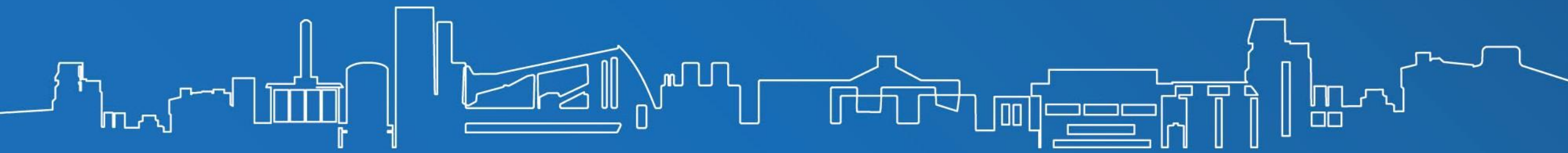
ANNUAL SUSTAINABILITY REPORT- YEAR 2025

Gulf Cement Company, Ras Al Khaimah, UAE



شركة أسمنت الخليج ش.م.ع
Gulf Cement Company P.S.C

CHAPTER 1

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- 1.2 Scope
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1.1 FOREWORD

It is my pleasure to present our Environmental, Social, and Governance (ESG) Report, prepared in accordance with the ADX ESG Disclosure Guidance and aligned with leading global frameworks. This report reflects our continued commitment to transparent, responsible, and forward-looking governance as we work to create long-term value for our stakeholders and contribute to the sustainable development priorities of the UAE. This is Gulf Cement Company (GCC) 6th Annual Sustainability Report. The report reviews our sustainability performance and forms part of annual reporting for the financial year ended on 31st December 2025, and covers data from 1st January 2025 to 31st December 2025, unless otherwise specified.

Over the past year, we have strengthened our sustainability governance, enhanced our operational efficiency, and integrated ESG considerations more deeply into our business strategy. Guided by the UAE Net Zero 2050 vision and ADX's sustainability expectations, we have undertaken initiatives to reduce environmental impacts, elevate employee wellbeing, promote responsible supply chain practices, and reinforce strong ethical conduct across the organization.

Our environmental efforts focused on optimizing energy and water consumption, reducing greenhouse gas (GHG) emissions, and adopting innovative solutions that support climate resilience. On the social front, we continued to invest in our people through training, inclusion programs, and enhanced health & safety systems, recognizing that our employees remain the foundation of our success. From a governance perspective, we strengthened our internal controls, compliance structures, and risk management processes, ensuring transparency, accountability, and integrity in all our operations.

This report demonstrates not only our performance but also our ambition. We remain committed to continuous improvement, enhanced disclosure, and alignment with the evolving expectations of ADX, our shareholders, and the wider community. As we move forward, we will continue to seek new ways to innovate responsibly, operate sustainably, and contribute meaningfully to the UAE's economic and environmental goals.

I would like to express my gratitude to our employees, partners, and stakeholders whose dedication and collaboration have enabled us to make meaningful progress.



Jose De Moya
Head Commercial & Optimization
(Sustainability Manager)

1.2 SCOPE

The development of our 2025 ESG report aims for our commitment to sustainability is embodied in all aspects of our business in line with our overall strategy and revolve around the key sustainability pillars i.e. Environment, People, Community and Marketplace. GCC is grossly committed for its creative thinking and innovative approach, so that we can continue in striving for excellence track record of Environmental performance and ensure Sustainable Future Happen.

Our sustainability strategy remains focused on the four pillars as outlined in our Sustainability Framework, and is aligned with the United Nations Sustainable Development Goals (UNSDGs), Policies and Code of Conduct and Business Ethics of the company. The ESG report reflects in driving sustainability forward in the country under the framework of UAE Vision 2021 and fully comply with the ADX's ESG Disclosure Guidance.

This material has been prepared for general informational purposes only and is not intended to be relied upon as accounting, tax, or other professional advice. For Professional advice on these contents of this report, please contact Gulf Cement Company on mail josedemoya@gulfcement.ae for any further information related to this report.
This report was prepared by GCC own internal Sustainability Team & did not involve any external assurance for the reporting period and will consider it where there are regulatory requirements to do so.

1.3 CHARIMAN'S MESSAGE



Sustainability has become the defining measure of resilience and leadership in today's industrial landscape. At Gulf Cement, we recognize that our long-term success depends on our ability to operate responsibly, innovate continuously, and contribute meaningfully to the communities we serve. The past year has reinforced the importance of this commitment, and I am proud to share the progress we have made on our sustainability journey.

As one of the region's established cement producers, we understand the responsibility that comes with our role in supporting national development and infrastructure growth. This responsibility extends beyond delivering high-quality products—it includes reducing our environmental footprint, enhancing operational efficiency, and aligning our practices with the UAE's and GCC's broader sustainability ambitions, including NetZero pathways and circular economy principles.

During the year, we advanced several initiatives aimed at lowering emissions, optimizing energy consumption, and increasing the use of alternative fuels and raw materials. These efforts reflect our belief that environmental stewardship and business performance are not competing priorities but mutually reinforcing goals. We also strengthened our governance frameworks, improved transparency, and deepened our engagement with employees, partners, and local communities.

Looking ahead, we remain steadfast in our ambition to build a more sustainable and competitive organization. We will continue to align our strategies with global best practices, adopt emerging technologies, and collaborate with stakeholders to accelerate our transition toward a low carbon future. Our goal is clear: to create long-term value for our shareholders while contributing positively to the environment and society.

I extend my sincere appreciation to our employees, customers, partners, and shareholders for their trust and support. Together, we will continue shaping a future where growth and sustainability go hand in hand.

Sheik Omar Saqer Khaled Humaid Alqasimi
Chairman of the Board of Directors

1.4 MD & CEO Message

I am proud to congratulate our team on the release of Gulf Cement's Sixth Annual Sustainability Report, a key milestone in our ESG journey. I am also pleased to announce that Buzzi, the Italy-headquartered global cement and construction materials group, has successfully completed its acquisition and integration of Gulf Cement Company. This strengthens our ESG platform and aligns us with world-class group standards.

As the UAE advances bold initiatives such as the UAE Net Zero 2050, corporate leadership is being redefined. Success today is measured not only by financial results, but by credible environmental, social, and governance performance.

Across the Emirates, ESG has become a strategic and regulatory priority. Frameworks from the Abu Dhabi Securities Exchange and Abu Dhabi Global Market now require transparent annual sustainability reporting. We welcome this shift. Responsible business practices drive resilience, long-term value, and competitive strength.

As the nation continues its sustainability leadership—highlighted by hosting COP28—we are accelerating ESG integration across our operations: lowering our environmental footprint, empowering our workforce, and upholding the highest governance standards. Our reporting reflects both progress and accountability.

Aligned with global frameworks such as the Global Reporting Initiative and the Task Force on Climate-related Financial Disclosures, we are committed to clear, decision-useful transparency. We view ESG not as compliance, but as a driver of innovation, operational excellence, and sustainable growth.

Thank you to our employees, partners, regulators, and stakeholders for your continued trust. We look forward to advancing this journey together.



Jose B. Sena
Managing Director & Chief Executive Officer

1.5 Message from Vice President

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It is with great pride that I present Gulf Cement Company’s Sustainability Report, which reflects our ongoing commitment to responsible growth and environmental stewardship.

Our efforts are closely aligned with the UAE’s national vision for a sustainable future. We actively support the Ministry of Climate Change and Environment (MOCCAE) in advancing climate resilience, resource efficiency, and the transition to a circular economy. We also collaborate closely with the Environment Protection & Development Authority (EPDA) – Ras Al Khaimah and REEM, the Energy Efficiency and Renewables Office of Ras Al Khaimah Municipality. These government entities play a vital role in driving, monitoring, and continuously updating the RAK Integrated Sustainability (RIS) Strategy 2050.

To meet and exceed local environmental standards, maintain transparent reporting, and ensure continuous improvement in air quality management, waste reduction, and ecosystem protection, Gulf Cement Company has prioritized comprehensive sustainability initiatives across all aspects of its operations.

At the global level, our sustainability framework is inspired by the United Nations Sustainable Development Solutions Network (UN SDSN), which guides our integration of the Sustainable Development Goals (SDGs) into our operations and governance. We remain firmly committed to reducing our environmental footprint, investing in clean technologies, adopting responsible manufacturing practices, and making meaningful contributions to climate action.

Mohammed A.Ebrahimouh Al shehhi
Vice President

1.5 Message from Vice President

This report highlights our progress in key areas including emissions reduction, energy efficiency, alternative fuel utilization, waste management, health and safety, and community development. More importantly, it demonstrates our commitment to embedding sustainable thinking throughout our organization, ensuring that every step we take supports the UAE Net Zero 2050 commitment and strengthens our long-term resilience as a business.

Our sustainability journey is ongoing, and we recognize that meaningful progress is achieved through collaboration. We are grateful for the guidance of MOCCAE, the environmental leadership of EPDA Ras Al Khaimah, and the global vision provided by the UN SDSN framework. These partnerships empower us to move forward with confidence and responsibility.

As we look ahead, Gulf Cement Company remains dedicated to innovation, operational excellence, and transparent reporting. We will continue to enhance our contributions to national and global sustainability goals, ensuring that our growth remains responsible and aligned with the needs of future generations.

I extend my sincere appreciation to our employees, partners, regulators, and stakeholders for their continued trust and support. We look forward to advancing this journey together.

CHAPTER 2

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CHAPTER 2

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CHAPTER
2

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GCC is a leading economic edifice & a pillar of the state economy and one of the industry's leading companies to produce the best cement types and a global specification in addition to producing electric power by taking advantage of the lost heat, it contributes to the state's march in the environment and industry down to space Innovation for future design.

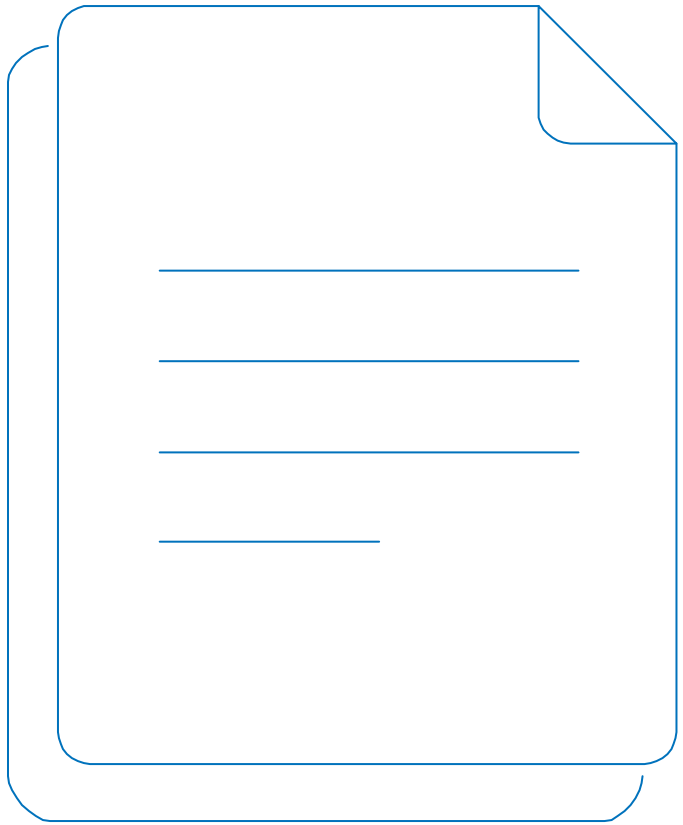
Since its establishment in 1977, we played a key role as a partner in the economic development process in the Emirate of Ras Al Khaimah and the United Arab Emirates, through its contribution to the manufacture and production of cement and clinker. The cement industry is one of the most valuable industries that characterize the United Arab Emirates and the main factor for its economic growth.

Taking the lead ahead of the all the companies that are producing cement in the country, which is basis of the national economy, GCC supports construction sector with various cement types and its derivatives with a world-class product matching to American, British and European standards and contribute effectively to the implementation of infrastructure projects at the country level. The company is also proud of using it cement product in most development project and the countries mega infrastructural projects such as airports, seaports, buildings, roads, bridges, rail network, industrial islands and other vital projects in the country.



2.1.1 Our policy

Gulf Cement Company is specialized in Manufacturing, Storage, Marketing and Sales of all types of cement (OPC/SRC/MSRC/OWC), fly ash and GGBS for UAE markets and abroad. Top Management recognize the significance, accordingly prepared, documented, established and implementing an Integrated Management System (IMS) aligned with all applicable legal regulations, code of practices and international standards ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 and latest editions of API Spec Q1 & 10 A requirements.



The policy and the objectives have been communicated understood implemented and maintained at all levels at all relevant functions and levels of the organization as well as being reviewed periodically for assessing opportunities for improvement and changes if any needed to them. Our Quality, Health, Safety and Environment Policy is dealt in detail under Section 4.2.

2.1.2 Company Strategy

Gulf Cement Company proudly supplies its products across the Gulf region, the Middle East, and West Africa—delivering reliability and quality to markets that depend on our expertise. Our strategy extends far beyond simple distribution; we cultivate strong, long-term partnerships with our product marketers to better understand consumer needs and exceed customer expectations.

