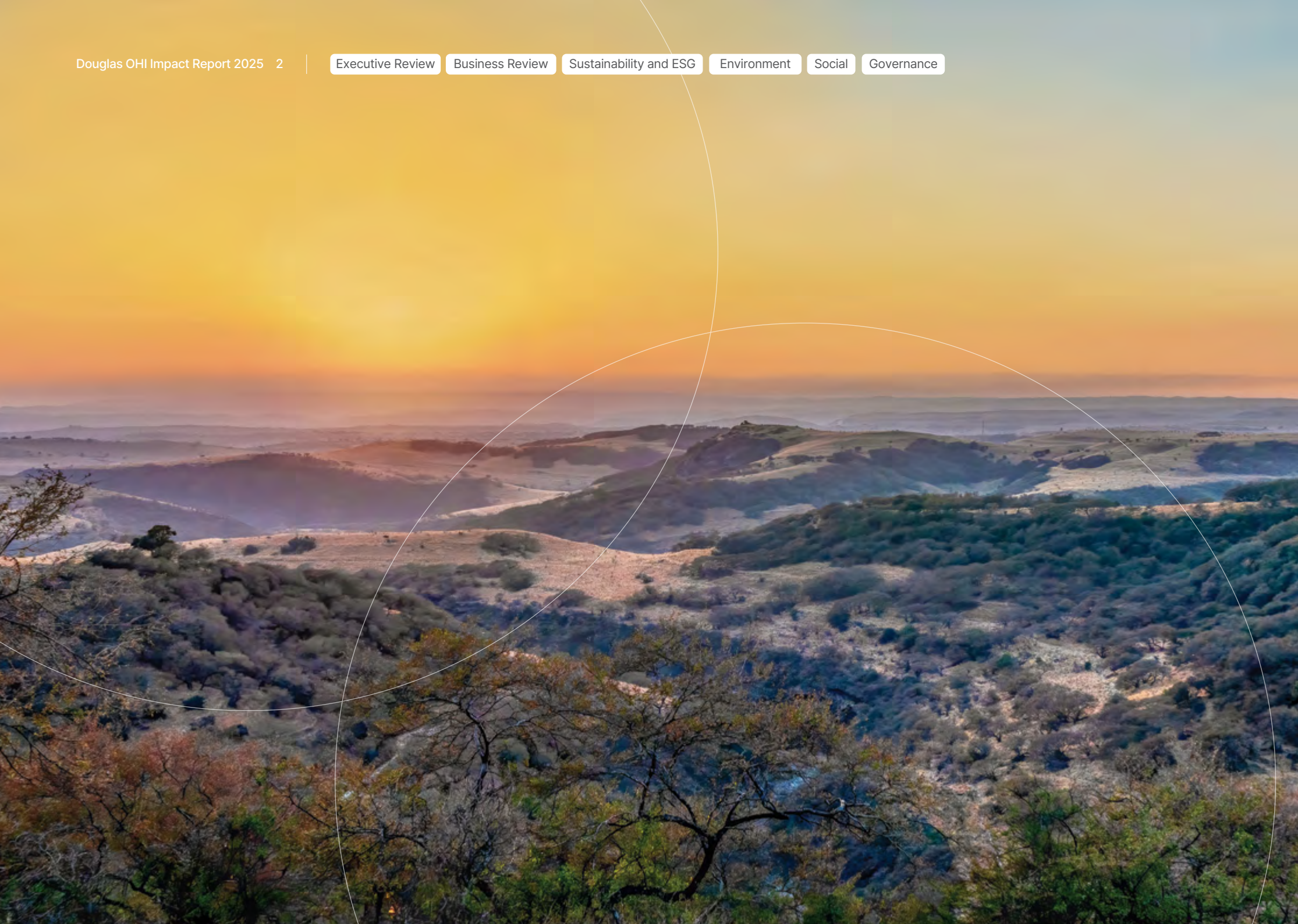


# Impact Report 2025

New Frontiers for Civil Engineering

DOUGLAS  
**OHI**





# Table of Contents

## 4 Executive Review

- 4 A Launchpad to New Horizon

## 6 Business Review

- 7 Introduction
- 8 Innovation at Douglas OHI
- 9 Co-innovating to Reshape the Future of Construction and Infrastructure.

## 10 Sustainability and ESG

- 11 Sustainability at Douglas OHI: A New Chapter
- 12 Our Sustainability Strategy – Sustain
  - 12 Climate – We Take Action
  - 12 People – We Take Care
  - 12 Practice – We Do It Right
- 13 Impact – We Help the Industry
  - 13 Our Approach to Sustainability
- 14 Seeing the World Through a Sustainability Lens
- 15 Sustainability Topics Aligned with Global Priorities
- 16 Stakeholder Engagement: Dialogue Doesn't Happen by Accident

## 18 Environment

- 19 Environmental Stewardship – Our Commitments, Policies, and Actions
- 19 Our Environmental Policies
- 20 Our 2025 Environmental Actions
- 21 Preventing Greenwashing: Our Guidelines

## 22 Social

- 24 Douglas OHI's People Team – Expertise and a Culture of Performance
- 25 Culture is Crucial
- 25 Skills as a Driver of Transformation
- 27 Talent Management and Training – “A World-Class Place Where People Thrive”
- 28 Creating the Right Environment for Douglas OHI People to Thrive
- 29 Our Volunteering Keeps Us Connected with Communities

## 32 Governance

- 33 Principles in Practice – ‘Do the Right Thing’
- 35 Douglas OHI's Governance Model
- 36 How We Manage Risk
- 37 Key Roles and Responsibilities for Douglas OHI's Enterprise Risk Management Process
- 39 Responsible Procurement and Supply Chain
- 42 About this Report

# Executive Review

## A Launchpad to New Horizons

**2025 represented a launchpad to new horizons for Douglas OHI. The construction industry stands on the brink of significant transformation, driven by artificial intelligence (AI), data science, sustainable materials, and next-generation technologies.**

As we reflected on our journey of more than four decades shaping Oman's built environment, and our operations across the wider GCC, we also looked ahead to the opportunities that lie beyond today's practices. The coming years will usher in a new era of construction, taking our industry well beyond the capabilities of current methodologies.

Douglas OHI is uniquely positioned. Few organisations can match our legacy of delivering complex projects across infrastructure, energy, and the built environment, while remaining agile to the evolving needs of clients and communities. Throughout our history, we have consistently innovated: from pioneering modern construction techniques and digital integration to embedding sustainability and ESG principles into our operations.

I am immensely proud of the commitment shown by our people across Oman, the UAE, and KSA in delivering strong results and setting a clear trajectory for future growth.

The coming years will see the construction industry increasingly focused on technologies and practices that enhance safety, efficiency, and sustainability. Digital engineering, modular construction, and AI-enabled project management are already reshaping how we build. Investments in renewable energy integration, smarter supply chains, and circular economy models are laying the foundations for more resilient operations.

By combining frontier technologies with robust delivery platforms, we will unlock new levels of operational efficiency, cost-effectiveness, and environmental stewardship.

### **Sustain – Sustainability at the Core**

2025 also marked a step-change in Douglas OHI's sustainability and Corporate Social Responsibility (CSR) agenda. Through our Sustain programme, we advanced our commitment to reducing our carbon footprint, driving responsible material use, and supporting clients in achieving their own ESG goals. From energy-efficient initiatives to

community engagement initiatives, our Sustain programme ensures that every project contributes positively to people, communities, and the planet.

#### **Looking Ahead**

Our strategy for 2026–2028 sets out a clear path: to leverage innovation, expand our regional footprint, and strengthen partnerships that create value for clients and communities alike. Growth will come not only through project delivery but also through strategic collaborations and capability building across our markets.

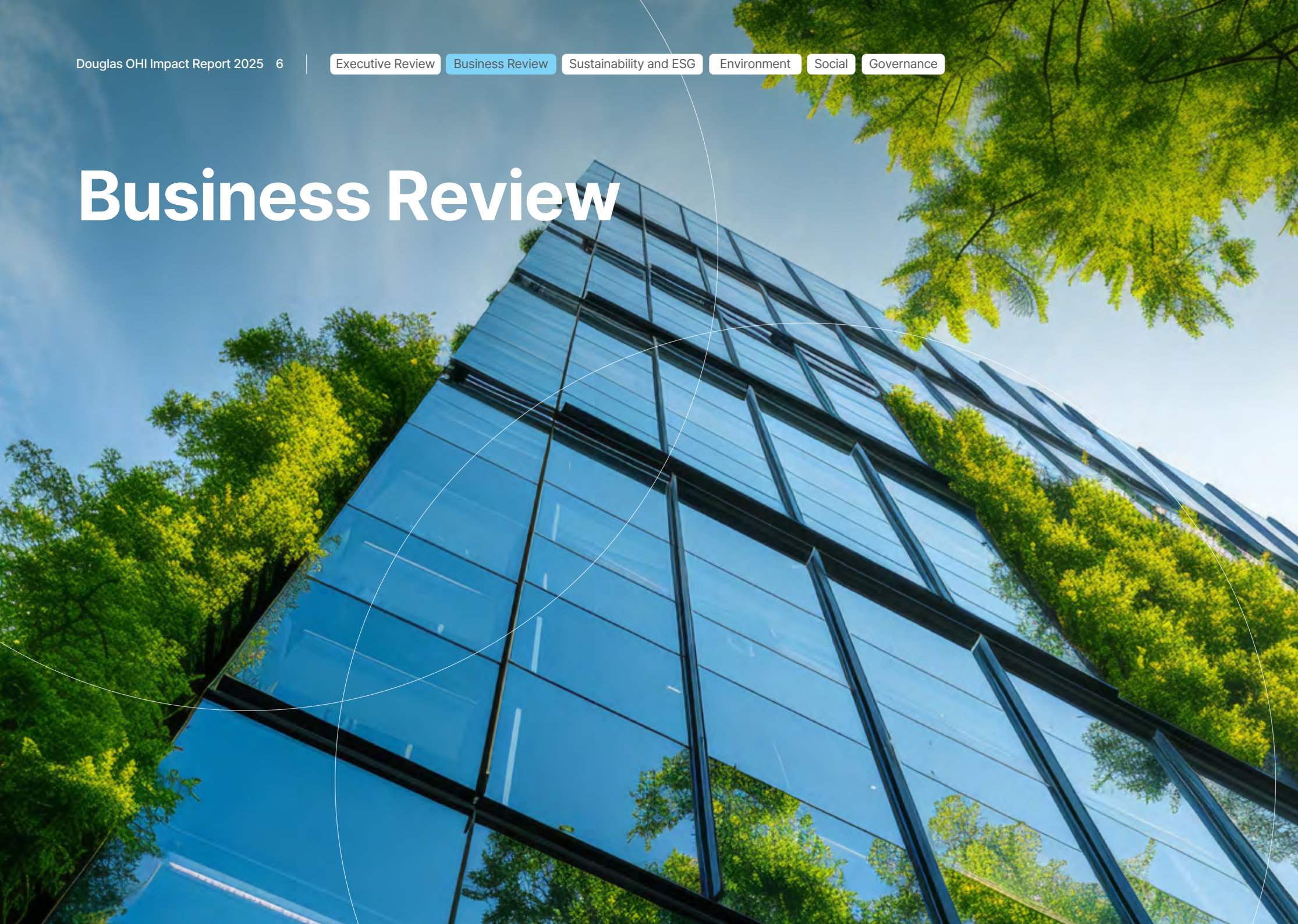
With the continued dedication of our teams and the support of our clients and stakeholders, I am confident that Douglas OHI will continue to play a leading role in shaping the future of construction in our region.

