

SUSTAINABILITY GOVERNANCE

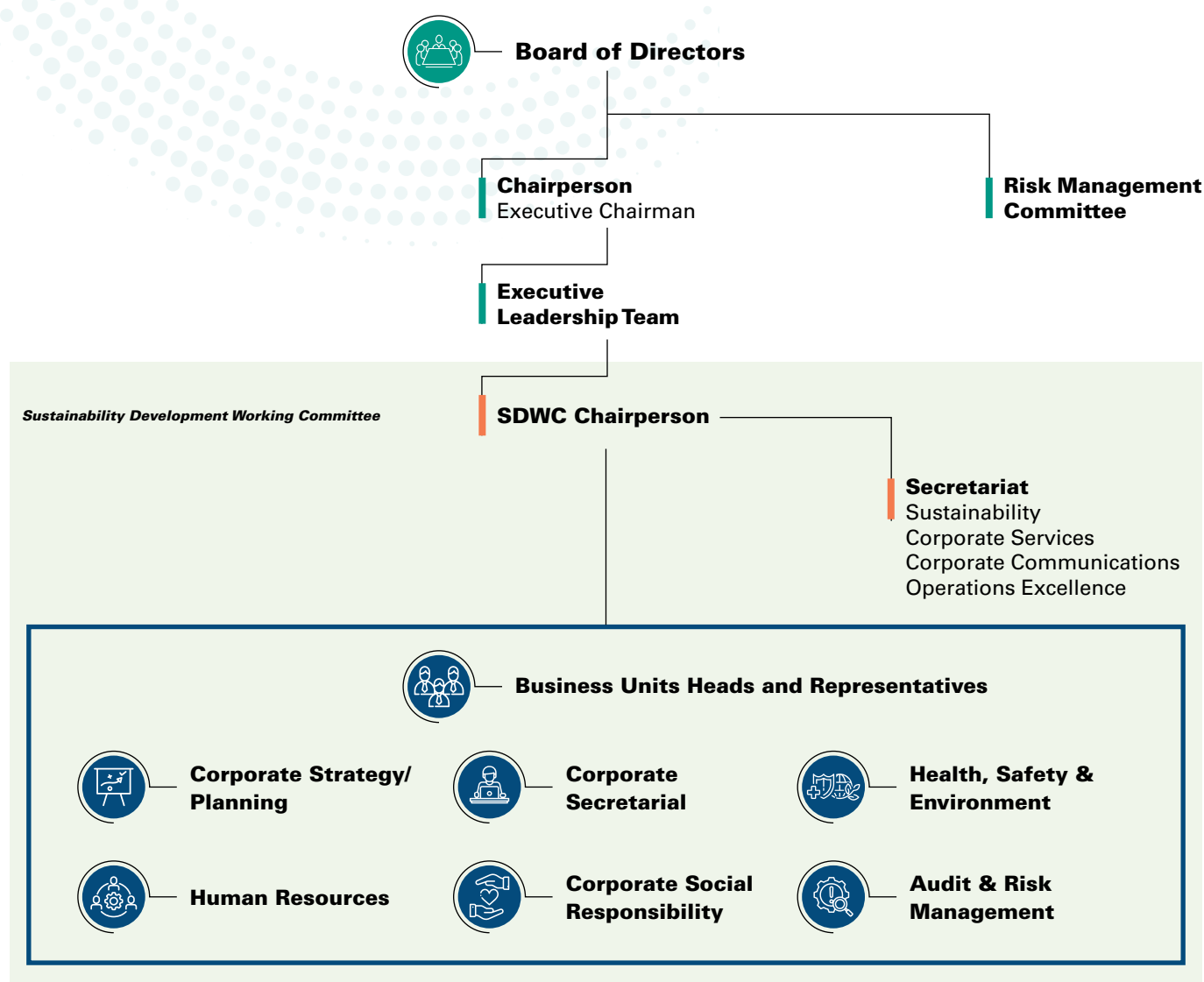
DIALOG's approach to sustainability is supported by sound decision-making, policies and systems which encompass robust internal controls to manage risk as detailed in our Statement of Risk Management and Internal Controls.

In FY2025, our Sustainability Governance framework clearly defines the roles and responsibilities to oversee our sustainability endeavours. The Board of Directors ("Board") holds ultimate responsibility for ESG matters, including climate change considerations. Assisting the Board, the Risk Management Committee evaluates sustainability-related risks and opportunities, while the Executive Leadership Team oversees sustainability strategies, implementation and targets. The Sustainability Development Working Committee ("SDWC") collaborates with core business units and corporate functions to implement the Group's sustainability initiatives.