Through dedicated technical support, professional teamwork, and a deep commitment to service excellence, we ensure our clients receive exceptional value at every stage. Leveraging the latest technological advancements and industry best practices, we consistently deliver high-quality products that earn customer trust and satisfaction across all our markets.

Gulf Cement Company stands as one of the UAE's most vital industrial pillars—an engine of economic growth and a trusted producer of world-class cement products. Since our establishment in 1977, we have played a defining role in supporting the development of the Emirate of Ras Al Khaimah and the wider United Arab Emirates.



2.1.2 Company Strategy

With decades of expertise in cement and clinker manufacturing, we deliver products that meet the highest global standards while pioneering innovative solutions such as electricity generation through advanced waste-heat recovery systems.

Our commitment to responsible operations reflects our contribution to national progress in industry, sustainability, and environmental stewardship—driving innovation today to shape the future.
Gulf Cement Company has consistently maintained its position at the forefront of the nation's cement sector. As a key contributor to the UAE's economic momentum, we supply a diverse range of high-quality cement products that comply with American, British, and European standards.

Our products have been integral to many of the country's landmark developments—including airports, seaports, industrial zones, major highways, bridges, and iconic infrastructure projects. We take pride in strengthening the foundations of the UAE's growth and enabling the construction of its most ambitious achievements.



2.1.3 Our products

We take pride in producing world-class cement products that meet the highest American, British, and European standards. Our commitment to excellence ensures every product is manufactured to global specifications—delivering consistent strength, reliability, and long-term durability across every application. Our Premium product line include the following products:

Ordinary Portland Cement



Moderate Sulfate resisting Portland Cement



Sulfate resisting Portland Cement



2.1.3 Our products

Oil Well Cement



Ground Granulated Blast Furnace Slag



Fly Ash



ECO FAC® Fly ash based Blended Cement



2.1.4 Awards & Certificates

2.1.4.1 Awards

Over the past four decades, Gulf Cement Company has earned recognition for excellence in governance, production, quality, and sustainability. These awards reflect our long-standing commitment to operational discipline, innovation, and responsible industrial leadership—both regionally and internationally. Our achievements underscore the strength of our management systems, the consistency of our product quality, and our contribution to national economic development.

ADMINISTRATION & THE PRODUCTION AWARD

The governance and administration of the 1996 International Quality Commission-Madrid/Spain



INTERNATIONAL EXCELLENCE AWARD

International Excellence Award No. 21 on quality of the Trade club Madrid/Las Banja in respect of the Miami-Florida/United States of America, 7/1/1996.



At Gulf Cement Company,
quality, safety, and environmental responsibility

are validated through rigorous third-party certifications and continuous compliance with internationally recognized standards. Our certifications reflect our commitment to delivering products that meet the highest technical, regulatory, and sustainability requirements across local, regional, and international markets.

2.1.4.2 Certificates

All certificates listed in this section are issued by accredited authorities and regulatory bodies, covering product conformity, quality management systems, environmental performance, occupational health and safety, and industry-specific applications. These certifications demonstrate our alignment with globally accepted standards such as ASTM, BS EN, ISO, API, SASO, and recognized national quality marks within the GCC.

To support transparency and ease of reference, each certificate is available for download. Stakeholders, consultants, contractors, and regulatory authorities may access the relevant documentation below to verify compliance by product type, market, or standard. We encourage users to download the certificates applicable to their specific requirements. We hold the certificates as listed below:

2.1.4.2 Certificates

GLOBAL ISO MANAGEMENT SYSTEM CERTIFICATION

ISO 9001: 2015, ISO 14001: 2015 & ISO 45001



Bureau Veritas Certification

GULF CEMENT COMPANY P.S.C.

KHOR KHWAIR, P.O. BOX 5295, RAS AL KHAIMAH, UNITED ARAB EMIRATES

Bureau Veritas Certification Holding SAS – UK Branch certifies that the Management System of the above organisation has been audited and found to be in accordance with the requirements of the management system standards detailed below

ISO 9001:2015

Scope of certification

MANUFACTURING, STORAGE, MARKETING AND SALES OF ORDINARY PORTLAND CEMENT, SULPHATE RESISTING PORTLAND CEMENT, MODERATE SULPHATE RESISTING PORTLAND CEMENT, OILWELL CEMENTS, BLENDED CEMENTS AND GROUND GRANULATED BLAST FURNACE SLAG (GGBS) AND FLYASH

Original Cycle Start Date:	24 June 2011
Expiry date of previous cycle:	23 June 2023
Certification / Recertification Audit date:	07 April 2023
Certification / Recertification cycle start date:	23 April 2023
Subject to the continued satisfactory operation of the organization's Management System, this certificate expires on:	23 June 2026

Certificate No.: DU005274 Rev: 1 Issue date: 23 April 2023

UKAS MANAGEMENT 0048

Certification Body Address: 5th Floor, 66 Prescot Street, London, E1 8HG, United Kingdom

Local Office: Bureau Veritas - Dubai Branch, 2nd Floor, Block C, Al Hudaiba Awards Building, Jumeirah Road with 2nd December Interchange, Dubai, U.A.E.

Further clarifications regarding the scope and validity of this certificate, and the applicability of the management system requirements, please call: +971 4 307 4400

1/1

OIL WELL CEMENT PRODUCTION API MONOGRAM CERTIFICATE

For the Oil Well Cement production, API Monogram Certificate No. 10A-0137 from the American Petroleum Institute (API) was successfully obtained in year 2017, the company has thus became globally certified for the production and marketing of this type of cement.



Certificate of Authority to use the Official API Monogram

License Number: 10A-0137 ORIGINAL

The American Petroleum Institute hereby grants to

GULF CEMENT COMPANY
Khor Kwair Industrial Area
Ras Al Khaimah, Ras Al Khaimah
United Arab Emirates

the right to use the Official API Monogram® on manufactured products under the conditions in the official publications of the American Petroleum Institute entitled API Spec Q1® and **API-10A** and in accordance with the provisions of the License Agreement.

In all cases where the Official API Monogram is applied, the API Monogram shall be used in conjunction with this certificate number: **10A-0137**

The American Petroleum Institute reserves the right to revoke this authorization to use the Official API Monogram for any reason satisfactory to the Board of Directors of the American Petroleum Institute.

The scope of this license includes the following: API Well Cement Class G at Grade(s) HSR

American Petroleum Institute

QMS Exclusions: Design; Validation of Processes

Effective Date: SEPTEMBER 25, 2025
Expiration Date: JANUARY 30, 2029

To verify the authenticity of this license, go to www.api.org/compositelist.

Senior Vice President of Global Industry Services

2.1.4.2 Certificates

IN-COUNTRY VALUE CERTIFICATE

For successfully demonstrating the commitment for developing the local talents and promoting business among Local companies.



IN-COUNTRY VALUE CERTIFICATE

Certificate No.: 140639
Issue Date: 19.05.2025
Valid Until: 16.04.2026

GULF CEMENT CO P.S.C

77.65%

Company General Information
License No.: 32
Company Type: Non SME in UAE
Financial Year End Date: 31.12.2024
Company Based In: Within UAE
Company Business: GOOD MANUFACTURER

For Cases of Re-Certification
Re-Certification (*) No.:

Reason for this Re-Certification

Scan the QR code to verify status

برنامج المحتوى الوطني

Signed By
On behalf of Supplier

Name:
Mohammed Ahmed Ali Ebrahimouh Alshehhi

Designation:
Vice President

Verified as per ICV Agreed Upon Procedures (AUP)
On behalf of Certification Body

Name:
Saju Augustine

Designation:
Partner

Electronically signed by Saju Augustine

Company:
Kreston Menon Chartered Accountants

Certificate Issued Based on ICV Version: 3.0

ABU DHABI QUALITY & CONFORMITY COUNCIL

Successfully registered under Registration scheme for Pre-Packaged Cement Product.

علامة أبوظبي للثقة

Abu Dhabi Trust Mark

CERTIFICATE OF PRODUCT CONFORMITY (DUBAI MUNICIPALITY)

Dubai Central Laboratory Department (DCLD) attestation for Composition, Specification and Conformity Assessment for common cements.



CERTIFICATE OF PRODUCT CONFORMITY

Dubai Central Laboratory Department (DCLD) of Dubai Municipality
hereby attests that the product(s)

Composition, Specification and Conformity Assessment for Common Cement

(Details as per the attached Scope of Certification)

manufactured by:

GULF CEMENT COMPANY

P.O.Box 5295 - Khor Khewair- Ras El Khaimah - United Arab Emirates

have been assessed in accordance with DCLD Document Ref. No. DM-DCLD-RD-DP21-2001 (IC) "General Rules for DM third party product certification system through factory assessment" and the relevant Specific Rules, and were found in conformity with the standard specification:

BS EN 197-1: 2011 - February 2019

Accordingly, DCLD hereby authorizes the above manufacturer
to affix the DCL Product Conformity Mark on the above-mentioned product(s).

ENG. MAJED AL SHAMSI
Certification and Quality Control of Products Section's Manager
Dubai Central Laboratory Department-Dubai Municipality

Certificate No: CL19020683
Valid Until: 15/06/2026

PRODUCT CONFORMITY

Current Issue Date: 16/06/2025
Original Issue Date: 16/06/2019

The attached Scope of Certification bearing the same Certificate Number forms an integral part of this Certificate.
This Certificate is an electronic document subject to the Terms and Conditions of the Product Certification System and shall not be reproduced except in full.

2.1.4.2 Certificates

ENVIRONMENTAL SUSTAINABILITY (EPDA) - ecolabel® AWARD

Received the coveted ecolabel award from Environment Protection and Development Authority, Ras Al Khaimah being selected for Environmental Sustainability performance during the year.

KUWAIT QUALITY COUNCIL MARK

Kuwait Quality Council Mark from Kuwait Standards & Metrology Dept, Public authority for Industries, Kuwait for our products of OPC, SRC and GGBS.



رقم الشهادة
٢٥٧

شهادة ترخيص باستعمال علامة الجودة الكويتية

يرخص لـ شركة اسمنت الخليج

باستخدام علامة الجودة الكويتية على المنتج التالي :

Portland cement type 1

طبقاً للمواصفة القياسية الكويتية :

الأسمنت البورتلاندي

رقم : KWS GSO 1914:2010

مدير عام الهيئة العامة للصناعة
نائب رئيس اللجنة العامة للتوحيد القياسي

تاريخ الإصدار : ٢٠٢٤ / ١١ / ١٣
تاريخ الإنتهاء : ٢٠٢٧ / ١١ / ١٣

CE ISO 10426-1 – OIL WELL CEMENT

Authority: Saudi Standards, Metrology and Quality Organization (SASO)
Description: Validates compliance with ISO 10426-1 requirements for Oil Well Cement used in drilling and cementing operations



SASO QUALITY MARK

المواصفات السعودية
Saudi Standards

شهادة ترخيص باستعمال علامة الجودة
License For Use of The Quality Mark

License Number: 20250804131 رقم الترخيص:

The Establishment:	شركة اسمنت الخليج	المنشأة:
The Establishment's Address:	Khor Khwair, Ras Al Khaimah, United Arab Emirates	عنوان المنشأة:
Production Line Location:	Khor Khwair, Ras Al Khaimah, United Arab Emirates	موقع خط الإنتاج:
Normative References:	SASO-ISO-10426-1/2014	المراجع القياسية:
The Trade Mark:		العلامة التجارية:
The Product:	الاسمنت والمواد الخاصة بالبئر الإسمنتية	المنتج:
Date of Granting:	2025/12/16	تاريخ المنح:
Date of Renwal:	-	تاريخ التجديد:
Date of Expiry:	2028/12/16	تاريخ الانتهاء:

مدير عام الإدارة العامة لمنح الشهادات
Director General of Certification Department
المهندس/ خالد بن محمد النملة
Eng. Khalid M. Alnamlah

المملكة العربية السعودية | ص.ب 3437 الرياض 11471 | P.O.Box 3437 Riyadh 11471 | T 920009085 | F +966114520086 | GMS-F-32-06 V6.00 | 13/08/2024 | www.saso.gov.sa | info@saso.gov.sa

ecolabel
Environmental Sustainability

شركة اسمنت الخليج ش.م.ع
Gulf Cement Company P.S.C

2.2 Corporate Governance

Gulf Cement Company adopts a Corporate Governance framework inspired by the principles set out in the Corporate Governance Guide for listed companies, as well as by leading local and international best practices. The Company has established a comprehensive system of policies, internal controls, and charters that regulate its institutional structure and internal relationships in accordance with globally recognized standards.

Gulf Cement Company follows a governance model, whereby the Board of Directors holds full authority over the ordinary and extraordinary management of the Company. These powers are exercised without limitation, except for matters expressly reserved by law or by the Company's Articles of Association to the General Assembly of Shareholders.

The Board of Directors performs a central role in providing strategic direction and exercising oversight over the Company's overall activities. The Company ensures that the responsibilities, duties and specializations of the Board and senior executive management are clearly defined and transparently communicated. This approach safeguards the rights of shareholders and stakeholders while fostering trust and confidence in the corporate environment.