#### **Aaron Hennessy**

Managing Director, Douglas OHI  
Chartered Environmentalist and Fellow of the Chartered Institute of Building (CIOB)



# Business Review



## Introduction

More projects, more stakeholders, more complexity - the pressure is on to scale our industry. But we don't just need bigger projects; we need smarter technology, innovative methods, and closer collaboration. We are at a pivotal moment. So, what's next? How do we reach the new frontiers of construction and infrastructure delivery?

It's about smarter planning, digital data flows, and optimised operations that keep projects moving efficiently and sustainably. We want communities to benefit from resilient, high-quality infrastructure while our teams deliver projects safely, on time, and with minimal environmental impact.

Our insights and experience highlight the trends and technologies shaping the industry. They guide the leaders who determine the strategies that bring efficiency, resilience, and value to every project.

Success depends on how effectively we connect, share information, and coordinate across clients, contractors, consultants, and authorities. Douglas OHI is enabling this through integrated project platforms, data-driven decision-making, innovative construction techniques, and dedicated client support.

Our business, and the projects we deliver across Oman, the UAE, and KSA, are leading the way in transforming the region's construction and infrastructure landscape.



## Innovation at Douglas OHI

Ambitions are never out of reach when forward-thinking meets collaborative innovators. At Douglas OHI, our teams actively co-innovate to shape the future of construction and infrastructure delivery.

Our innovations directly address industry challenges. We explore new and emerging technologies and methods to make project delivery more efficient, safer, and sustainable. With a client-focused approach, it is in our DNA to innovate collaboratively – working closely with clients, contractors, consultants, technology partners, universities, and other stakeholders across the construction ecosystem.



## Co-innovating to reshape the future of construction and infrastructure

### Driving Data and Technology-Led Innovation

Douglas OHI harnesses data, digital tools, and advanced technologies to enhance project delivery, operational efficiency, safety, and sustainability. We focus on solutions that improve planning, construction processes, resource management, and lifecycle performance across projects.

### Meeting Real Needs

Our co-innovations are rigorously tested through pilots and proofs of concept on live projects. This ensures they address the real and pressing needs of our clients, the industry, and the communities we serve. Our in-house innovation teams collaborate with industry partners, and technology providers, to bring ideas to life.

### Investing in Sustainability

We invest in technologies and practices that drive environmental performance. This includes optimising energy use on sites, improving materials efficiency, reducing emissions from construction activities, and embedding sustainable practices across project lifecycles, all under our Sustain programme.

### Innovating Across Projects and Operations

Our innovations support digital transformation across infrastructure, energy, industrial, and community projects. From advanced project risk management and predictive analytics to modular construction, we deliver smarter, more resilient outcomes for clients and communities.

### Collaborating with Industry Partners

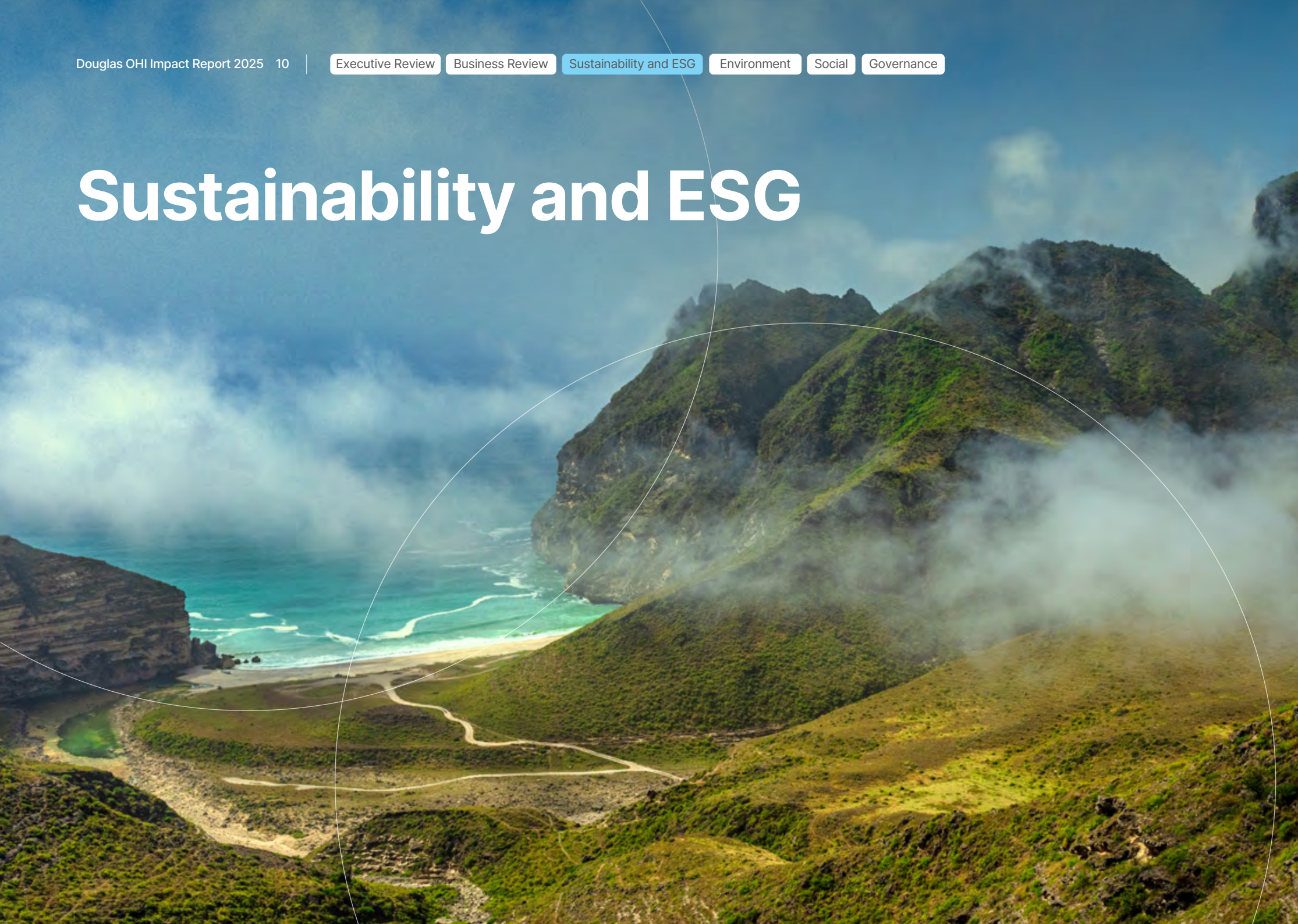
Throughout the year, Douglas OHI actively engages with industry bodies, regulators, and professional associations such as Chartered Institute of Building, Royal Institution of Chartered Surveyors, Royal Society for the Prevention of Accidents, to share expertise and shape sector standards. Our work is guided by the demands for safer, more efficient, and sustainable project delivery.

### A Privileged Position

As a leading construction and infrastructure company in the GCC, we occupy a unique position, delivering complex projects across multiple sectors and geographies. Our scale and experience allow us to innovate with impact, combining operational excellence with sustainability, digitalisation, and collaboration to transform how the built environment is delivered.



# Sustainability and ESG



## Sustainability at Douglas OHI: A New Chapter

Sustainability is integral to who we are. In 2025, we strengthened our approach by embedding our environmental, social, and governance (ESG) commitments more deeply across our operations and projects. Under our Sustain programme, we have taken a more strategic, integrated, and transparent approach to creating long-term value for clients, communities, and the environment.

Our enhanced sustainability strategy has been shaped by extensive stakeholder engagement, ensuring that we focus on the areas where we can make the most meaningful impact. This strategy is structured around four key pillars: Climate, People, Practice, and Industry Impact.

A dedicated sustainability team works across all functions to lead initiatives, but true success depends on every individual at Douglas OHI embracing responsibility for sustainable outcomes.

Climate action remains a priority. Many of our environmental impacts occur beyond direct operational control, particularly within the supply chain. Our targets are therefore grounded in influence as well as accountability, guiding how we collaborate with suppliers, partners, and clients to reduce emissions, enhance resilience, and drive progress collectively.



Through Sustain, Douglas OHI is not just responding to industry expectations, we are setting the standard for sustainable construction and infrastructure development in the GCC and the wider region, building resilient, efficient, and environmentally responsible projects for generations to come.

