GRI 403: Occupational Health and Safety 2018	Disclosure 403-8 Workers covered by an occupational health and safety management system	23				
	Disclosure 403-9 Work-related injuries	23				
	Disclosure 403-10 Work-related ill health	23-24				

Corporate Social Responsibility

GRI 3: Material Topics 2021 GRI 413: Local Communities 2016	3-3 Management of material topics	25				S11
	Disclosure 413-1 Operations with local community engagement, impact assessments, and development programs	25				
	Disclosure 413-2 Operations with significant actual and potential negative impacts on local communities	25				

Data and Cyber Security

GRI 3: Material Topics 2021	3-3 Management of material topics	19-20				
GRI 418: Customer Privacy 2016	Disclosure 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	19-20				

Corporate Governance

GRI 3: Material Topics 2021	3-3 Management of material topics	13-16				
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