2.2 Corporate Governance

In line with its commitment to accountability and transparency, the Company maintains effective coordination with regulatory authorities and ensures continuous and open communication with the public. This strengthens its standing at the local, regional, and international levels.

The Company complies with the requirements of the Securities and Commodities Authority, including Chairman Decision No. (3/Chairman) of 2020 concerning the adoption of the Corporate Governance Guide for Public Joint Stock Companies. Through this compliance, the Company reinforces the principles of transparency, fairness, and accountability in alignment with internationally recognized best practices.

Gulf Cement Company reaffirms its full commitment to adhering to all applicable laws, regulations, and decisions issued by the relevant regulatory authorities. These provisions apply to members of the Board of Directors, executive management, and all employees in the performance of their respective duties and responsibilities.

2.2 Corporate Governance



2.2.1 Board of Directors

Gulf Cement Company adopts a firm vision that diversity and the integration of expertise constitute a fundamental pillar for strengthening sound corporate governance and enabling more balanced and sustainable decision-making. Driven by its deep belief in the pivotal role of women in the development journey, the Company is committed to empowering female talent and providing equal opportunities for meaningful participation in decision-making positions, thereby enriching the work environment and fostering constructive exchange of perspectives across the organization.

In this context, the Company reaffirms its full compliance with the requirements set forth in Chairman of the Authority's Board of Directors Decision No. (3/ Chairman) of 2020 concerning Approval of Joint Stock Companies Governance Guide for Public Joint Stock Companies and its amendments. Accordingly, the Company ensures that candidacy for membership of the Board of Directors is open to both genders in every election cycle, on a basis of full equality and equal opportunity, without any restrictions or discrimination, reflecting its practical commitment to the principles of transparency, fairness, and enhanced diversity in Board composition.

2.2.1 Board of Directors

Name	Membership status			BOD Member from
Sheikh Omar Saqer Khaled Humaid Alqasimi	Chairman	Independent	Non-executive	2021
Mr. Hussam Mohamed Elsayed Hussein (Representative of Al-Khair National for Stocks & Real Estate Co. W.L.L.)	Vice Chairman	Independent	Non-executive	2018
Mr. Esmaeel Hasan Esmaeel Alblooshi	Member	Independent	Non-executive	2024
Mr. Dirk Beese	Member	Non-Independent	Non-executive	2025
Mr. Jose Bernardo Sena Peralta	MD/CEO	Non-Independent	Executive	2025
Ms. Aarefa Saleh Hareb Alfalahi	Member	Independent	Non-executive	2024
Ms. Benedetta Buzzi	Member	Non-Independent	Non-executive	2025

2.2.2 Gender diversity in the Board

Pursuant to Article (18) of the Company's Articles of Association, the management of Gulf Cement Company is entrusted to a Board of Directors composed of seven members, as follows:

Description	Number	%
Board of Directors Member (Male)	5	**70**
Board of Directors Member (Female)	2	**30**

2.2.3 Committees of the Board of Directors

Pursuant to the Chairman of the Authority's Board of Directors Decision No. (3/ Chairman) of 2020 concerning Approval of Joint Stock Companies Governance Guide for Public Joint Stock Companies and its amendments, the Board of Directors has established permanent committees emanating from it, which report directly to the Board. This aims to support the Board in performing its functions and to enhance the efficiency and effectiveness of its supervisory and oversight performance.

These committees play a pivotal role in assisting the Board in fulfilling its responsibilities and duties related to the management of the company and the supervision of its operations. Each committee performs its tasks within a specific scope of authority approved by the Board, in accordance with the relevant laws and regulations and best governance practices.

2.2.3 Committees of the Board of Directors

The Board of Directors has adopted clear organizational frameworks and procedures regulating the work of these committees. These frameworks include precise definitions of each committee's tasks and responsibilities, the duration of membership, the powers granted, and the mechanisms for monitoring and supervising their work, ensuring clarity of roles and responsibilities and reinforcing the principle of accountability.

The committees are committed to submitting periodic and written reports to the Board of Directors, detailing the actions and measures they have undertaken, the outcomes reached, and their recommendations. This is done in accordance with the highest standards of transparency and disclosure, enabling the Board to make appropriate decisions based on accurate and comprehensive information.

2.2.4 Investor Relations Controls (Communication mechanism with the shareholders)

In compliance with the Chairman of Authority's Board of Directors' Decision no. (3/Chairman) of 2020 concerning Approval of Joint Stock Companies Governance Guide and all related resolutions and circulars pertaining to investor relations regulations, and based on Gulf Cement Company's vision to solidify its position as a leading industrial entity and a strategic partner in achieving sustainable development, and in keeping with global best practices and the highest standards of quality and governance, the company has comprehensively and seamlessly enhanced its investor relations system.

This included strengthening the role of the Investor Relations Department and clearly defining its tasks and responsibilities to ensure effective communication and efficient disclosure, in addition to adopting formal and organized communication channels that uphold the principles of fairness and transparency for all investors without discrimination.

2.2.4 Investor Relations Controls (Communication mechanism with the shareholders)

The company also developed and updated its website according to the latest standards, launching the "Investor Relations Portal" as a specialized platform that provides investors and interested parties with direct and easy access to essential information and disclosures, including financial statements, annual reports, business results, share prices, and other relevant information. This enhances investor confidence and supports the company's long-term sustainability and growth.

The Investor Relations Portal serves as a strategic platform to enhance effective communication channels and encourage information exchange, enabling investors and financial analysts to access accurate and clear insights in accordance with the highest standards of transparency and credibility. The portal provides access to the latest data and updates, reflecting the company's full commitment to transparency principles and best governance practices.

Ms. Dalya Mohamed Al Shehhi, Investor Relations Manager, supervises the management of the portal to ensure that information is presented reliably and accurately, enhancing investor confidence and reaffirming the company's commitment to institutional excellence.

2.2.4 Investor Relations Controls (Communication mechanism with the shareholders)

Investor Relations Department Manager:

Ms. Dalya Mohammed Al Shehhi

Phone: 2027377 7 971 +

E-Mail: dalya@gulfcement.ae / shares@gulfcement.ae

Investors Relation Portal: https://gulfcement.ae/en/investor-relations/

2.2.5 Risk Management

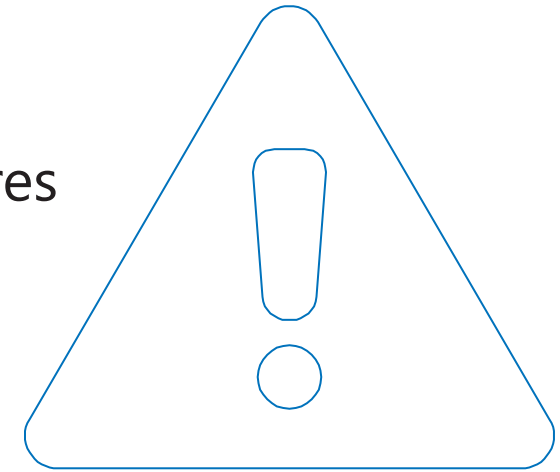
The Board of Directors has adopted comprehensive policies, frameworks, and regulations to ensure the effective management of risks in alignment with the nature and scope of the Company's operations. The Risk Management Policy and Framework are founded on the principle that risk management is a shared responsibility. While the Board of Directors and its committees maintain overall oversight and accountability, all executives and employees are responsible for identifying and managing risks within their respective areas.

The Company's risk management framework provides a structured and systematic approach to identifying, analyzing, evaluating, treating, mitigating, and monitoring risks. It also ensures timely reporting to support informed decision-making by leadership and enable prompt responses when risks arise.

2.2.5 Risk Management

The objectives of the Company's Risk Management framework are to:

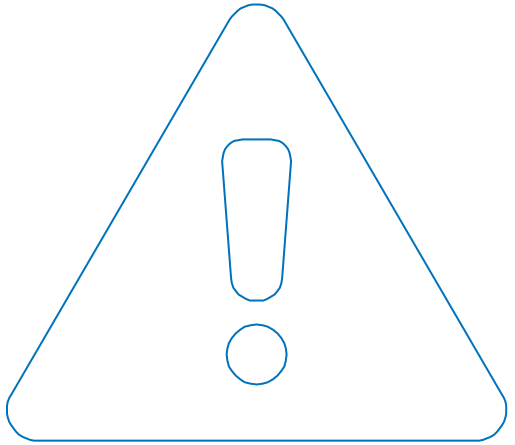
- Establish and maintain a comprehensive risk management framework and ensure its consistent implementation across the Company.
- Identify, assess, and manage all current and emerging risk exposures effectively.
- Promote a risk-aware culture across all levels of the organization.
- Support sustainable business growth within a dynamic and evolving business environment.
- Enhance financial stability and long-term value creation.



2.2.5 Risk Management

The Company's Risk Assessment Framework covers a broad spectrum of risks, including but not limited to:

1. Operational and production risks.
2. Domestic and international market risks.
3. Regulatory and legal risks, including compliance with laws and regulations issued by the State, local authorities, and the Securities and Commodities Authority.
4. Technology and information security risks arising from rapid technological advancements and digital transformation.
5. Human capital risks, including the attraction, development, and retention of competent personnel.
6. Risks related to suppliers, customers, and other key stakeholders.
7. Environmental risks, natural resource constraints, and broader sustainability-related risks.



2.2.6 Internal Audit System

The Internal Audit Department (IAD) operates independently and reports directly to the Audit Committee. It is responsible for evaluating the effectiveness of the Company's risk management, internal control, and governance processes. The IAD assesses compliance with applicable laws, regulations, internal policies, and corporate governance requirements.

The Department reviews financial statements, accounting policies, and accounting practices to evaluate their adequacy, accuracy, and compliance with applicable standards and regulatory requirements.

The Internal Audit Department has unrestricted access to all Company records, documents, systems, personnel, and relevant data necessary to perform its duties objectively and effectively.

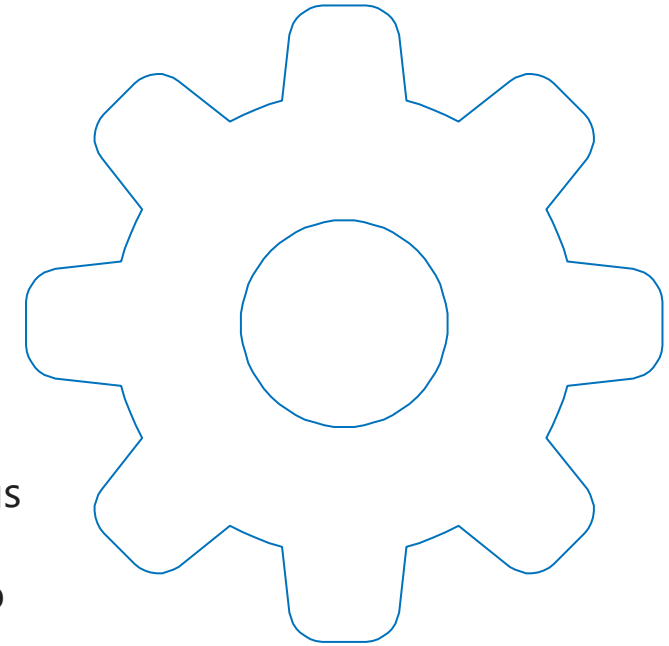
The Internal Audit Department shall follow up on the implementation of audit recommendations and corrective actions and shall report the status of implementation to the Board of Directors.

All departments and employees are required to cooperate fully with the Internal Audit Department. In cases of non-cooperation, restriction of access, or obstruction, the IAD shall report the matter directly to the Board of Directors.

2.2.6 Internal Audit System

BOD defines the most important objectives and tasks of IAD as follows:

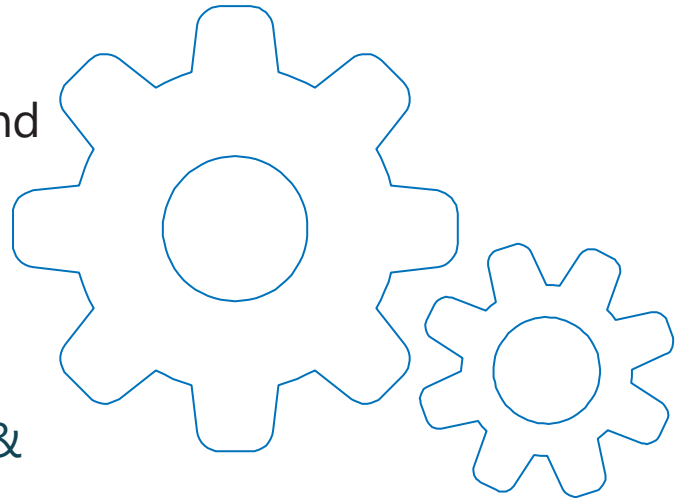
- Evaluate the adequacy and effectiveness of internal controls and work procedures across all departments of the Company.
- Assess the Company's compliance with corporate governance requirements and codes of conduct.
- Assess the effectiveness of controls designed to prevent, detect, and correct errors, irregularities, and potential fraud.
- Evaluate and report on employees' compliance with applicable laws, regulations, and Company policies.
- Review the safeguarding of Company assets and verify, on a test basis, their existence and protection against loss or misuse.
- Conduct periodic audits and reviews of the Company's activities and report findings and recommendations to the Board of Directors.
- Provide independent assurance and advisory support to Executive Management to support the achievement of the Company's objectives.
- Review and evaluate the reliability and integrity of financial and accounting records and reporting processes.