### Our Sustain focus includes:

- ▶ **Reducing our climate footprint:** through sustainable material use, energy-efficient designs, and active engagement with our supply chain to minimise environmental impact.
- ▶ **Supporting people:** by fostering inclusive, safe, and purpose-driven workplaces.
- ▶ **Embedding responsible practices:** ensuring transparency, accountability, and compliance across all activities.
- ▶ **Driving industry impact:** enabling our clients to achieve their sustainability and ESG goals, from construction projects to infrastructure solutions.



## Our Sustainability Strategy – Sustain

### Climate – We Take Action

At Douglas OHI, we take a practical, hands-on approach to sustainability through our Sustain programme, embedding environmental awareness across our operations:

- 🌿 Promoting low-impact practices across our teams, ensuring that every site activity considers environmental effects and encourages responsible resource use.
- 🌿 Incorporating sustainable thinking into planning and daily operations, from energy and water management on site to efficient waste handling.
- 🌿 Monitoring key environmental indicators at project and operational levels, using insights to drive improvements and ensure measurable progress.
- 🌿 Engaging our people to foster a culture of sustainability, where informed decisions contribute to reducing our overall environmental footprint.



### People – We Take Care

We foster a workplace culture that is inclusive, supportive, and empowering for all. Our commitments include:

- 🌿 **Equal opportunities:** Ensuring fair treatment in hiring, promotion, and development, with zero tolerance for discrimination.
- 🌿 **Human rights:** Upholding best practices throughout our operations and supply chains to protect the rights of all workers.
- 🌿 **Community engagement:** Supporting volunteering initiatives and programmes that give back to the communities where we operate.



### Practice – We Do It Right

At Douglas OHI, we uphold the highest standards of corporate governance and ethical practice. We ensure:




- 🌿 Ethical conduct across all levels of the organisation, from management to site teams.
- 🌿 Robust policies and systems to protect sensitive data and information.
- 🌿 Governance that goes beyond compliance, embedding responsible practices across all operations to safeguard stakeholder interests and long-term success.



## Impact – We Help the Industry

Douglas OHI is committed to enabling sustainable construction and infrastructure development across the GCC and the wider region. Through our Sustain programme, we support the industry in decarbonising operations and building resilience against climate risks.

Our projects incorporate sustainability-by-design principles, and our portfolio of initiatives already drives measurable impact:

-  Reducing energy and material consumption on-site.
-  Integrating renewable solutions into infrastructure and buildings.
-  Enhancing operational efficiency to reduce emissions and environmental footprint.

We thrive on collaboration with clients, suppliers, and industry bodies, continually innovating to deliver sustainable solutions that benefit communities, the environment, and the wider construction sector.



## Our Approach to Sustainability

At Douglas OHI, our reach is global, yet we remain closely connected to the communities and countries where we operate. Serving clients across multiple regions, we prioritise collaboration and actively engage in industry partnerships, both regionally and internationally.

Sustainability is at the heart of everything we do. We are committed to reducing environmental impact, using resources responsibly, and promoting safe, ethical practices across all our projects. By focusing on what truly matters, to our business, our stakeholders, and the wider society, we strive to create lasting, positive impact in every community we serve.



## Seeing the World Through a Sustainability Lens

At Douglas OHI, we view sustainability through two complementary perspectives:



**Impact lens:** We consider the effects of our activities on people, society, and the environment. From communities to the broader ecosystem, we aim to maximise positive outcomes while minimising any negative impact throughout our operations and value chain.



**Business lens:** We recognise that sustainability-related risks and opportunities can influence our performance and long-term value. Understanding these factors helps us make informed decisions that secure our future growth responsibly.

Both perspectives guide our governance, risk management, and strategic planning.

### Engaging Across the Industry

Douglas OHI is embedded across construction, infrastructure, and engineering sectors. We collaborate with a wide range of organisations, partners, and stakeholders, ensuring our sustainability efforts are practical, relevant, and far-reaching.

We are committed to responsible business practices and global sustainability goals. Our engagement extends to working with industry bodies, trade associations, and regulatory groups, contributing to initiatives that promote environmental stewardship, ethical practices, and innovation in sustainable construction.

### Community and Industry Collaboration

We actively partner with the communities and industries we serve. Our experts participate in workgroups and committees that drive sustainability standards and initiatives. These collaborations focus on innovation, decarbonisation, and resilient construction practices, reinforcing our commitment to creating a positive, measurable impact.

Douglas OHI continues to expand its sustainability footprint by working hand-in-hand with industry partners, stakeholders, and communities, ensuring that our projects not only meet today's needs but also contribute to a sustainable future.





















## Sustainability Topics Aligned with Global Priorities

Douglas OHI has identified ten key sustainability topics that reflect our most significant areas of focus and impact. These topics guide our reporting, strategic priorities, and ongoing efforts to strengthen responsible business practices.

Each topic is aligned with the United Nations Sustainable Development Goals (SDGs), a global framework addressing the world’s most critical sustainability challenges. By aligning our initiatives with the SDGs, Douglas OHI ensures that our actions contribute to broader global objectives and create a lasting, positive impact that extends beyond our own operations.

### Topics of Focus

<b>Data Privacy</b>		We are committed to the responsible and lawful management of personal and sensitive information across our operations, ensuring that individual rights are respected and protected at all times.
<b>Cybersecurity</b>	 	Safeguarding our digital infrastructure is vital to maintaining operational resilience and trust. We continuously strengthen our systems to protect against evolving cyber threats and ensure confidentiality across all levels of our operations.
<b>Working Conditions</b>		Douglas OHI upholds fair and transparent employment practices. We ensure equitable working hours, clear contracts, fair remuneration, and comprehensive benefits for all employees.
<b>Workforce and Human Rights</b>	 	We respect and protect labour rights across our value chain, including freedom of association, collective bargaining, and the prevention of child or forced labour.
<b>Diversity, Equity and Inclusion (DEI)</b>	 	We are dedicated to building an inclusive workplace where every individual has equal access to opportunities, is treated with respect, and can contribute fully, regardless of background or identity.
<b>Business Conduct</b>		Integrity is at the heart of our operations. We promote ethical business practices, uphold anti-corruption standards, comply with regulations, and encourage responsible decision-making throughout the organisation.
<b>Community Engagement</b>	  	We recognise our responsibility to the communities affected by our operations. Through meaningful engagement, respect for human rights, and active contribution to social well-being, we aim to create lasting, positive impact.
<b>Client and End-User Welfare</b>	 	Our focus is on delivering safe, high-quality, and reliable construction solutions. We prioritise non-discriminatory practices and uphold transparency and responsibility in our communications and service delivery.
<b>Innovation and Intellectual Property</b>	 	Innovation drives our progress. We protect our intellectual property and embed sustainability principles into our design, research, and engineering processes to deliver long-term value.
<b>Climate Action and Energy Efficiency</b>	 	We are taking steps to reduce greenhouse gas emissions and improve energy efficiency across our projects, facilities, and operations, supporting the transition to a more sustainable future.

## Stakeholder Engagement: Dialogue Doesn't Happen by Accident

At Douglas OHI, effective dialogue with our stakeholders is intentional and ongoing. We recognise that meaningful engagement is essential for understanding needs, fostering collaboration, and ensuring our operations remain relevant and responsible.

### Customers

We actively listen to our customers' needs through multiple channels, including online and in-person surveys, advisory boards, steering committees, and larger customer events.

Our teams maintain regular contact to stay connected with industry developments and evolving stakeholder expectations.

We leverage insights from our industry experts, who research trends in construction, technology, and operational practices, providing valuable intelligence that helps shape our solutions and services.

We continuously monitor regulations, industry standards, and guidance from experts and NGOs to ensure our operations meet global best practices.



### Business Partners

Collaboration with our partners is key to the success of our projects and operations. We engage regularly, seeking on-the-ground insights to improve efficiency, quality, and sustainability.

Regular meetings, feedback sessions, and partnership discussions ensure our solutions evolve in line with industry needs.



### Board and Executive Leadership

Strong governance is critical to our business. We engage formally with our Board Directors through scheduled meetings and annual gatherings to discuss strategy, performance, and ESG considerations.

Our Executive Team maintains daily engagement with staff and leads regular regional, functional, and company-wide town halls.

Open communication across all levels of the organisation ensures alignment on priorities, operational needs, and responsible business practices.



### Industry and Regulators

We participate in think tanks, research initiatives, industry forums, and regulatory discussions to share expertise and stay abreast of emerging trends and requirements.

Continuous engagement with industry associations, regulators, and NGOs ensures that Douglas OHI remains proactive, compliant, and innovative in its approach.

By fostering structured and ongoing dialogue, Douglas OHI ensures that stakeholder feedback informs decision-making, drives continuous improvement, and strengthens trust across all areas of our operations.



### Suppliers & Contractors

We place great importance on close collaboration with our suppliers and contractors across all operations and projects. By engaging regularly and seeking their on-the-ground insights, we ensure that our work is efficient, high-quality, and aligned with best practices.



We collaborate closely with our management team to align on sustainability and ESG priorities, securing buy-in to ensure our initiatives reflect both business needs and responsible, ethical practices.