Statement of Risk Management and Internal Control, Corporate Governance: pages 123 to 127

GOVERNANCE STRUCTURE



SUSTAINABILITY GOVERNANCE

Roles and Responsibilities



Board of Directors



- Ultimate responsibility for the Group's ESG matters
- Ensures business strategy contains sustainability priorities
- Provides strategic approval and oversight of sustainability strategies



Risk Management Committee



- Evaluates overall risks and opportunities



Executive Leadership Team, chaired by Executive Chairman



- Approves targets and market disclosures
- Develops sustainability strategies and recommends revision to the Board
- Oversees and provides direction on the implementation of sustainability strategies
- Approves and provides leadership over implementation
- Monitors performance of processes and controls
- Reports management targets



Sustainability Development Working Committee



- Oversees business functions in ensuring robustness of the sustainability management system
- Considers input of all business functions in the sustainability process
- Coordinates ESG matters and initiatives across business functions throughout the Group
- Develops and recommends sustainability targets
- Implements ESG strategies
- Acts as main committee that drives ESG-topics policy, reviews, action plans and awareness for continuous improvement

The SDWC, supported by the core secretariat team that meets monthly, provides regular updates and recommendations to ensure informed decision-making. Quarterly briefings to the Board covers amongst others emerging climate-related risks and regulatory developments, progress against sustainability and climate-related risks and opportunities.

In addition to the direct sustainability governance structure above, DIALOG has established dedicated governance bodies to oversee and deliberate on specific ESG matters. These platforms support effective decision-making and performance monitoring across the Group. ESG performance and Health, Safety and Environment ("HSE")-related issues are governed through a structured framework of regular reviews and committees at both Group and site levels, chaired by senior management including the CEO, and aligned with the standards and regulatory requirements that we adhere to and business planning processes.

STAKEHOLDER ENGAGEMENT

An integral part of our sustainability management approach is engaging with and responding to stakeholders – people who influence or are impacted by our operations.

Stakeholder feedback allows the Group to gain insight into their needs and concerns, enabling us to prioritise effectively and address issues promptly. This input contributes to our business strategy and supports us in achieving our sustainability goals.

Engaging with our stakeholders through various communication channels allows us to share knowledge and best practices while networking more effectively with market players and industry experts.

Stakeholders	Areas of Interest	Method of Engagement	Frequency
E Employees	- Corporate direction and growth plans - Career development and training opportunities - Workplace health and safety - Employee volunteerism - ESG and Climate Change Awareness - Cyber security and Data Leakage Prevention trainings	- Business planning/review sessions - Performance review - Management-staff engagement sessions/Site visits - HSE management walkabouts - Employee events such as Corporate Social Responsibility ("CSR") volunteerism events, festive celebrations, etc - Newsletter and emails - Intranet - Trainings - Employee Assistance Programme	- Bi-annually - Annually - Throughout the year - Throughout the year - Throughout the year - Throughout the year - Throughout the year - Throughout the year - Throughout the year
GR Government & Regulators	- Compliance - HSE practices - Certifications and awards - Corporate governance	- Audits and inspections - Site visits - Meetings and engagement sessions	- As and when required - As and when required - Throughout the year
FI Financiers & Investors	- Financial and operational performance - Business outlook and strategy - ESG practices and commitments - Risk management	- Results briefings - Site visits - Investor roadshows - Meetings with bankers, analysts and fund managers	- Quarterly - Throughout the year - Throughout the year - Throughout the year

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Stakeholders	Areas of Interest	Method of Engagement	Frequency
S Shareholders	- Business outlook and strategy - Financial and operational performance - ESG practices and commitments	- Results announcements - Other announcements - DIALOG website - Annual General Meeting	- Quarterly - Throughout the year - Throughout the year - Annually
C Customers	- Product and service quality - HSE practices - ESG practices and commitments	- Performance reviews - DIALOG website - Networking sessions - Site visits	- Throughout the year - Throughout the year - Throughout the year - Throughout the year
BP Business Partners	- Business outlook and strategy - Product and service quality - Company's reputation	- Site visits - Meetings and engagement sessions	- As and when required - Throughout the year
LC Local Communities	- Job and business opportunities - Community support and development - ESG practices and commitments	- Recruitment - CSR activities - Community visits	- As and when required - Throughout the year - Throughout the year
VS Vendors & Suppliers	- Product and service quality - ESG practices and commitments - Financial and operational performance	- Suppliers (Vendors & Sub-contractors) engagement session - ESG questionnaires - Tenders and requests for proposals	- Throughout the year - As and when required - Throughout the year