2.2.6 Internal Control Effectiveness

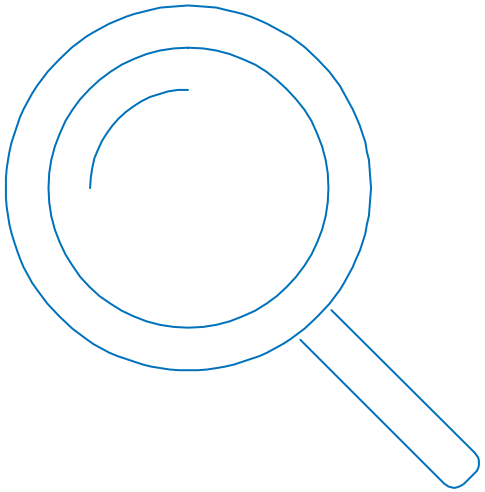
The Internal Audit Department has evaluated the effectiveness of the Company's risk management and internal control systems, reviewed internal policies and procedures, assessed the implementation of corporate governance rules, and verified compliance with applicable laws, regulations, and Board resolutions. The Department submits periodic reports to the Board of Directors and the Audit Committee outlining its findings, observations, and recommendations.

- The Internal Audit Department addresses identified issues and challenges independently and objectively by reporting significant matters to the Audit Committee and informing senior executive management of identified risks and control deficiencies. The Department proposes recommendations and corrective actions and follows up on their implementation. The status of corrective actions is periodically reported to the Board of Directors and the Audit Committee.
- The company relies on the whistleblowing of any violations by employees & all reports will be handled with strict confidentiality regarding any legal, regulatory, or operational breaches.



2.2.7 Anti –Corruption Policy

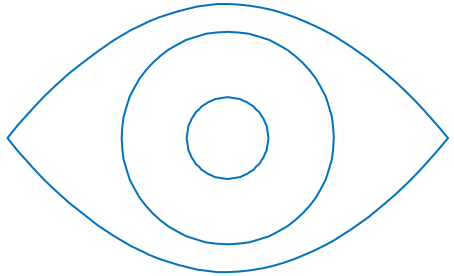
In our dealings with customers and suppliers, we get our employees to strictly uphold the Group's policy on anti- corruption/bribery.



GCC has clear-cut directives and regulations, regarding bribery of any sort and taken a number of other measures targeting at the risk of commercial bribery, to ensure that its business activities are carried out on the premise of fair lawfulness and compliance. GCC was never involved in any litigation cases concerning corruption, bribery, since its inception and no any such cases reported for Financial Years 2024 & 2025.

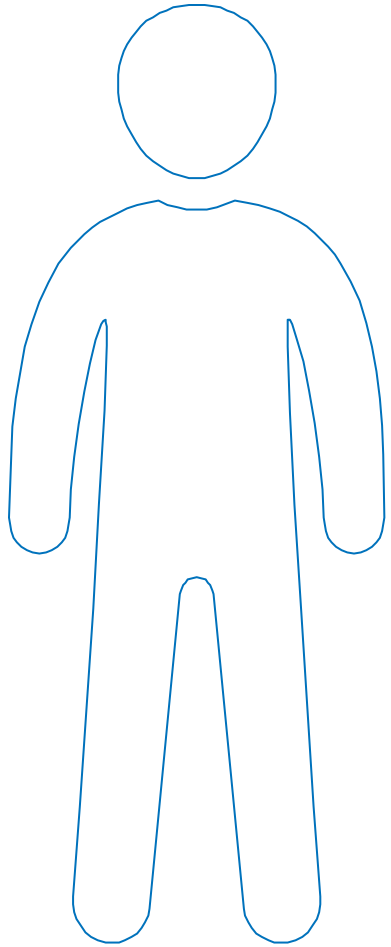
2.2.8 Whistle Blowing Policy

We had provided a mechanism for employees and external parties to report concerns over alleged wrongful acts. Employees as well has other parties are free to report about any fraudulent practices by reporting via phone calls, fax, emails and Management ensures strict action against the reported activity, in the event of finding it genuine. There were no whistleblowing cases in Financial Year 2024 & remained Nil in the financial year 2025.



2.2.9 GCC Stake Holders and Materiality Matrix

Material Aspects Assessment



An important part of our sustainability journey begins with the identification of relevant aspects. Relevant aspects are then prioritized as material factors, which are then validated. The result of this process is a list of material factors disclosed in the sustainability report. The assessment process is as shown below:

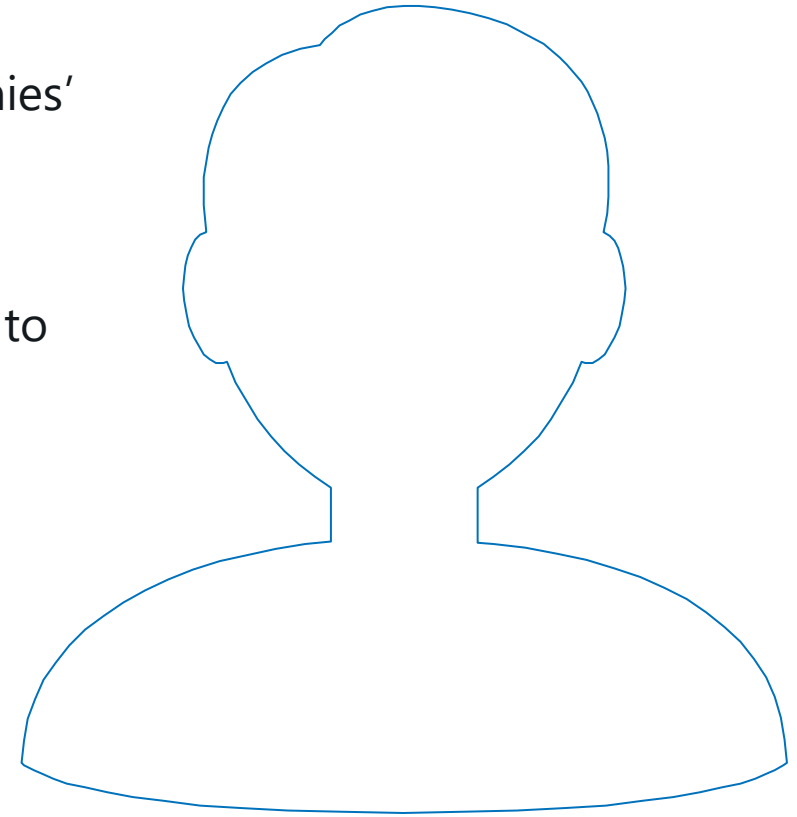
- To determine if an aspect is material, we assessed its potential impact on the economy, environment and society and influence on the stakeholders. Together with senior management and our external consultant, aspects were identified and prioritized through internal workshops, peer reviews and social impact assessments on site.

- This process resulted in the identification of the Material Topics for GCC, which may have an impact not only on the creation of economic value for the company, but also at the environmental and social level, which are manifestly important for the different groups of stakeholders that were heard. These topics are mirrored throughout this report in chapters 4, 5 and 6.

2.2.9 GCC Stake Holders and Materiality Matrix

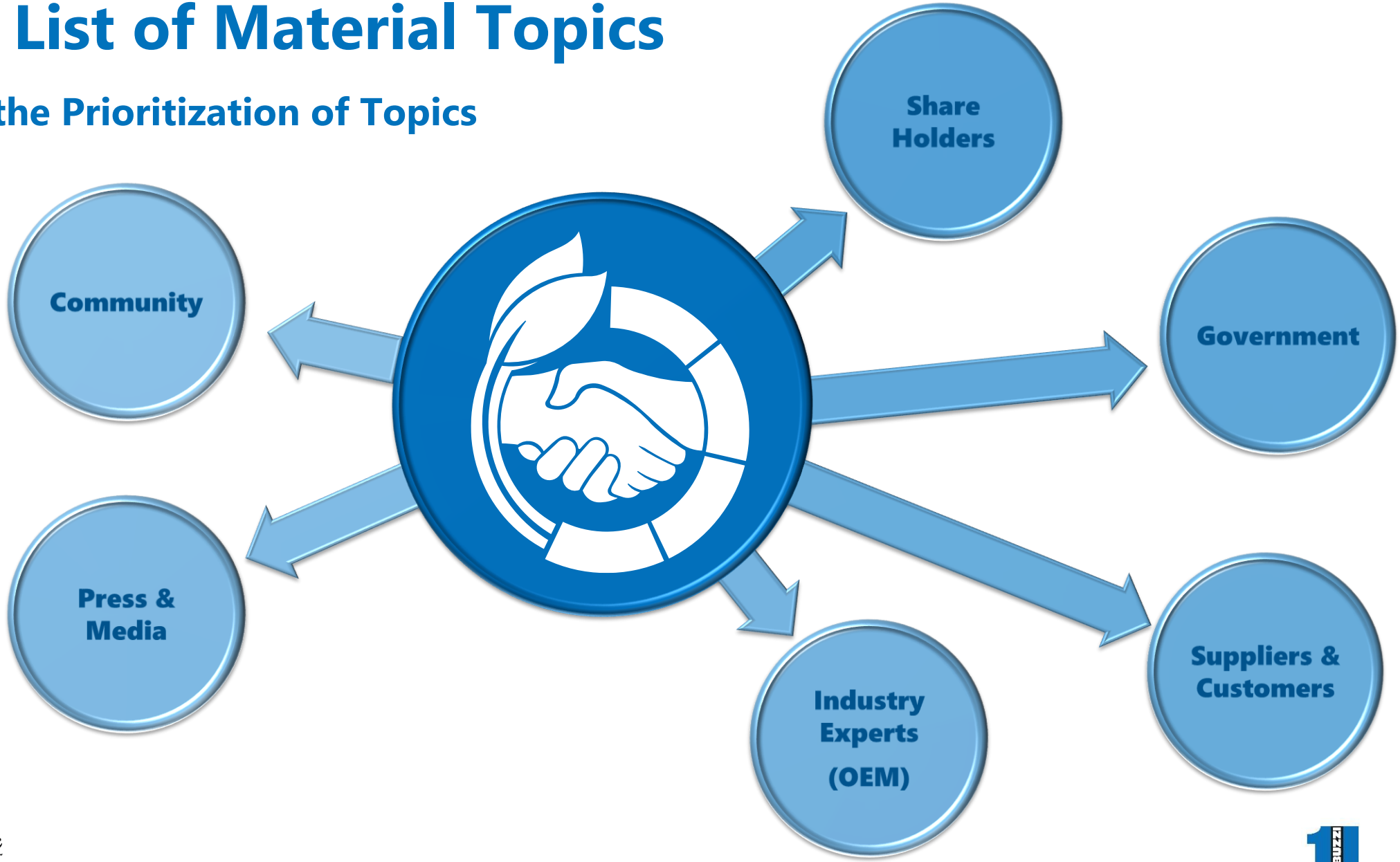
Material Aspects Assessment

- IDENTIFICATION of material factors that are of relevance to the Companies' activities and relevant topics from the ADEX Sustainability reporting guidelines
- VALIDATION of the completeness of key sustainability factors identified to finalize sustainability report with consultation from stakeholders
- PRIORISATION Analysis of the results, and weighting of responses to stakeholders from different locations



2.2.10 List of Material Topics

Result of the Prioritization of Topics



2.2.10 List of Material Topics

GCC STAKEHOLDERS	TOOLS	GENERATED OUTPUTS
Employees	Performance Assessment Development programs Trainings	Opportunity for career development Safety at work Information provision and transparency Skills and competence building Team-building
Customers and broader community	Community interaction sessions Grievance redress Surveys Charity activities Social media Sustainability reporting	Satisfaction of customers' needs Support for local communities Promotion of mutual trust and transparency Promotion of sustainability values

2.2.10 List of Material Topics

GCC STAKEHOLDERS	TOOLS	GENERATED OUTPUTS
Industry experts Interactions (OEM)	Regular Interaction with all OEM for technical solutions	Shared solution for common challenges Industry innovations
Suppliers and contractors	Training for Contractors Supplier assessment Supplier Reevaluation and approval procedures	Enhanced effectiveness and quality throughout the value chain Opportunities for local suppliers Standards, best practices and adopting code of conduct for the suppliers.