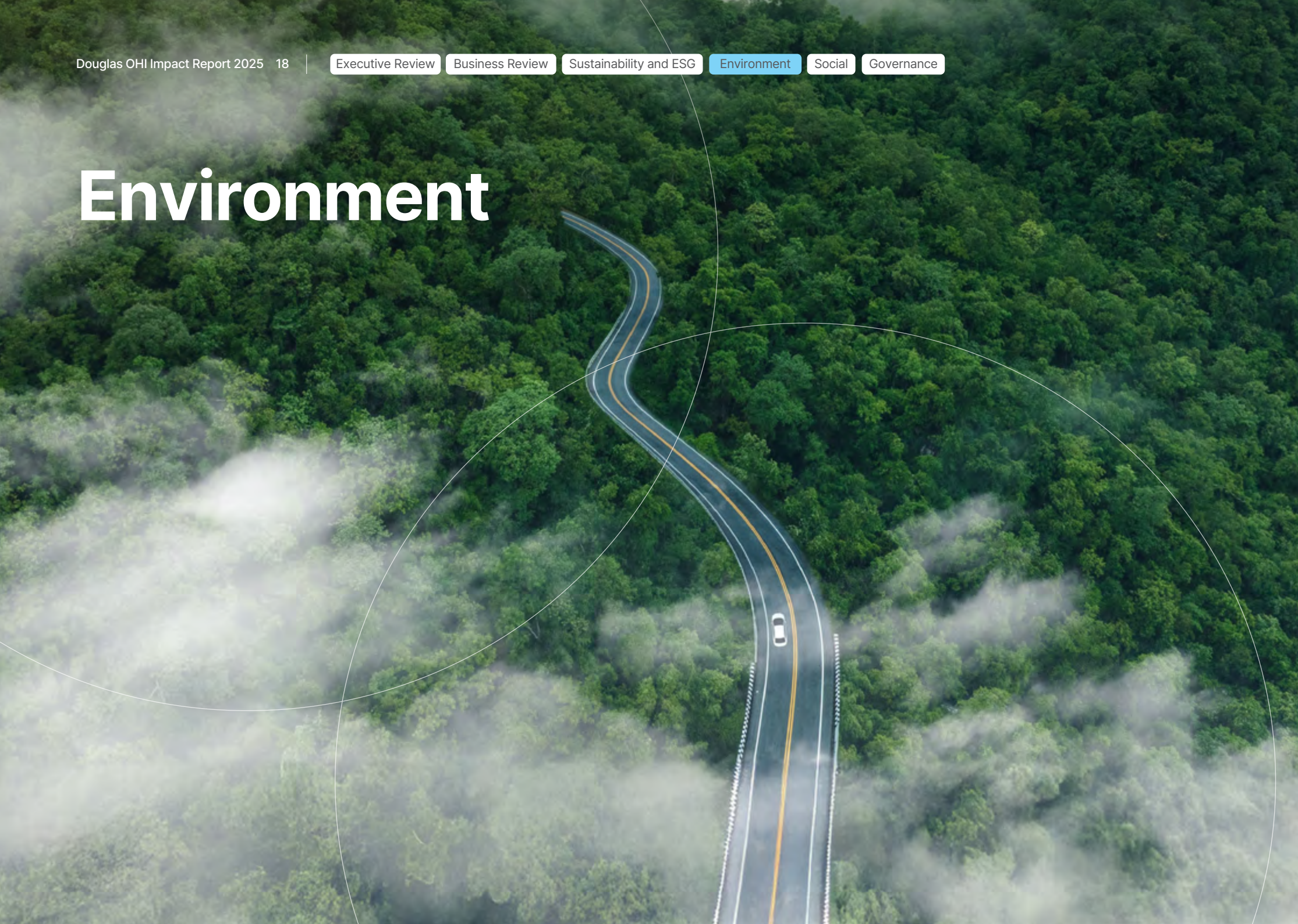
### Our Employees

We maintain daily communication with our people and regularly convene local, regional, and functional town hall gatherings to foster connection and engagement.

Our Management Team engages informally with staff through quarterly global calls, alongside industry and project leaders, ensuring open and transparent dialogue across the organisation.



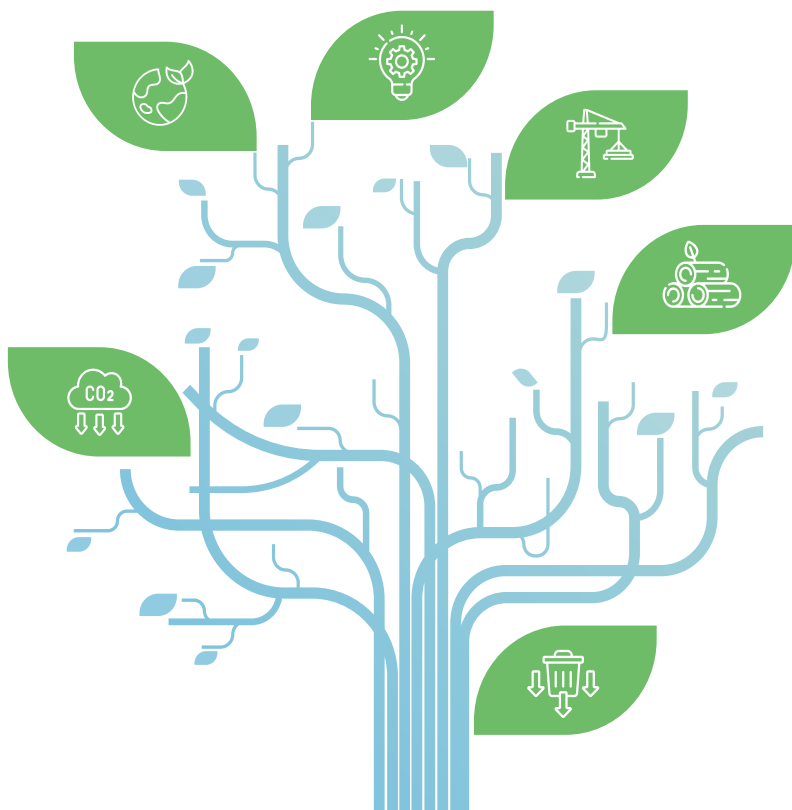
# Environment



## Environmental Stewardship – Our Commitments, Policies, and Actions

At Douglas OHI, our environmental sustainability strategy goes beyond managing the impact of our own operations. It is about contributing to broader industry and community goals, including reducing emissions and promoting resource efficiency across the construction sector.

We achieve this through innovative approaches in project design, construction methods, and materials, aimed at lowering energy use, reducing waste, and minimising environmental impact. Our strategy is anchored in two core pillars: Climate and Impact, guiding how we address both operational carbon emissions and the wider environmental footprint of our activities.



## Our Environmental Policies

Douglas OHI is strengthening its Environmental Management Systems (EMS) guided by two key policy commitments:



**HSSE Policy**



**Sustainability Policy**

These policies shape our approach to energy efficiency, waste reduction, recycling, and overall environmental stewardship. They provide a clear framework for embedding sustainable practices across our operations and reinforce our commitment to minimising the environmental impact of our projects and offices.

### Evolving EMS in Our Offices – Efficiency and Responsibility

We are working to embed targeted initiatives that focus on the environmental elements that matter most: energy consumption, waste generation, and stakeholder expectations for transparency. We continuously enhance our systems, prioritising energy efficiency, adopting renewable energy where feasible, and reducing overall resource use in our offices.

Waste management initiatives focus on improving recycling practices and reducing single-use products, reflecting our commitment to responsible, sustainable operations.

### Scope of Our EMS

Douglas OHI operates offices across Oman, Saudi Arabia, and the UAE. At our largest sites, we are carrying out direct environmental measurements to monitor performance and assess impacts.



Across all our countries of operation, we have achieved ISO 14001:2015 certification, demonstrating our compliance with international environmental management standards. This achievement underscores our continued commitment to sustainable practices and responsible environmental stewardship.

## Our 2025 Environmental Actions



### Making Our Offices More Sustainable

At Douglas OHI, we design and operate our office environments with sustainability and employee wellbeing at the forefront. In 2025, we implemented a series of initiatives focused on office location, design, and operational practices to reduce our environmental impact.



### Sustainable Location Selection

We prioritise office spaces that meet high environmental standards, including energy efficiency and healthy indoor environments. By selecting sustainably certified locations, we ensure our offices support both operational efficiency and the wellbeing of our teams.



### Employee-Centric Design

Our offices are designed with flexibility and employee wellbeing in mind. Workspaces feature a variety of zones for collaboration, focused work, relaxation, and adaptable workstations, fostering productivity and team satisfaction.



### Flexibility and Adaptability

Office layouts are created to be easily reconfigured without major structural changes. Modular furniture and adaptable infrastructure allow us to adjust workspaces quickly to meet evolving needs.



### Sustainable Materials and Operations

We work closely with suppliers to source recycled or easily recyclable materials. Our offices implement energy-efficient LED lighting, paperless practices, waste recycling, and reusable containers, while avoiding single-use products wherever possible.



### Healthy Environment and Energy Efficiency

We maximise natural light, enhance air quality, and use low-emission materials to create healthier work environments. These measures also contribute to energy efficiency and support our broader sustainability goals.

## Preventing Greenwashing: Our Guidelines

At Douglas OHI, we are committed to communicating our sustainability efforts clearly, accurately, and transparently. To ensure this, we have developed comprehensive guidelines to help employees avoid greenwashing.

These guidelines emphasise the importance of precise language, verifiable data, and full transparency when discussing our environmental initiatives. By adhering to these principles, we maintain trust with our stakeholders and demonstrate a genuine commitment to sustainability.

### Sustainability Training for All Employees

Sustainability touches every part of our organisation. To ensure everyone understands our approach, we are rolling out company-wide training programs covering Environmental, Social, and Governance (ESG) principles.

Training is tailored to the needs of different departments, including project teams, operations, and sales. This ensures employees can communicate our sustainability initiatives accurately and confidently, without exaggeration or misleading claims.