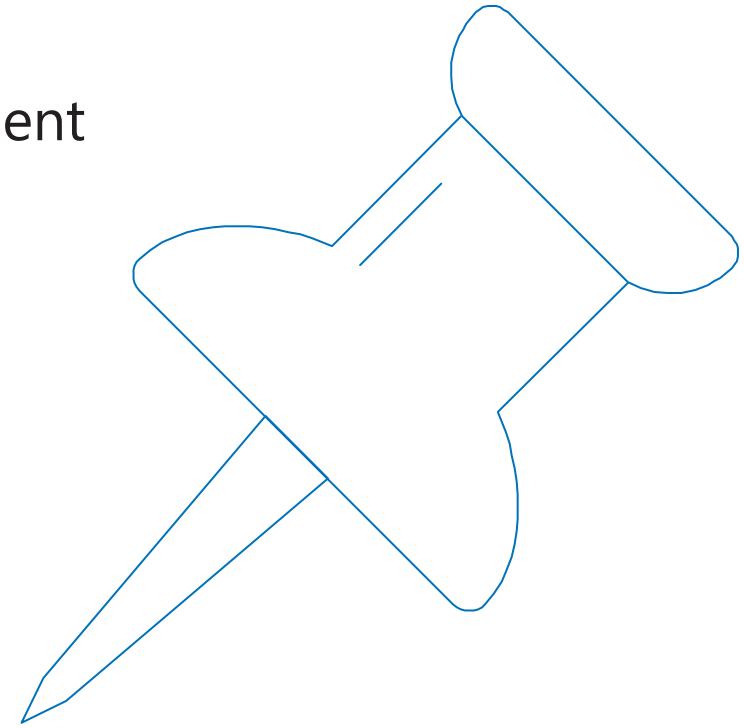
2.2.10 List of Material Topics

GCC STAKEHOLDERS	TOOLS	GENERATED OUTPUTS
Government	Seminars, Meetings Regular reporting to government institutions	Compliance with Federal and local laws. Promotion of transparency and mutual trust
Shareholders	Annual General Body meetings Financial reports Corporate Governance report Sustainability report	Shareholder value and transparency
Press & Media	Press releases	Transparency for all stakeholders Communication of milestones, events and activities

2.2.10 List of Material Topics

We at GCC have mapped these material topics for our Materiality Matrix. The Top Management had identified in-house members who contributed to understanding the responsibility for preparation of Sustainability road map and have analyzed identified, and validated and prioritized the material topics, which are of vital importance for a sustainable development in near future, and the same is listed below:

1. Health, Security and safety
2. GHG emissions and climate change
3. Community development and local impact management
4. Waste Management.
5. Energy conservation.
6. Human Resources Management, Gender equality
7. Other emissions
8. Involvement of stakeholders
9. Water use and management
10. Product safety and quality
11. Customer relationship and satisfaction

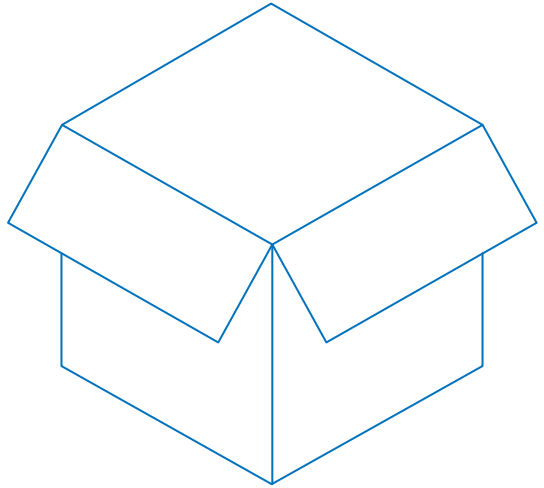


2.2.11 Corporate Social Responsibility Initiatives

The wise leadership of the United Arab Emirates is keen to deepen the umbrella of social protection and made it one of its main priorities by working to deepen community cohesion and consolidate Social cooperation between various segments and groups of society, and Gulf Cement Company's social responsibility has become a national priority linked to the Sustainable Development Goals, in accordance with laws and regulations and ensures the stimulation of institutional giving and enhancing the contribution to the development of society.

According to the laws of the Securities and Commodities Authority and Article 65 of the Company's Articles of Association, "The Company may, by a special resolution, after the expiration of two financial years from the date of its incorporation and achieve profits, Voluntary contributions for community service purposes must not exceed 2% of the average net profits.

The Company's net profits during last two fiscal years 2023 and 2024, were negative, the Company withheld in its Annual General Meeting No. (49) held on April 18, 2025, from making voluntary contributions for the purposes of community service for the year 2025.



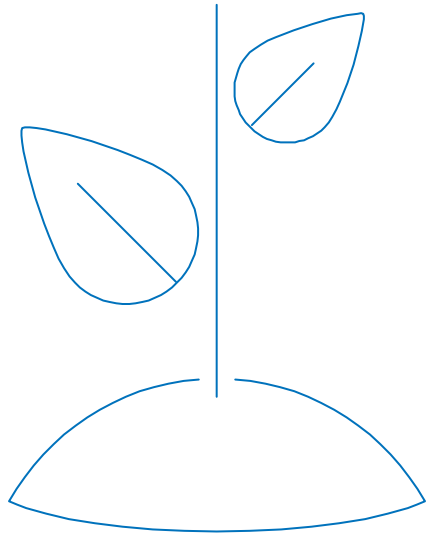
2.2.11.1 Contributions:

Continue to supply water, free of cost to the neighboring areas (Al-Hulayla area).
Continuing to contribute the expertise of some of the company's employees in supporting community institutions.

Providing cement products to people with limited income for the purpose of maintenance, and to institutions of public benefit.

2.2.11.2 Environmental Conservation:

The company intends to comply with the laws and resolutions issued by the Ministry of Climate Change and the Environment, and by Environment Protection and development authority in Ras Al Khaimah. Implement the policy of the Board of Directors that the company to be a leader in its field by applying best practices related to sustainable environment and green products. Gulf Cement Company also pays attention to the environment and its sustainability, and it believes that it is one of the main objectives that requires attention and focus on it, represented in its efforts in environmental sustainability projects that contribute to preserving natural resources and also addressed in our Corporate Governance Report for reducing carbon emissions resulting from production processes in kilns, which confirms its distinction with environmental leadership. The company works to support UAE orientations towards the green economy through ongoing environmental projects.



2.2.11.3 Urbanization:

The company takes great interest in Urbanization Projects as it represents the bright facade of the environmental reality of the company.

These projects contribute to the presentation of the company's commitment to the importance of urbanization to achieve professional safety and job security and other parties as per the Ministry of Climate Change and EPDA requirements.

2.2.11.4 Landscaping:

The company has been concerned with afforestation in and around the perimeter of the company in order to achieve integration with urban construction projects that aim to highlight the aesthetic appearance of the company and increase the green area that contributes to improving the environmental situation of the area.

2.2.11.5 Environmental certificates

Obtained an Environmental Impact Assessment Approval Certificate from the Environment Protection and Development Authority in Ras Al Khaimah, allowing it to use all types of waste and alternative fuels in the company's kilns.

Renewing the environmental permit of the company issued by the Environmental Protection and Development Authority

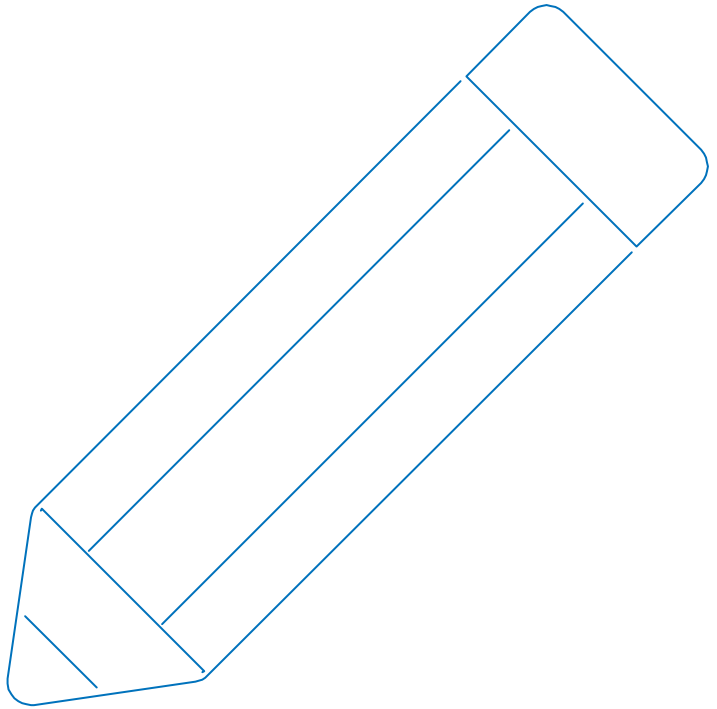
Maintained Ecolabel award from Environment Protection and Development Authority, Ras Al Khaimah being selected for Environmental Sustainability performance during the year.

ecolabel
Environmental Sustainability

2.2.11.6 Environmental communication

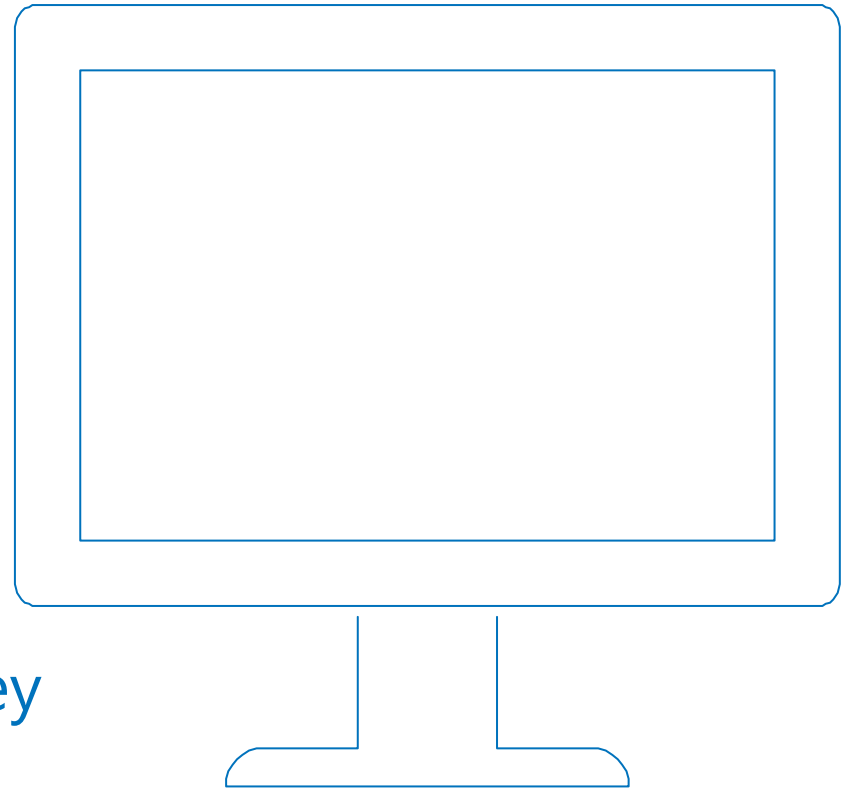
The Authority honored the company on the efforts made and compliance with environmental laws and requirements.

The company was keen on continuous and permanent communication with both the ministry and the authority to provide them with the environmental reality of the company, benefiting from the electronic monitoring network and permanent monitoring devices, as the company takes all precautionary measures upon any interruption or sudden failure and informs the ministry and the authority, and as a result of these efforts, the ministry has become the authority that is fully aware of the environmental reality of the company.



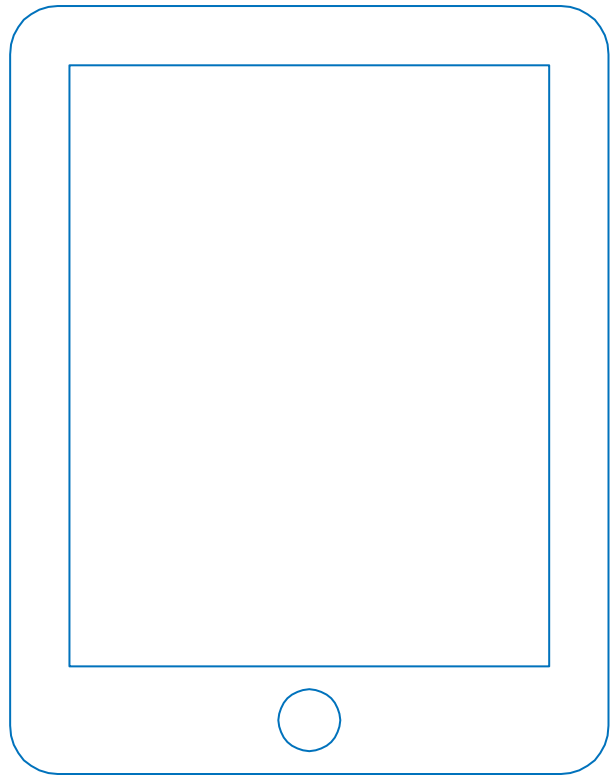
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2.2.12 GCC Cybersecurity- Data Storage and Security



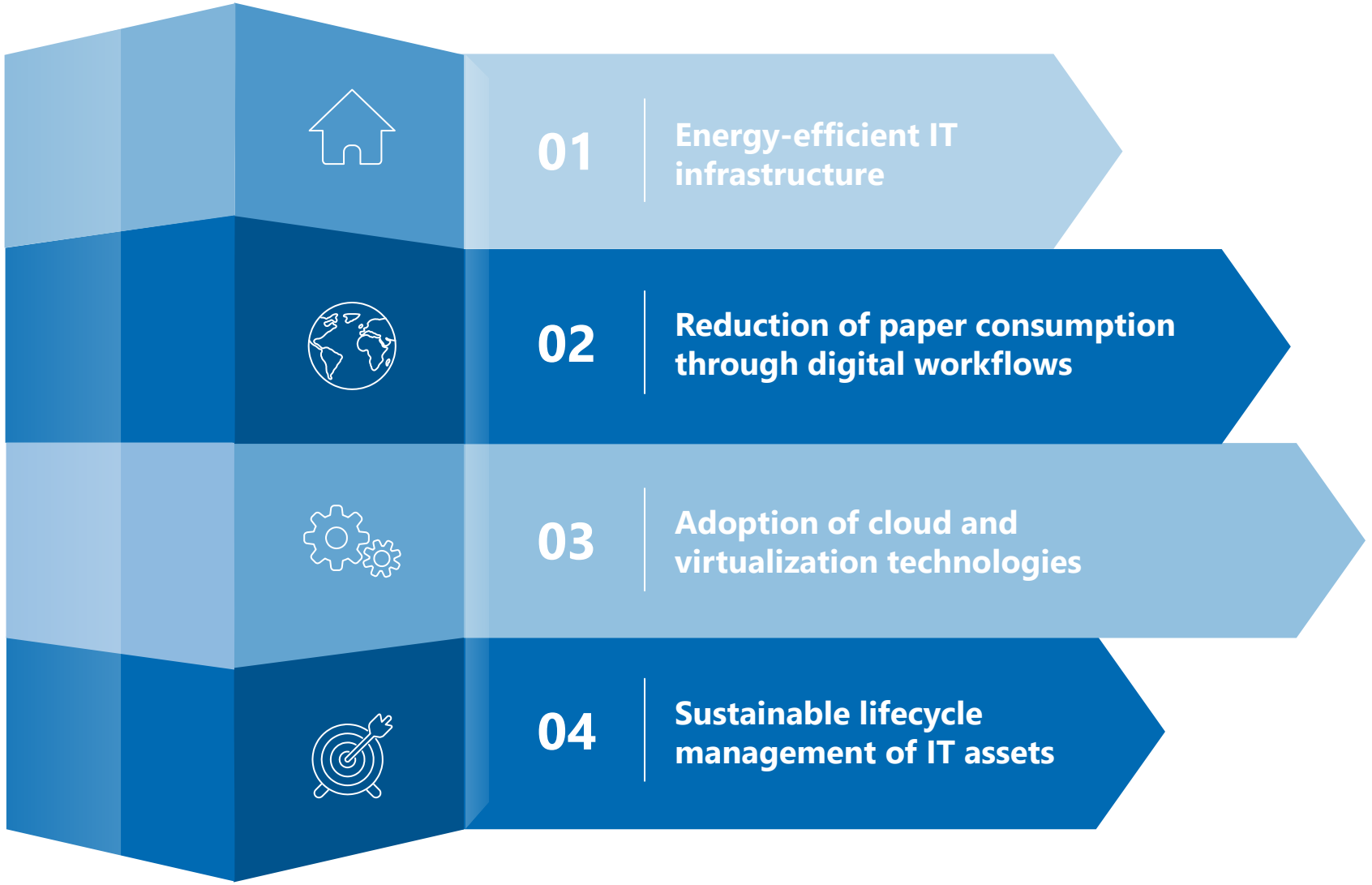
The IT Section continues to support the organization's sustainability and operational resilience objectives by implementing environmentally responsible IT practices while maintaining secure and reliable digital services. Key initiatives focused on energy efficiency, digital transformation, secure remote operations, and strengthening cybersecurity resilience to ensure sustainable and uninterrupted business operations.

2.2.12.1 Sustainability Contribution of IT

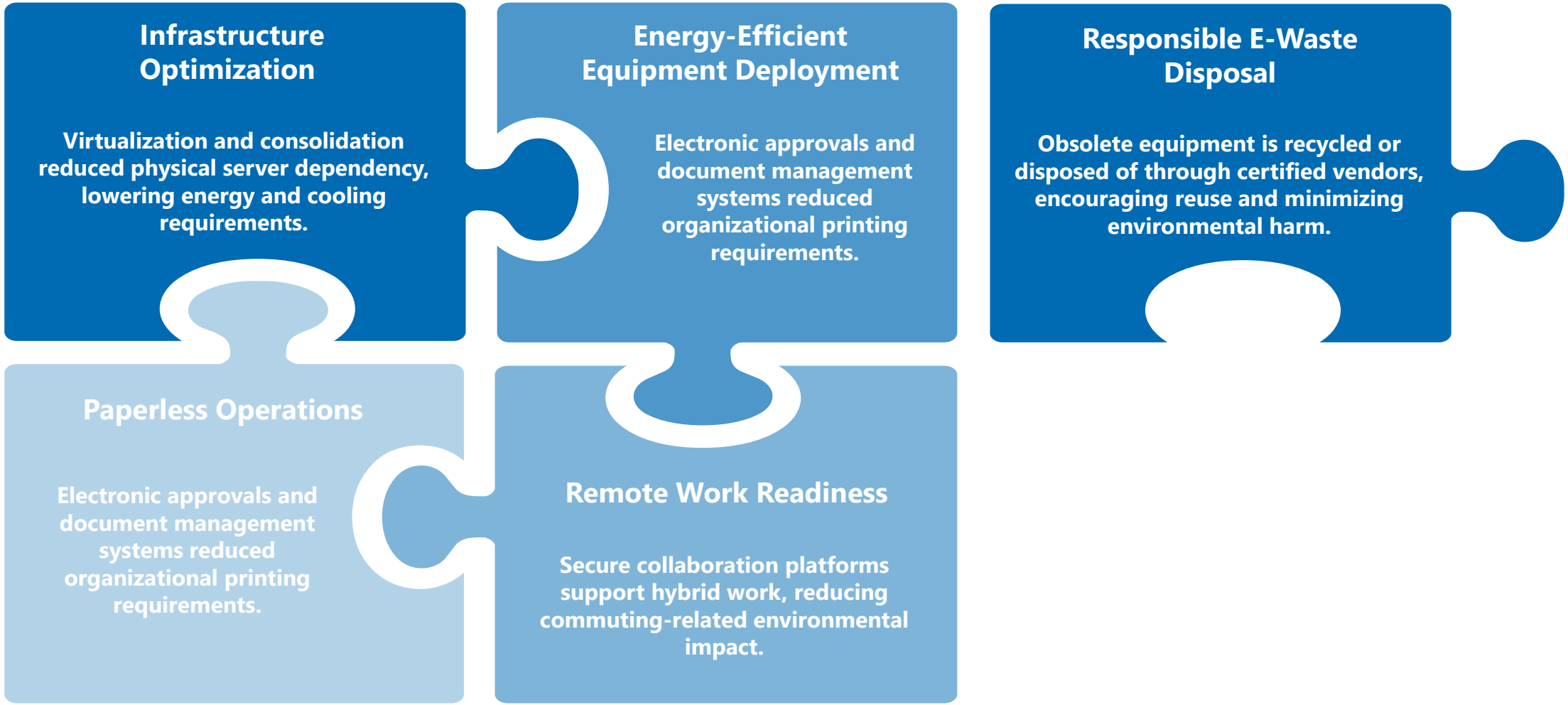


The IT Section contributes to organizational sustainability through optimization of infrastructure, reduction of resource consumption, and adoption of efficient digital technologies.

2.2.12.2 Strategic Focus Areas



2.2.12.2 Strategic Focus Areas



2.2.12.2 Strategic Focus Areas



Infrastructure Optimization
Virtualization and consolidation reduced physical server dependency, lowering energy and cooling requirements.



Paperless Operations
Electronic approvals and document management systems reduced organizational printing requirements.



Energy-Efficient Equipment Deployment
Energy-compliant hardware replaced legacy systems, with standardized workstation power management implemented.



Remote Work Readiness
Secure collaboration platforms support hybrid work, reducing commuting-related environmental impact.



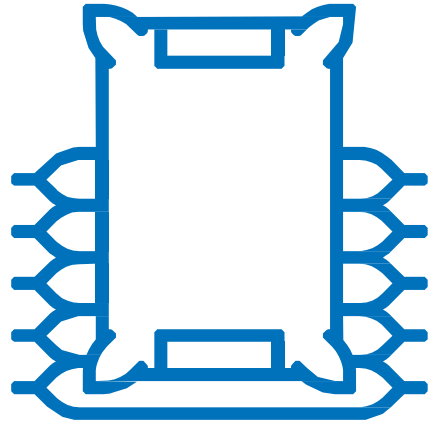
Responsible E-Waste Disposal
Obsolete equipment is recycled or disposed of through certified vendors, encouraging reuse and minimizing environmental harm.

2.2.12.4 Measurable Outcomes

- Reduction in physical server footprint and energy consumption
- Decreased printing volumes organization-wide
- Improved energy efficiency of user computing devices
- Compliance with responsible IT asset disposal practices

2.2.12.5 Cybersecurity & Digital Resilience Posture

Sustainable digital transformation requires secure and resilient IT infrastructure. The IT Section maintains a multi-layered cybersecurity framework protecting critical information assets and ensuring operational continuity as highlighted below.



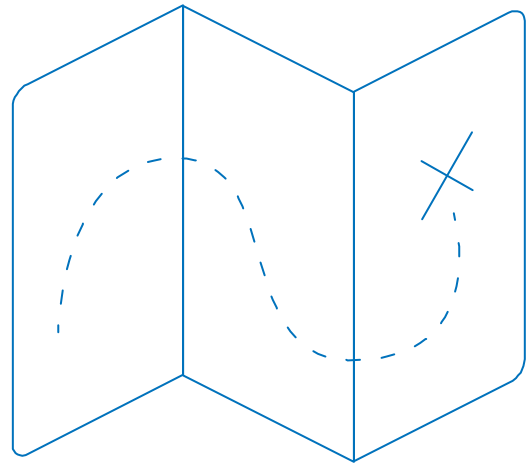
- Endpoint protection and real-time EDR monitoring
- Next-generation firewall protection across network gateways
- Secure server and storage systems with encryption and patch management
- Network segmentation using VLAN architecture
- Multi-Factor Authentication (MFA) for critical system access
- Advanced email security protection against phishing and malware
- Annual Vulnerability Assessment & Penetration Testing (VAPT) exercises
- Segregation of Duties (SoD) controls within SAP ERP to mitigate operational risks

These measures support uninterrupted digital services and organizational risk management.

2.2.12.6 Forward Sustainability Roadmap

The IT Section aims to further enhance sustainability contributions through:

- Expanded cloud adoption and infrastructure optimization
- Improved asset lifecycle management and reuse programs
- Organization-wide promotion of sustainable digital practices
- Development of measurable sustainability Key Performance Indicators (KPI) for IT operations

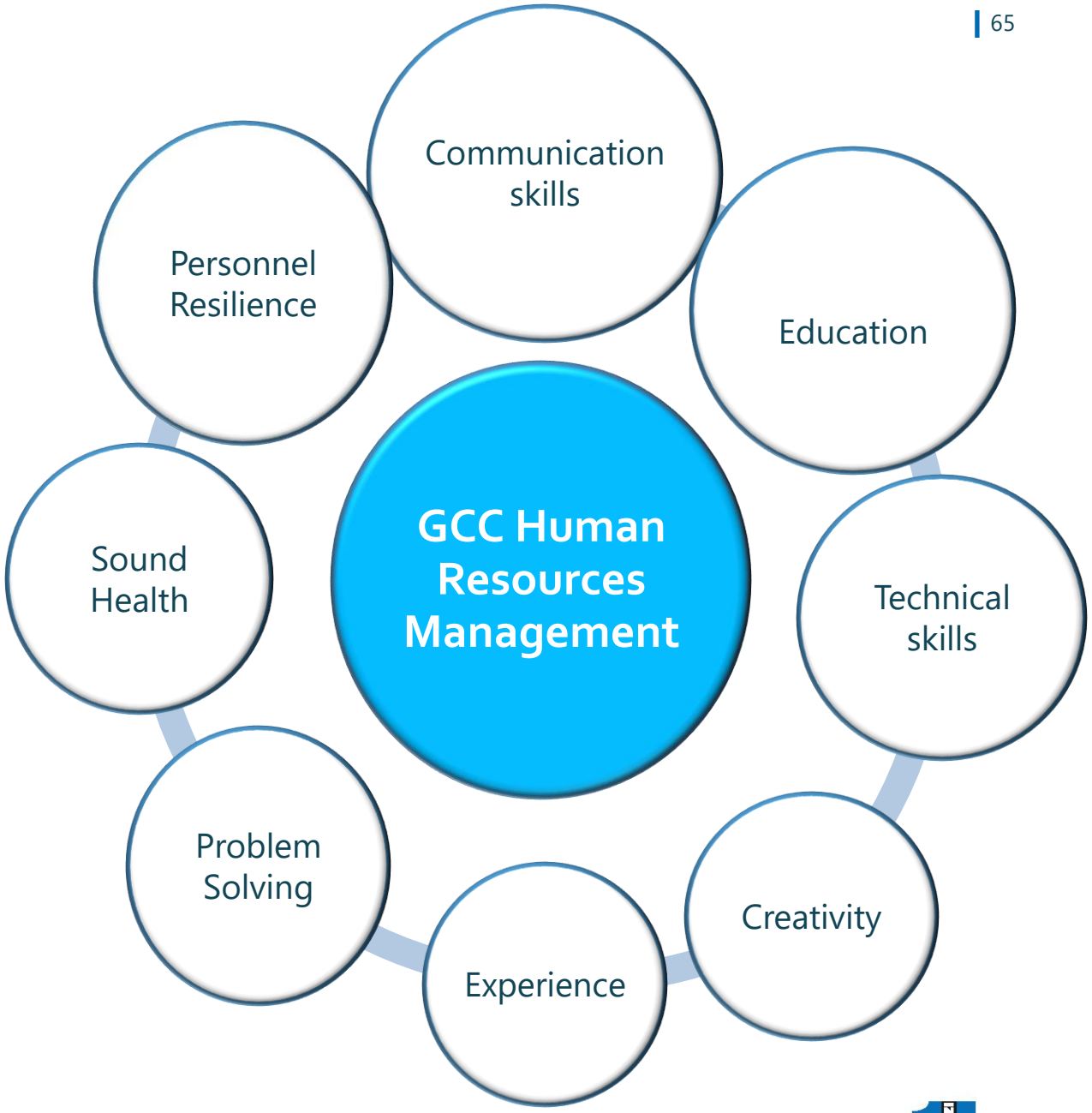


The IT Section remains committed to delivering secure, efficient, and environmentally responsible IT services. Continued investments in infrastructure optimization, cybersecurity resilience, and digital transformation will further strengthen the organization's sustainability and operational excellence objectives.