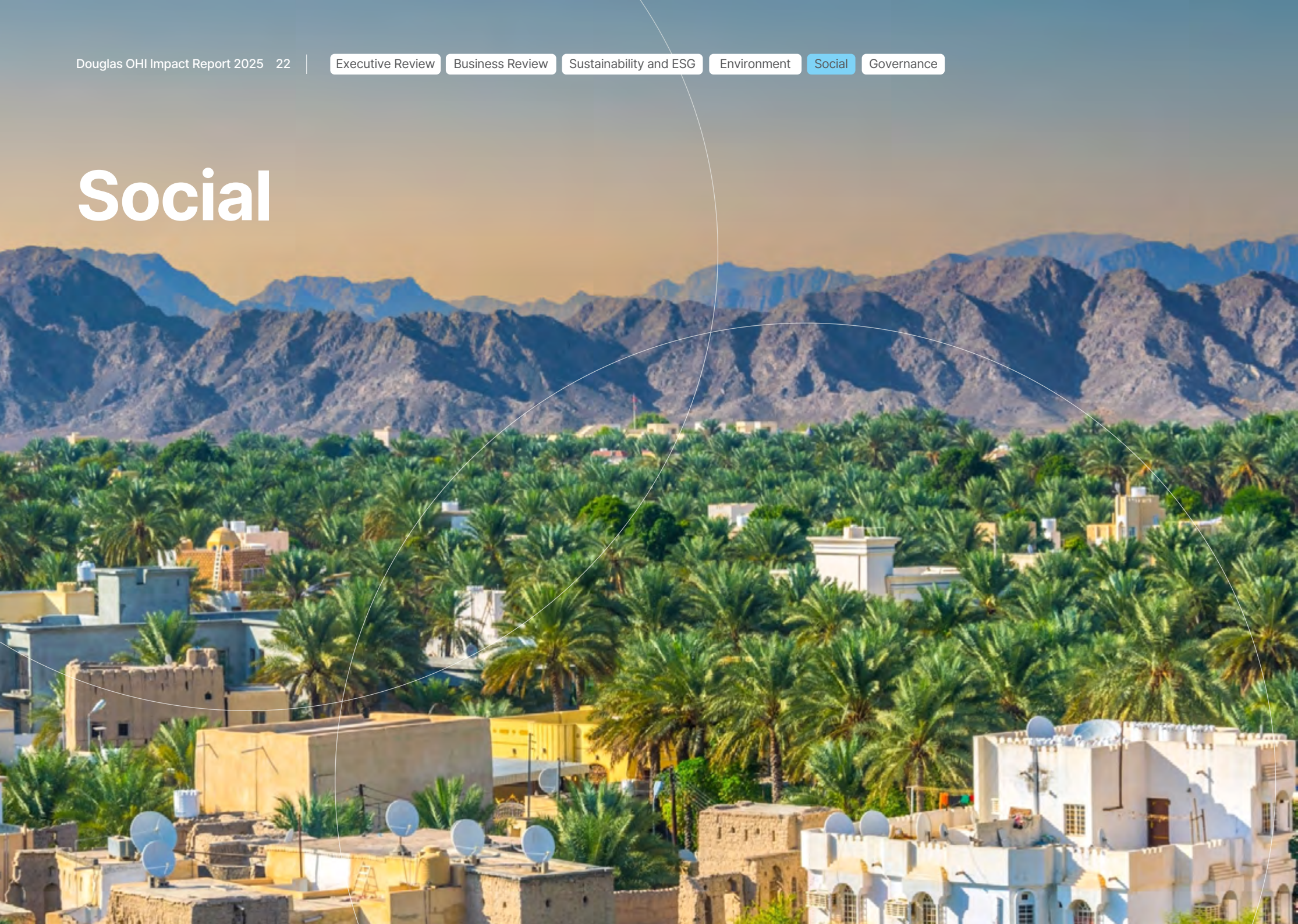
### Building a Sustainability Centre of Expertise

Douglas OHI has established a dedicated sustainability team to drive environmental initiatives and embed sustainable practices across all business units.

We aim to strengthen the tracking, management, and reporting of sustainability data, enhancing transparency, accountability, and oversight, and supporting continuous improvement in our ESG performance and alignment with our sustainability goals.



# Social



## People-Centricity – Making a Difference Locally and Regionally



At Douglas OHI, people are at the heart of everything we do. We believe that strong communities and engaged employees are essential to long-term, sustainable success.



Our teams across Oman, Saudi Arabia, and the UAE make a tangible impact through hands-on volunteering and community engagement initiatives, supporting local development and wellbeing.



Equally, we are committed to fostering a workplace where every employee feels valued, supported, and connected. We promote health, wellbeing, and work-life balance, alongside a culture of fairness, inclusion, and belonging.



Across all our operations, we strictly adhere to labour laws and human rights standards, ensuring that our workplace and our wider activities uphold the highest standards of integrity and respect.

## Douglas OHI's People Team – Expertise and a Culture of Performance

At Douglas OHI, it's our people who drive our success. With a strong culture of performance and a commitment to continuous learning, our teams possess the expertise and skills needed to deliver high-quality projects while adapting to evolving industry demands.

### Why Skills Matter

The construction and infrastructure sectors are undergoing rapid transformation, with new technologies, sustainability requirements, and project complexities shaping the way we work. Expertise in project management, engineering, technical trades, and digital solutions is essential to ensure Douglas OHI remains at the forefront of the industry. Our People Team champions continuous learning, helping employees develop the skills required to thrive in a high-performing and innovation-driven environment.

### Key Milestones and Workforce Development

Talent remains our top priority. In 2025, we enhanced our recruitment capabilities to meet growing project demands, resulting in measured workforce growth and improved efficiency in our hiring processes.

As we transition to a skills-based organisation, our recruitment strategy focuses on attracting talent with critical capabilities currently needed across our operations. This approach ensures we build a future-ready workforce equipped to meet the challenges of today and tomorrow.

Other achievements include the implementation of a new People operating model, streamlined payroll and benefits systems, and digitalisation of employee records. These initiatives improve accessibility, reduce paper usage, and strengthen our commitment to environmental responsibility.

### Compliance and Local Governance

We strictly adhere to labour laws and regulations in Oman, Saudi Arabia, and the UAE, supported by tailored compliance programs and regular audits. Local governance structures empower our country teams to respond effectively to regional needs, ensuring employees receive guidance on regulations, culture, and workplace practices.

Through these initiatives, Douglas OHI fosters a skilled, engaged, and supported workforce, underpinning our mission to deliver excellence across every project and community we serve.



## Culture is Crucial

A high-performance culture is central to Douglas OHI's growth and long-term success. It enables us to deliver complex projects, drive innovation, and respond effectively to the evolving construction and infrastructure landscape across Oman, Saudi Arabia, and the UAE.

### Our culture is built on three key pillars:

- Collaboration:** We encourage teamwork across all levels and regions, ensuring diverse expertise comes together to achieve common goals.
- Accountability:** Every employee takes ownership of their work, helping maintain the highest standards of quality, safety, and ethical practice.
- Innovation:** We foster a mindset of continuous improvement, embracing new technologies, sustainable solutions, and creative approaches to project delivery.

Through internal transformation initiatives, every employee has the opportunity to contribute to shaping the future of Douglas OHI. By embedding these cultural values across our operations, we strengthen our organisation, empower our people, and help advance the construction sector in the regions where we operate.



## Skills as a Driver of Transformation

Douglas OHI is increasingly evolving into a skills-driven organisation. We embed skills analysis into goal setting, ensuring our teams have the right capabilities to deliver high-quality projects and adapt to evolving industry demands.

Key tools, such as skill-tracking systems and personalised learning programmes, help employees develop critical expertise while supporting career growth. Strategic initiatives focus on building the capabilities needed for the future, empowering our people and strengthening leadership engagement across the organisation.

By prioritising skills development, Douglas OHI ensures a workforce that is agile, knowledgeable, and ready to meet the challenges of today and tomorrow.





**At a Glance**

Douglas OHI is focused on strategic growth by ensuring the right skills are in the right place at the right time, optimising resources to deliver high-quality projects efficiently across Oman, Saudi Arabia, and the UAE.



**Talent and Skills – Building a Future-Ready Workforce**

Douglas OHI’s workforce reflects diversity and global reach, bringing together employees from a wide range of backgrounds across Oman, Saudi Arabia, and the UAE.



**Talent Management**

We have unified talent acquisition and development under a single Talent Management team, enabling a holistic approach to supporting our people at every stage of their career. By putting employees at the centre, we ensure a connected and engaging talent experience.



**Learning and Skills Development**

New employees benefit from structured onboarding programmes, while early-career professionals can access career-focused initiatives and self-leadership labs. All employees have access to on-demand resources, including industry-recognised learning platforms and tools to support continuous development.



**Professional Development**

We provide role-specific, expert-led learning programmes tailored to the needs of our teams. Project managers receive training in PMI, Scrum, and Agile methodologies, while technical and operational teams have access to specialist technical and software courses. Client-facing teams benefit from professional development programmes that enhance negotiation, communication, and commercial skills.



**Leadership Development**

Douglas OHI continues to invest in developing the next generation of leaders. High-potential employees participate in structured leadership programmes delivered by globally recognised providers, supporting both personal growth and organisational success.



**AI-Enhanced People Development**

We are exploring Artificial Intelligence (AI) to enhance people development. AI tools assist in performance reviews, goal setting, and personalised learning journeys, supporting continuous growth and enabling a more skills-driven approach to workforce development.



## Talent Management and Training – “A World-Class Place Where People Thrive”

At Douglas OHI, our Talent Management and Training team is committed to creating a world-class environment where employees can grow, succeed, and thrive. From attracting diverse talent to developing future leaders, we focus on building a sustainable, people-centered workplace that supports career growth, engagement, and long-term success.

### Attracting Talent and Unlocking Potential

Douglas OHI continues to strengthen its employer brand, promoting a culture, employee experience, and benefits that attract top talent across Oman, Saudi Arabia, and the UAE. Through targeted outreach, including career fairs, social media, and a refreshed careers platform, we connect directly with high-potential candidates and ensure a smooth, engaging onboarding experience for all new employees.

### Performance and Career Growth – Embedding Development

Our performance management approach aligns individual objectives with organisational goals, values, and skills priorities. Career planning is integrated into day-to-day operations, making development a continuous and embedded part of every employee's journey. We also invest in ongoing learning to support both personal growth and business needs.

### Early Careers and Leadership Development

Douglas OHI invests in nurturing the next generation of talent. Our early-career programmes provide structured development, mentorship, and real project experience, helping young professionals build skills and confidence from day one.

Leadership development is a core focus at all levels. Our Self-Leadership Program supports employees moving into permanent roles, exploring self-awareness, personal purpose, and strategic career design. Across mid- and senior-level teams, we continue to embed leadership development into the organisation, ensuring our people are equipped to lead projects, teams, and the business into the future.

By combining targeted talent acquisition, robust career development, and strong leadership programmes, Douglas OHI ensures a future-ready workforce capable of delivering excellence on every project.