2.3. Human Resources

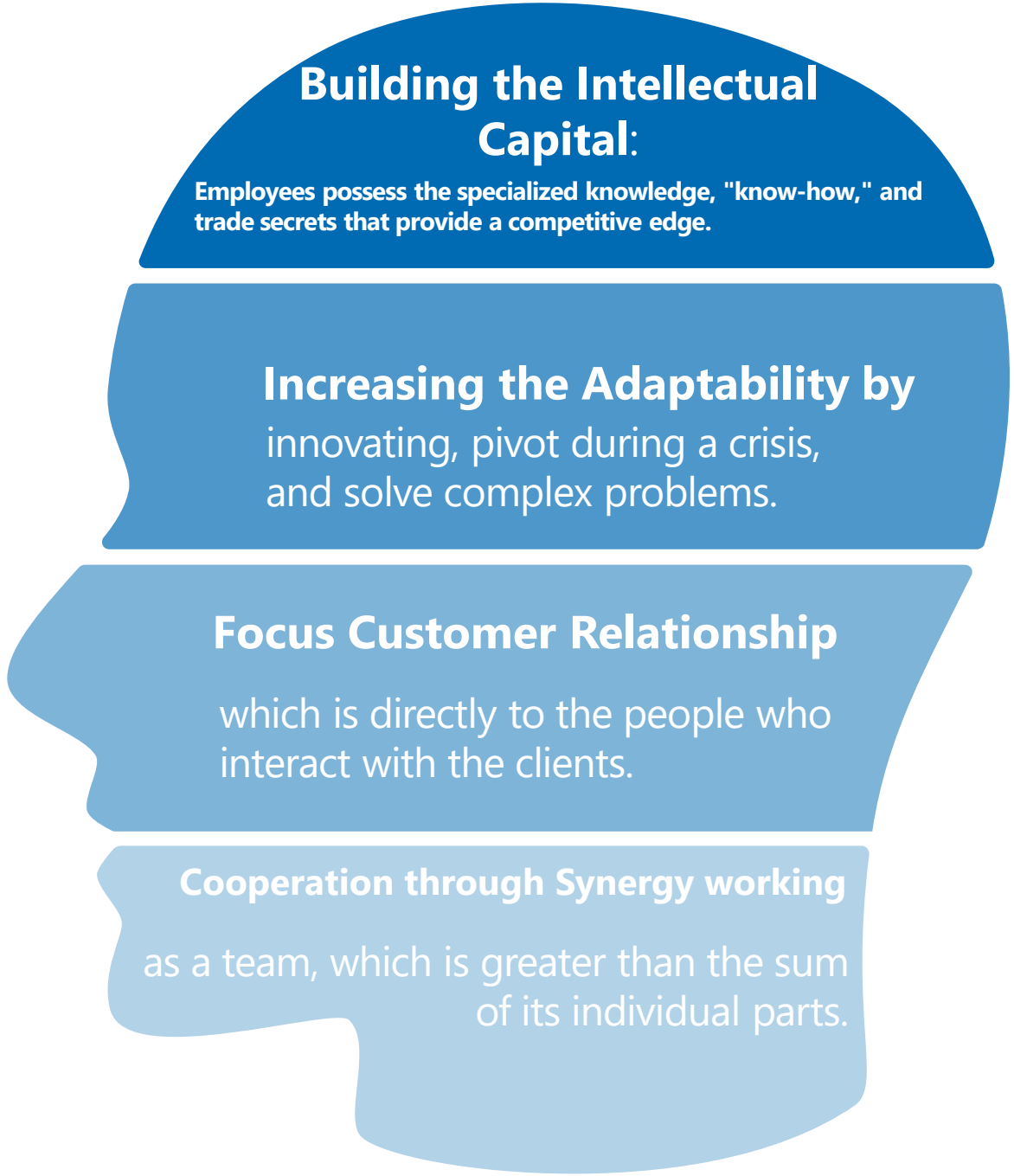
GCC considers happy employees on topmost priority, and the key essentials can be summarized as below: The employees are considered an asset to be invested, and the concept is referred as Human Capital Management (HCM). Viewing people as assets implies that their value is growing over time through meticulous development of the individual thereby contributing to growth of the Organization.

Unlike physical assets, human assets are "intangible," but they drive the performance of every other resource the company owns. The human capital working for the following



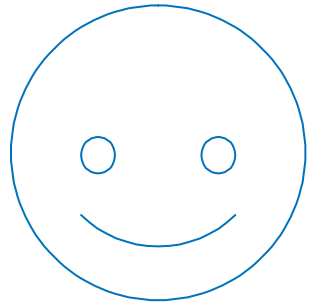
2.3. Human Resources

The human capital working for the following:



2.3. Human Resources

The workforce representing all parts of the world and a variety of ethnic, cultural and religious backgrounds. GCC employees display a strong sense of loyalty to the Company. The employee strength remains stable. The high satisfaction score indicated that a significant share of employees is satisfied with various work-related initiatives, people processes, training and learning opportunities. The strategy of the Ministry of Human Resources and Emiratization was based and formulated on the UAE Vision 2022 through its initiatives; the Ministry has sought to achieve the government's strategic goals giving priority to increasing efficiency, flexibility, and productivity in the business market conforming to international standards and conventions in the field of work and labor organization.

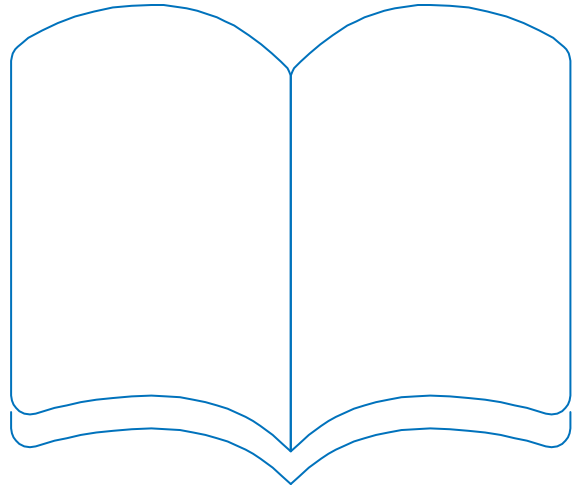


Taking a lead from the above, GCC practice a highly comprehensive system for protecting labor rights, while safeguarding employers' interests; by providing excellent services to make the GCC as one of the best destinations in the work area and for living for their employees.

GCC also strengthened its base by providing full safety, security and stability for the workforce and are deploying many cultures and nationalities, so that the GCC remains a favorable workplace in UAE.

2.3.1 Employee Training

The growing importance of continuous training the workforce is recognized as a major competitive advantage in business today. The emergence of Big Data and Artificial Intelligence has just accelerated the need for skills within this discipline. The foundation for success in this new paradigm is the establishment of practices dedicated to the discipline of data management. GCC has now a full-scale upgradation of their SAP stem to S4-Hana, which will enable the organization into a paperless work culture and have disciplined workforce for smart work.



Training Details

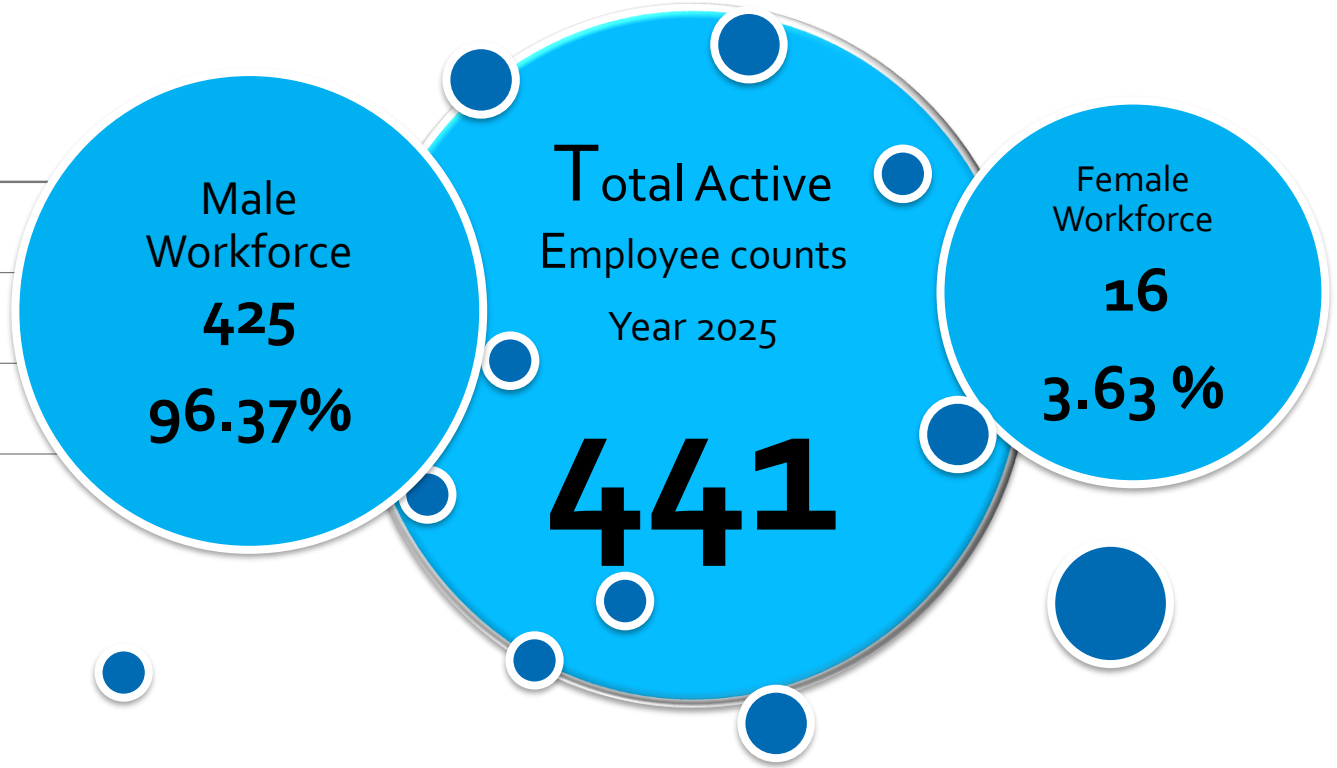
	2024	2025
No of Hours of training imparted (GCC Employees)	805	**1,294**
Number of Employees covered	966	**1,191**

Gender Ratio

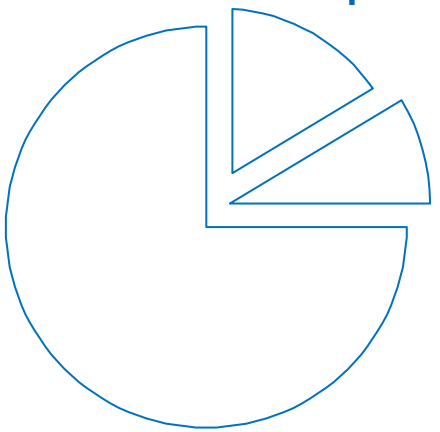
The ratio of Men to Women is 3.98% registering an increase of 0.58% in year 2025. The women workforce taking up roles and responsibilities, which are strategically positioned in high-influence administrative and regulatory roles including Technical.