### Strategic Skills – Building Capability for the Future

Douglas OHI has launched a Strategic Skills programme to ensure the right people are in the right roles, equipped with the capabilities and mindset needed to drive change across the organisation. The programme combines two approaches:



**Buy:** Recruiting external talent with critical expertise.



**Build:** Developing internal talent for roles essential to organisational growth and transformation.

### Our Strategic Skills focus areas include:

- ✔ Strategic leadership, collaboration, and adaptability
- ✔ Client-centricity and innovation
- ✔ Digital transformation and operational efficiency
- ✔ Continuous improvement

The programme empowers our people to shape the future of Douglas OHI with confidence and agility. Development combines formal learning, including specialised training programmes, with informal experiences such as hands-on projects, mentoring, coaching, and peer learning, ensuring a well-rounded and future-ready workforce.



## Creating the Right Environment for Douglas OHI People to Thrive

At Douglas OHI, we are committed to creating a vibrant, diverse, and supportive environment where our people can grow, excel, and reach their full potential. By fostering the right conditions, employees can focus on delivering high-quality work while thriving personally and professionally.



### Wellbeing, Health, and Safety

Employee wellbeing is at the core of our approach to responsible growth. Douglas OHI partners with local specialists and health providers to support mental and physical health across all offices and project sites. Wellbeing initiatives are tailored to each location, from fitness and mindfulness sessions to stress management workshops. These programmes promote both individual wellbeing and stronger team connections.



### Work-Life Balance

We encourage flexible, sustainable work practices that allow employees to balance professional responsibilities with personal needs. Our flexible working policies offer autonomy in designing schedules, including options for hybrid arrangements and remote work. This approach fosters agility, resilience, and effective collaboration while supporting employee wellbeing.



### A Fair and Inclusive Workplace

Diversity, equity, and inclusion are at the heart of Douglas OHI's culture. We provide equal access to opportunities, recognition, and support for all employees, regardless of gender, age, nationality, ethnicity, disability, or background.

Our focus is on removing barriers, embracing fairness in all employment practices, and fostering an environment where everyone can succeed. Leadership initiatives, employee engagement programmes, and targeted development opportunities ensure that our workforce is empowered, represented, and supported to bring their full selves to work.



### Measuring Impact

Douglas OHI continuously monitors employee engagement and inclusion, using surveys and feedback to guide improvement. Results show strong performance in inclusion, belonging, and workplace satisfaction, reflecting the positive impact of ongoing initiatives to create a truly people-centered and equitable environment.

### Celebrating Omani and Emirati Women's Day

Douglas OHI marked Omani and Emirati Women's Day by celebrating the stories and achievements of women across our Oman, UAE, and KSA offices. Rather than holding a traditional event, we shared reflections, experiences, and advice from women across the organisation.

These stories were communicated through internal updates and our Douglas OHI social channels, creating moments of recognition, motivation, and connection.

The shared experiences offered valuable insights into leadership, resilience, and professional growth. Our aim was to inspire, celebrate, and acknowledge the everyday contributions women make in our workplace, reinforcing our commitment to diversity, equity, and inclusion.



## Our Volunteering Keeps Us Connected with Communities

At Douglas OHI, we believe in the power of giving back. Our employee volunteering initiatives turn that belief into meaningful impact, connecting our teams with the communities where we operate. Volunteering strengthens bonds within our workforce while creating tangible benefits for local communities.

### Building a Culture of Engagement

Employee engagement drives volunteering, and our people are at the heart of every initiative. Across our Oman, UAE, and KSA offices, colleagues actively contribute their time and skills to local causes – whether supporting community projects, educational programmes, or environmental initiatives. By participating, they help foster a workplace culture rooted in empathy, collaboration, and community.

Clear and inspiring communication is key to the success of our programmes. Sharing stories, celebrating achievements, and demonstrating the human side of our work encourages greater involvement. Flexibility is also vital: employees are supported to participate in volunteering around work priorities, ensuring maximum engagement.

### The Value of Volunteering

Volunteering benefits our people, our company, and our communities:



**Employee wellbeing:** Volunteers report a sense of achievement, personal growth, and improved work-life balance.



**Innovation:** Engaging in diverse projects broadens skills, creativity, and problem-solving capabilities.



**Sustainability and Inclusion:** Volunteering supports our environmental, social, and governance goals while promoting diversity, equity, and inclusion.



**Corporate reputation and leadership:** Structured, purpose-driven volunteering strengthens our brand, builds community ties, and nurtures leadership potential across the organisation.

### Every Moment Matters

Douglas OHI continues to grow its volunteering culture. Every contribution matters, whether hands-on support, skills-based volunteering, or mentoring. Our aim is to strengthen communities while fostering a sense of connection, purpose, and pride among our people.

In 2025, our teams engaged in a range of impactful projects, including:

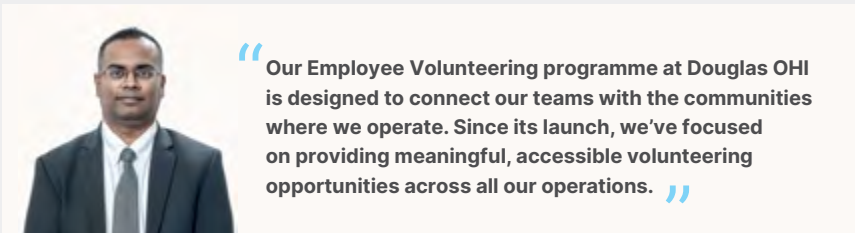
- Supporting environmental clean-up campaigns in the UAE.
- Assisting educational and community programmes for underprivileged children in Oman and KSA.
- Helping local charities with food distribution, skills workshops, and festive celebrations for those in need.
- Partnering with organisations to improve accessibility and inclusion for people with disabilities.

Through these efforts, Douglas OHI reinforces its commitment to a culture of care, collaboration, and collective impact.



### Employee Volunteering: Making an Impact Across Our Communities

Ramit Singh, Human Resources Manager, UAE, shares:



“Our Employee Volunteering programme at Douglas OHI is designed to connect our teams with the communities where we operate. Since its launch, we’ve focused on providing meaningful, accessible volunteering opportunities across all our operations.”

The programme supports both in-person team volunteering and remote initiatives, making it easier for colleagues to contribute in ways that suit them. Volunteering not only strengthens community ties but also boosts motivation, job satisfaction, and wellbeing among our people.

Our central coordination hub enables efficient planning, delivery, and reporting of volunteering activities. Teams dedicate their time and skills to community projects, while many colleagues also engage in online volunteering. The result is a growing culture of participation, purpose, and impact across the organisation.

We’ve learned that clear communication and early engagement with team leads can significantly enhance participation, particularly for face-to-face initiatives. Moving forward, we’re excited to expand engagement and continue creating meaningful experiences for both our employees and the communities we serve.”

### Meet Dougie - Our Ambassador for Everyday

Dougie began as the cheerful face of our HSSE campaigns, reminding everyone on site that safety starts with awareness. Over time, he’s grown into something much more. Now a familiar presence across Douglas OHI, representing care, teamwork, and community spirit, Dougie connects with both employees and their families, making conversations about safety, wellbeing, and sustainability engaging, accessible, and fun.



### Powered by People and Driven by Purpose: Together, We Make a Difference

The programme supports both in-person team volunteering and remote initiatives, making it easier for colleagues to contribute in ways that suit them. Volunteering not only strengthens community ties but also boosts motivation, job satisfaction, and wellbeing among our people.



### It's OK: Breaking the Silence, Building Support

Our people are our greatest strength. With the It's OK initiative, we turned the spotlight onto mental-wellbeing, opening safe conversations, offering resources and creating a culture where asking for help is seen as strength, not weakness. At Douglas OHI, care isn't optional. It's built in.



### Taking Action: Our Eco-Engagement in Motion

From beach clean-ups to tree-planting drives, our teams stepped outside the office and into action. These campaigns show that sustainability is part of what we embody. Together, we're transforming places, protecting ecosystems and doing our part for Oman and the region.



### Colouring the Future: Family Engagement in Action

Children, families and colleagues all joined the fun with our 'Dougie Colouring Book' initiative. Through creative workshops and shared moments, we brought home the message of safety, sustainability and community. Because when our people's families are engaged, the whole culture grows.





**Hands-On & Heart-First: Volunteering that Matters**

More than building projects, we strive to build connections. Our teams across Oman, UAE and KSA gave time, talent and energy to local causes, including playground builds, mentorship programmes, accessibility upgrades and more. Every act matters, every hour counts, and every person is part of the story.



**Leadership in Sustainability: Our Ambassador Role**

When Aaron Hennessy stepped in as Sustainability Ambassador for the CIOB Oman Hub, it marked a commitment from the top. With leadership that speaks, our strategy is reinforced, and at Douglas OHI, we're doing our part to usher in a brighter future for all.



**Waste Not: Transforming Materials into Value**

Leftovers don't become afterthoughts here. Our zero-waste campaign turned surplus materials into real-world solutions. At Douglas OHI, resources are ideas in motion, not waste in wait. We recycle. We repurpose. We rethink.



**Industry Recognition: Raising the Bar on Sustainability**

Recognition is good but improvement is better. Being honoured at the Oman LNG HSSE Awards affirmed we're on the right path. By not just meeting standards, but setting them, we're reinforcing safety, sustainability and operational excellence as the foundation of what we do.



**Safety and Environment: Awareness in Action**

Safety is part of our everyday. Our HSSE campaign in the MEP highlighted a culture where every team member knows the 'why', feels the impact and acts with confidence.



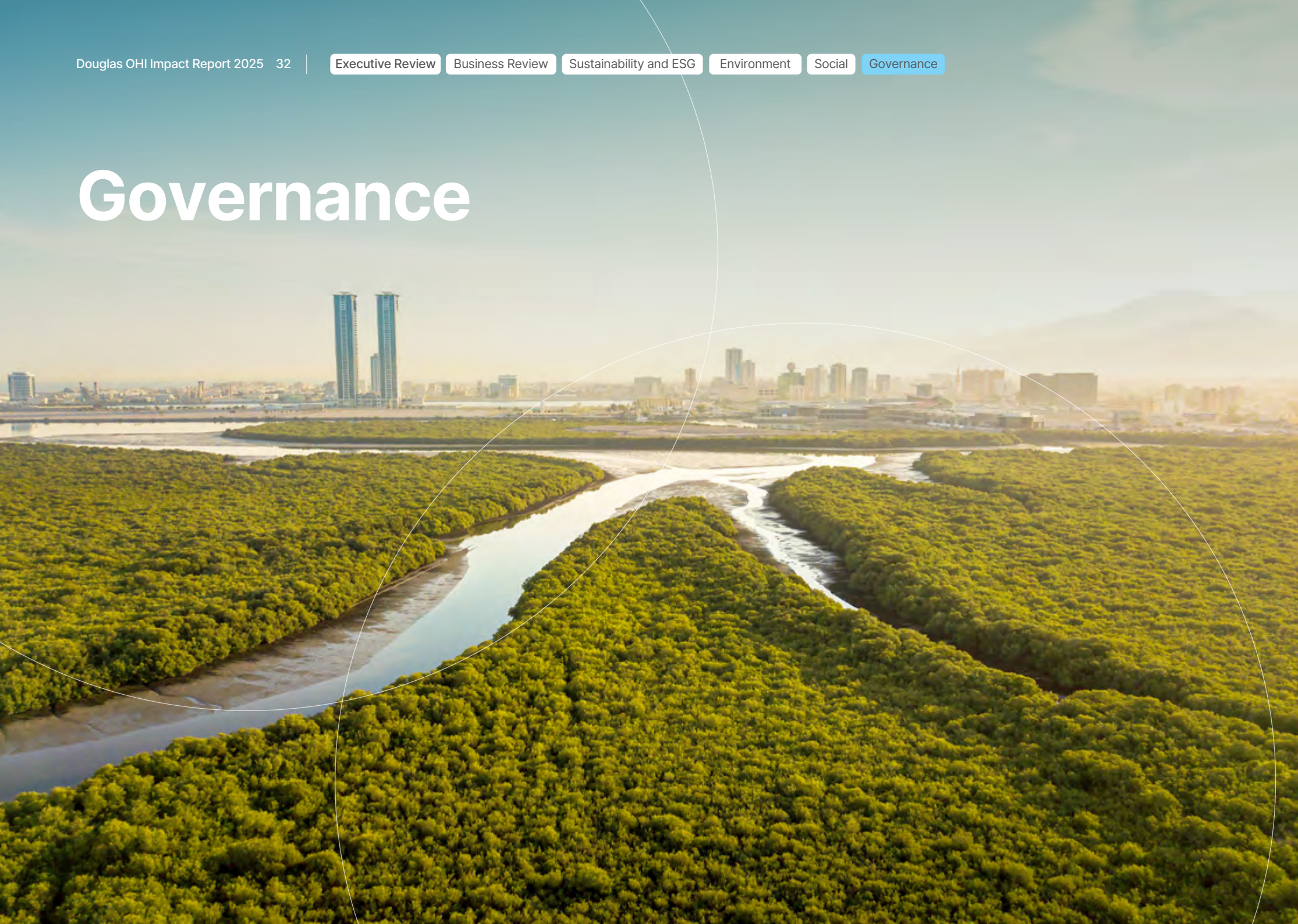
**Health First: Community Wellness in Focus**

Our work shapes communities. Supporting their health is a responsibility we proudly embrace. Our blood-donation drive in Ghala brought teams and families together to say that we care not only for the projects we build, but for the people who make up our communities. Every drop donated represents compassion in action.

**CIOB**



# Governance



## Principles in Practice – ‘Do the Right Thing’

At Douglas OHI, we are committed to building a vibrant, diverse, and inclusive workplace where our people can grow, contribute, and succeed. By strengthening the right structures, support systems, and workplace culture, we create an environment where excellence, accountability, and personal development go hand in hand.

### We Aim to Exceed Expectations

At Douglas OHI, robust governance is the cornerstone of our sustainability and ethical business practices. We continuously strive to do the right thing, which means operating with transparency, accountability, and resilience across all areas of our business.




In 2025, we continued to strengthen our governance framework to ensure we uphold the highest standards of ethics and compliance. Our whistleblowing mechanisms were reinforced, giving employees and stakeholders confidence that they can raise concerns safely and without fear of retaliation. We also enhanced our responsible procurement and supply chain practices, with a strong focus on sustainability and ethical sourcing in line with our corporate values.

Data privacy and cybersecurity remain top priorities. Protecting sensitive information and ensuring secure data flows is essential to maintaining stakeholder trust and staying ahead of emerging digital risks.

At Douglas OHI, governance is about more than meeting expectations; it's about exceeding them for our stakeholders and the communities we serve.

### ESG Compliance, Transparency, and Governance

We took significant steps in 2025 to advance our Environmental, Social, and Governance (ESG) practices and support sustainable, responsible growth. Key actions included:

-  Strengthening ESG policies and initiatives in preparation for the launch of our Sustainability Strategy.
-  Ensuring full compliance with laws, regulations, industry standards, and our internal Code of Conduct.
-  Integrating ESG considerations into our operations: We ensure that environmental, social, and governance factors are considered in our decision-making processes, supporting responsible business practices and long-term sustainability.

Being a responsible business goes beyond regulatory compliance. We embed sustainability principles into our culture and decision-making, clearly defining how we manage ESG risks and opportunities, with transparency and integrity across all aspects of governance.

### Why Strong ESG Governance Matters to Us

At Douglas OHI, robust ESG governance is critical because our stakeholders, including customers, regulators, employees, industry partners, and investors, expect transparency, accountability, and ethical practices. Their priorities shape how we approach sustainability and responsible business practices:

Shareholders and investors seek credible ESG information to inform their decisions, increasingly influencing lending terms and investment choices.

Customers are embedding sustainability requirements into procurement processes and want partners who demonstrate responsible practices with clear, reliable reporting.

Employees value purposeful work and alignment with corporate values as key factors in career satisfaction and engagement.

### Committed to a New Era of ESG

We are entering a new era of ESG reporting and accountability. In 2025, we reviewed our ESG framework to ensure alignment with evolving regulations and stakeholder expectations. Our goal is to embed good governance, social responsibility, environmental stewardship, and transparency into everything we do.

### Staying Ahead of ESG Legislation

Our Sustainability and CSR team, along with colleagues across the business, continuously monitor emerging ESG legislation. We track developments such as the EU Corporate Sustainability Reporting Directive (CSRD) to ensure Douglas OHI remains compliant and prepared for upcoming disclosure requirements.



### Driving Impact with Global Goals

Our Sustainability Strategy is aligned with the United Nations Sustainable Development Goals (SDGs), providing a framework for long-term impact. Across our operations, we contribute to several priority goals:

- 🌱 Gender equality (SDG 5) and decent work (SDG 8) by promoting inclusion, fair employment, and professional development.
- 🌱 Innovation and resilient infrastructure (SDG 9) and reduced inequalities (SDG 10) through operational excellence and sustainable practices.
- 🌱 Climate action (SDG 13): We prioritise energy efficiency, sustainable materials, and environmentally responsible practices in our projects to minimise our climate impact.
- 🌱 Responsible consumption (SDG 12) through ethical sourcing and supply chain accountability.
- 🌱 Peace, justice, and strong institutions (SDG 16) by reinforcing governance and compliance frameworks.
- 🌱 Partnerships for the goals (SDG 17) through collaborations that amplify our positive impact.

### Next Steps

In 2026 and beyond, we will continue rolling out our ESG strategy through concrete projects and measurable roadmaps, focusing on decarbonisation and sustainable operations. Our internal ESG Steering Committee oversees progress, ensures compliance with emerging regulations, and strengthens reporting frameworks. We are committed to collecting accurate data and enhancing transparency, preparing for evolving ESG requirements, and keeping Douglas OHI at the forefront of responsible business practices.

## Douglas OHI's Governance Model

### Upholding the Highest Standards

A responsible business requires strong corporate governance. At Douglas OHI, we have established high standards to ensure compliance with legal and regulatory requirements and to guide our employees, partners, and suppliers.

We support these standards through regular training and internal awareness campaigns. Topics include environmental sustainability, cybersecurity, data privacy, anti-bribery and corruption, gifts and hospitality, trade compliance, competition, modern slavery, and more.

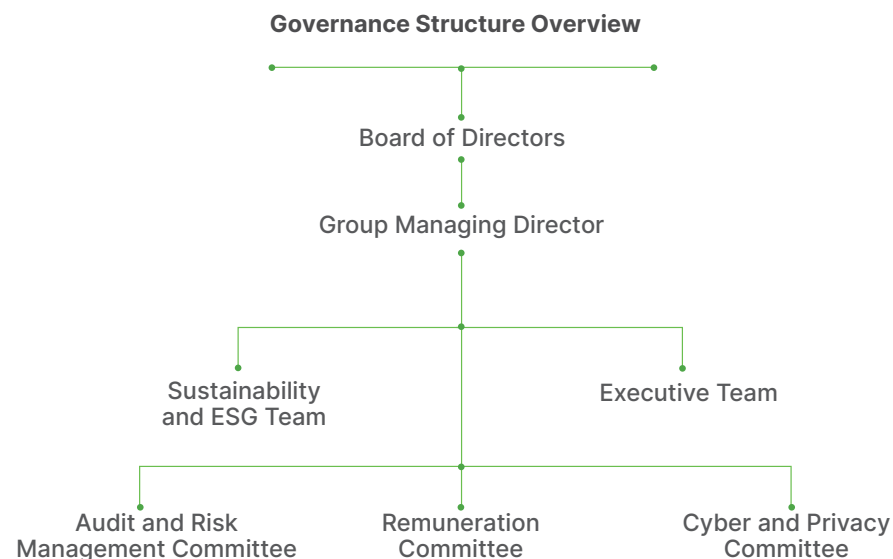
The Douglas OHI Board of Directors oversees all company activities and receives regular updates on ESG and sustainability initiatives. In 2026, the Board will be supported by three standing committees, that will be established including:

 **Audit and Risk Management Committee**

 **Remuneration Committee**

 **Cyber and Privacy Committee**

The mandates of the Audit and Risk Management Committee and Remuneration Committee will cover economic, environmental, and social topics. Each committee will report to the Board to provide regular updates on their activities.



Douglas OHI's governance model ensures transparency, accountability, and resilience across all areas of the business, supporting sustainable growth and stakeholder trust.

## How We Manage Risk

In 2026, Douglas OHI will look to manage risk by establishing an Enterprise Risk Management (ERM) framework, which identifies, tracks, assesses, documents, and monitors corporate risks.

### The framework will include:

- Identifying risks comprehensively, covering all areas that could affect our business.
- Assessing risk exposure objectively, so we understand potential impacts on our operations and strategic goals.
- Developing effective response strategies, ensuring management can act decisively on the risks that matter most.

The framework focuses on risks that could affect both strategic objectives and key business operations. These include finance, operations, cybersecurity, data privacy, business continuity, ESG compliance, anti-bribery and corruption, AI governance, trade sanctions, modern slavery, and technological changes.

All risks will be evaluated based on probability and potential impact. This allows management to determine the most appropriate responses, which will be implemented and reviewed quarterly by the Executive Team and Audit and Risk Management Committee.

The process supports informed decision-making and guides the creation of our annual Internal Audit plan. We will use the framework to gather, track, and periodically monitor a set of Key Risk Indicators (KRIs) and Key Performance Indicators (KPIs). Risk registers will document all findings, providing concrete data to analyse trends and enhance risk management across the organisation.



## Key Roles and Responsibilities for Douglas OHI's Enterprise Risk Management Process

At Douglas OHI, robust risk management underpins our commitment to ethical, sustainable, and resilient business practices. Our Enterprise Risk Management (ERM) framework will ensure that risks are identified, assessed, and managed consistently across the organisation. The following table outlines the key roles and responsibilities within this process:

Role	Key Responsibilities
<b>Risk Owner</b>	<ul style="list-style-type: none"> <li>• Usually a member of the Executive Team</li> <li>• Assesses risks, considering internal and external factors</li> <li>• Responsible for managing risks, including planning risk responses</li> <li>• Provides input to Risk Management</li> </ul>
<b>Risk Manager</b>	<ul style="list-style-type: none"> <li>• Updates the Risk Register quarterly with Risk Owners and the Risk Management Team</li> <li>• Executes and monitors implementation of risk response strategies</li> <li>• Maintains the Enterprise Risk Register, ensuring it is accurate and up to date</li> </ul>
<b>Risk Management Team / Executive Team</b>	<ul style="list-style-type: none"> <li>• Organises and conducts quarterly updates of the Risk Register with Risk Owners</li> <li>• Plans and facilitates Risk Syndication Sessions (RSS)</li> <li>• Prepares Risk Management reports</li> <li>• Maintains Risk Management methodology, processes, and tools</li> </ul>
<b>Executive Team</b>	<ul style="list-style-type: none"> <li>• Reviews and reassesses the Risk Register quarterly, considering interrelated risks</li> <li>• Endorses the Risk Taxonomy, categorisation, and targeted residual risk (annually during RSS)</li> <li>• Identifies and endorses new risks and their descriptions</li> </ul>
<b>Audit and Risk Management Committee</b>	<ul style="list-style-type: none"> <li>• Oversees the company's risk management activities</li> </ul>

This structure ensures accountability, transparency, and proactive management of risks, supporting Douglas OHI's strategic objectives and long-term sustainability goals.



**Ethics – We Don’t Compromise**

At Douglas OHI, we are committed to maintaining the highest ethical standards and always acting with integrity. We have zero tolerance for unethical behaviour, including bribery and fraud.

Transparency around ethics is as important to our stakeholders as it is to us. We hold ourselves to uncompromising ethical standards and regularly report on compliance activities to our Executive Management Committee as well as our Board of Directors.

**Policies and Practices**

Our Code of Conduct is the foundation of our ethical framework. It sets clear expectations for all employees, contractors, and partners, guiding behaviour across every aspect of our operations. It covers topics such as conflicts of interest, gifts and hospitality, anti-bribery and corruption, fair competition, and compliance with all applicable laws and regulations.

**Training and Awareness**

We provide regular training to ensure that all employees understand and apply our Code of Conduct in their daily work. This includes scenario-based learning and updates on emerging legal, regulatory, and industry standards.

**Raising Concerns**

Douglas OHI encourages an open culture where employees can raise concerns or report unethical behaviour without fear of retaliation. Our confidential reporting channels allow matters to be escalated safely, ensuring issues are investigated promptly and thoroughly.

**Monitoring and Enforcement**

We continuously monitor compliance with our ethical standards through audits, internal reviews, and oversight by senior management. Any breach of our Code of Conduct is taken seriously, and appropriate action is taken in line with our policies and legal obligations.

By embedding ethics into our culture, policies, and daily operations, Douglas OHI ensures that integrity, transparency, and accountability remain at the heart of everything we do.

## Responsible Procurement and Supply Chain



### Responsible Sourcing

Being responsible in sourcing means we carefully scrutinise suppliers before they join our supply chain. We assess how their operations affect people and the environment and ensure there is a strong cultural fit with Douglas OHI's values.



### We Span Continents Like a Giant Web

Imagine a global marketplace where connections stretch across continents like a web of interwoven threads. That is our world at Douglas OHI, where partnerships and suppliers reach far and wide. But we are deliberate about who we work with. It is not just about economics; integrity and alignment with our values matter equally.



### Responsible Procurement in Practice

For each major procurement exercise, we use a sustainability and ESG evaluation process. This may include a due diligence assessment, ensuring that suppliers and partners share our commitment to ethical practices, labour standards, health and safety, and environmental stewardship.

By embedding ESG considerations into our supplier selection and management, Douglas OHI ensures that responsible procurement is not an afterthought but a core part of our governance and operational excellence.



### Enhancing Procurement Skills

We are making significant progress through our Global Procurement Transformation initiative, designed to strengthen our capabilities and maturity. This includes implementing a new digital procurement and supplier management tool covering our full procurement scope.

The tool will allow us to capture and manage supplier ESG data, metrics, and measures effectively. We have also developed a supplier tiering model to better understand risk profiles across a range of criteria.

To embed sustainability further, we plan to develop a Sustainable Sourcing Principles Charter, which will set the standard for supplier engagement and outline key elements of ESG. These principles will be integrated into a refreshed procurement policy in 2026.



## About this Report

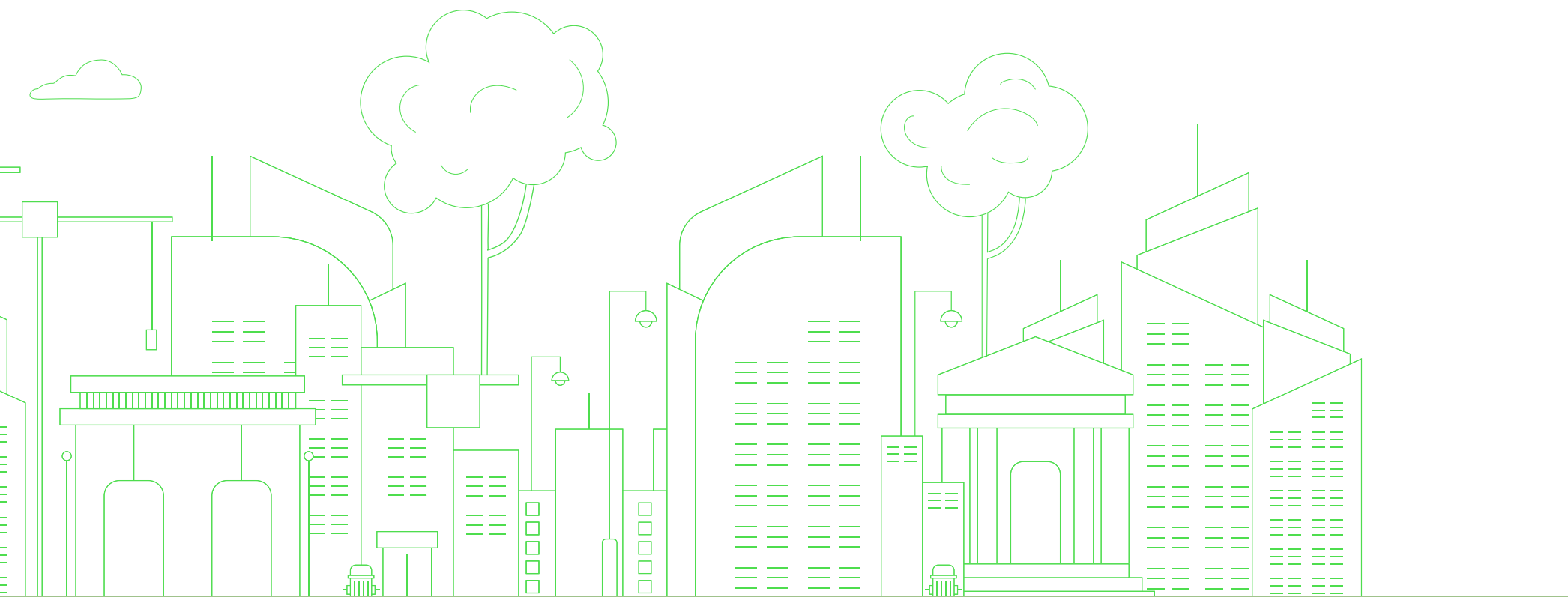
Douglas OHI's Impact Report provides a clear overview of how we integrate sustainability and Environmental, Social and Governance (ESG) principles across our business operations. For the first time, we are combining our Sustainability Report with our Group Activity Report, offering a holistic view of our performance. This approach reflects our belief that sustainability is not a standalone topic, it is embedded throughout every part of our business.

The report covers our actions, progress, and challenges during the reporting period from 1 January to 31 December 2025, across all regions where we operate. It highlights our environmental and social commitments alongside our financial, operational, and strategic performance.

This voluntary report has been prepared to support transparency and accountability, both externally for our clients and partners and internally for all Douglas OHI staff. As the construction and infrastructure industry moves toward more responsible and resilient practices, we see this report as both a mirror of our current performance and a tool to guide continuous improvement at Douglas OHI.

This report has not been subject to third party accreditation, as Douglas OHI is not a market listed entity.





# DOUGLAS OHI



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MAR 2026