Gender Ratio

	2024	2025
Male	441	**425**
Female	15	**16**
Ratio of Male to Female	3.40	**3.63**



Gender Ratio



The Contribution of Emirati Women to the United Arab Emirates is immense and forms the backbone of the society.

Emirati women have become central contributors to the United Arab Emirates' national development, demonstrating leadership, innovation, and resilience across all sectors. Their achievements reflect the UAE's strategic commitment to gender empowerment and sustainable growth. This report outlines the key areas in which Emirati women have significantly influenced the nation's progress, with relevance to the values and aspirations of Gulf Cement Company. Emirati women hold influential positions within federal and local government, contributing to national policy, strategic planning, and international diplomacy. Their presence in ministerial roles, the Federal National Council, and diplomatic missions underscores the UAE's recognition of women as essential partners in shaping the country's future. Their leadership strengthens institutional performance and reinforces the UAE's global reputation for progressive governance. Their academic excellence contributes to a highly skilled national workforce, supporting sectors such as manufacturing, construction, and sustainability, all of which are vital to Gulf Cement Company's long-term growth. Emirati women are integral to the UAE's success story. Their achievements across leadership, education, science, economy, culture, and diplomacy reflect a nation committed to inclusive progress. For Gulf Cement Company, these contributions serve as a model of excellence, resilience, and innovation—values that align with the company's mission and its role in supporting national development. Empowering Emirati women within the industrial sector will continue to strengthen the UAE's economic foundation and ensure sustainable growth for generations to come.

2.3.2 Emiratization

Emiratization means employment of UAE citizens, and it is one of the highest priorities of the government. The Emirati Human Resources Competitiveness Council, 'Nafis', implements national initiatives, which plays a vital role in implementing the national agenda on Emiratization in the Private sector companies. In GCC has always complied with the rules and regulation and have recruited the Emirati employees' percentage proportion as per the directives of the Ministry of Human Resources & Emiratization (MOHRE).

For the year 2025; the following table summarize the Emirati employee count in the organization.

By Gender	2024	2025
Emirati Male	33	**33**
Emirati Female	15	**15**

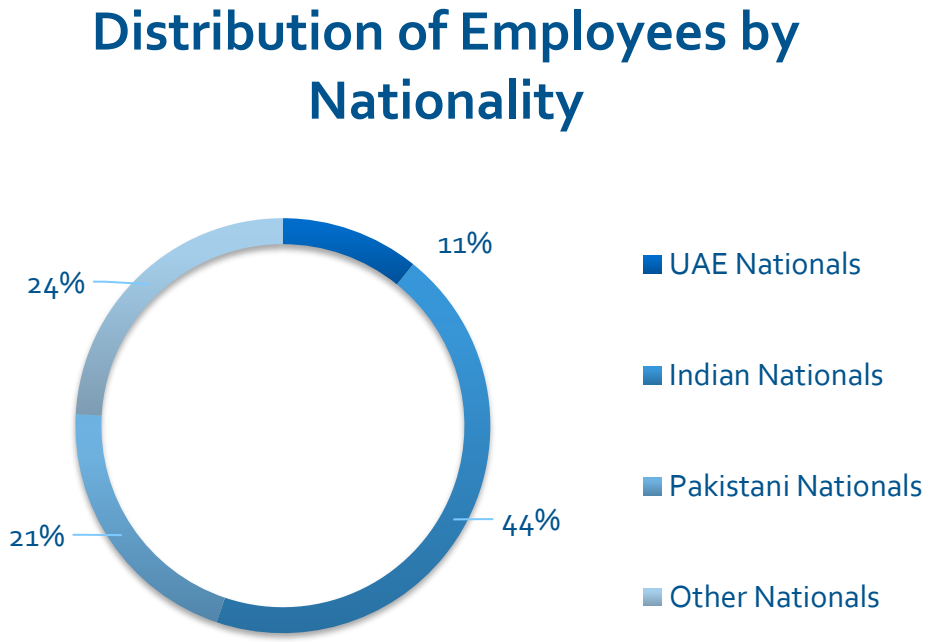
The ratio of Emiratis with the total employees in the organization now stand at 10.88%

2.3.3 Employee Counts

GCC has more than 20 nationalities constituting the work force, which includes both Emirati and Expatriates and this year and the ratio of the Emirati employees to the total employee's stands at 10.81 % and follows the directives of Ministry of Human Resources & Emiratization (MOHRE). Gulf Cement Employee counts for the year 2025 are given as below:

By Nationality

	2024	2025
Emirati	48	**48**
Expatriates	378	**393**
Emirati Male	33	**33**
Emirati Female	15	**15**
Expatriate Male	378	**391**
Expatriate Female	0	**2**



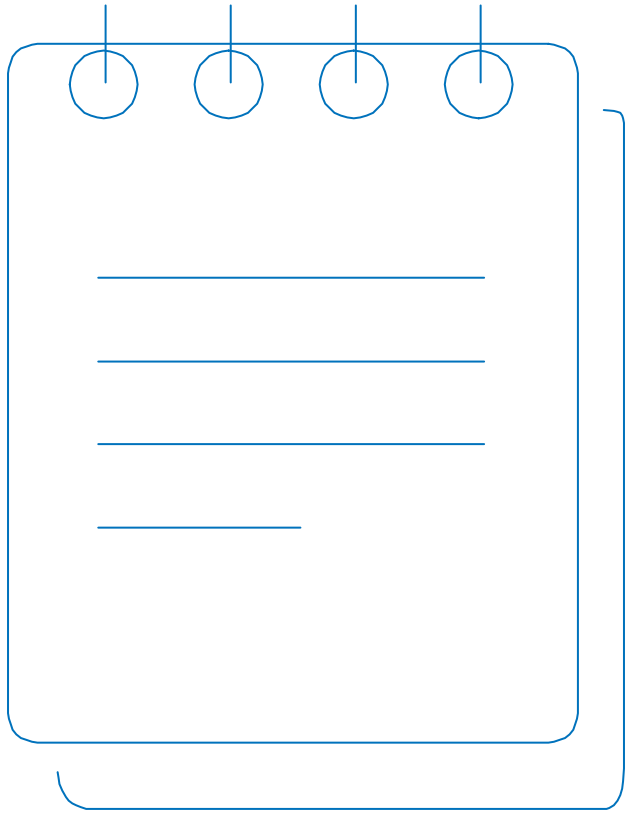
2.3.3 Employee Counts

A total No of 59 employees have newly joined, and 45 employees have left GCC in the year. The Gulf cement recruitment is driven by the Business needs and vacancies as deemed by the scenarios are regularly updated.

Particulars	2024	2025
No of employees who have joined newly in the Organization	46	**59**
No of employees who have left the Organization (Termination of Service/sick/resignation)	49	**45**

2.3.6 Human Rights and Child Labor

The company does not encourage anything relating to child labor, forced labor, involuntary labor, human rights abuse or discriminatory employment. During the year, there are no any complaints regarding the Human Rights abuse or use of any prohibited labor.



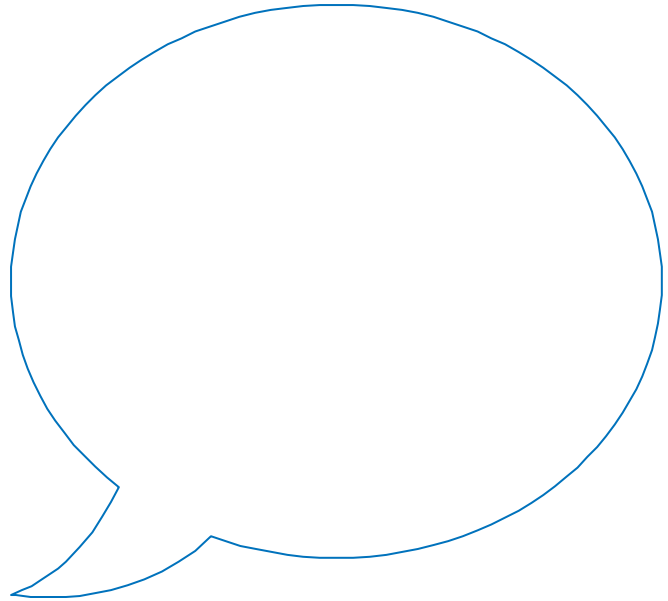
2.3.7 Employee Appraisal and Incentivized Pay system

The Human Resource management system provides due processes for employee consultation and participation in organizational development and policy formulation. Employee Appraisal System revamped and provided areas for improvement of the individuals by mapping Key Result areas (KRA) and Key Behavioral Areas (KBA) and clear-cut objectives. The new Appraisal system, which is handled through SAP system fully provide avenues for the employees to link their Job description with their performance with fair transparency on their achievements during the year. A new procedure in place for the awards/revision in pay packages /annual bonus for all the employees.



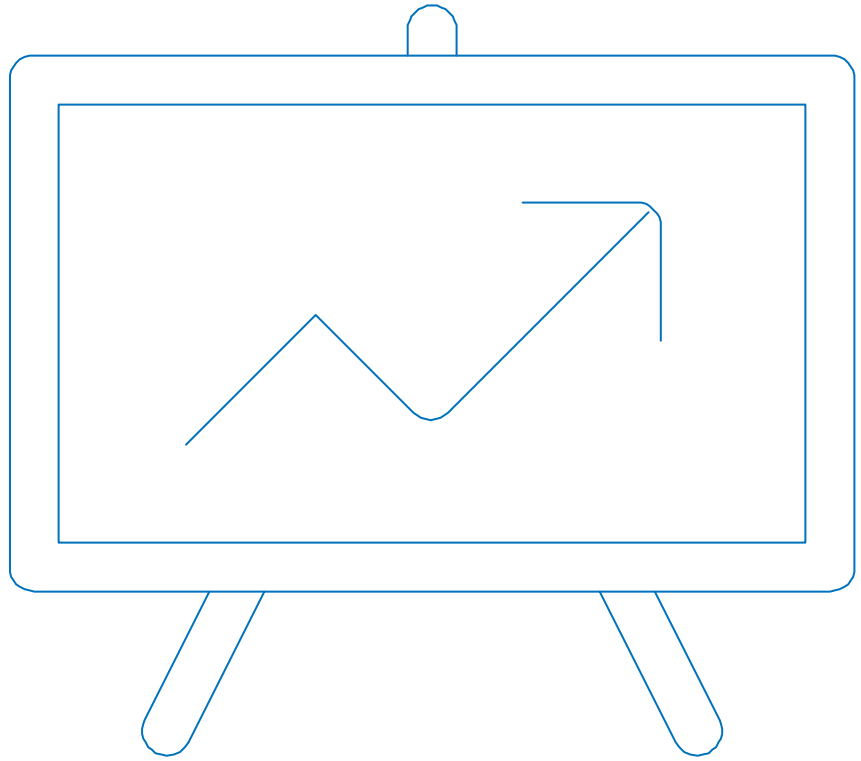
2.3.8 Effective Employee Engagement (EEE)

EEE forms most important part, which is ensuring GCC working without boundaries. It is important that employees feel a sense of loyalty to the company and feel supported in their workplace. GCC organizing encouraging practices and aims to enhance the emotional quotient of our people with the company. We provide opportunity and create a workplace place where people are empowered to optimize performance. We engage with our people through various avenues, including the general meeting forums, organized outside the company, which ensures an effective flow of information, and connect them with the central principles of operation of the company.



2.3.9 Strategic Forecast 2026

The new structure is focused on Digital Sovereignty and Talent Rejuvenation. By enforcing the 11% Localization target we are preparing the organization for a sustainable and technologically advanced future.



2.4 Company sponsored Events

Celebration of UAE National Day



Campaign Illness to Wellness



Organization of Blood Donation camps



2.4 Company sponsored Events

Organization of Sports event



Celebration of Emirati Women day



Celebration of Environmental day



CHAPTER 3

3.0 Environmental Aspects

3.1.1 Federal laws

3.1.2 Local regulations & Sustainability initiatives

3.1.2.1 Federal Law No. (24) 1999

3.1.2.2 Local Regulations

3.1.2.3 Sustainability Initiatives at Gulf Cement Company (UAE)

3.1.3.4 Emission Reduction and Cleaner Production

3.1.2.5 Waste Heat Recovery and Energy Efficiency

3.1.2.6 Innovation through GCCA's Innovandi Network

3.1.2.7 Switching to Natural Gas: Fossil Fuel & Carbon Reduction

CHAPTER 3

3.1.2.8 Carbon Reduction Benefits

3.1.2.9 Alternative Fuels & Raw Materials

3.1.2.10 Clinker Factor Reduction

3.1.2.11 Environmental Performance Monitoring

3.1.2.12 Energy Conservation Initiatives with REEM & Ras Al Khaimah Municipality

3.1.2.13 Key Energy Conservation Initiatives

3.1.2.14 Air Quality & Emissions Control

3.1.2.15 Resource Management & Circular Economy

3.1.2.16 Alignment with Global & National Frameworks

CHAPTER 3

3.2 Conservation of Natural Resources & Usage of Alternate fuels

3.2.1. Raw water consumption, alternate fuels & recycled water for Steam Turbine Generator

3.2. 2 Generation of Captive Green Power

3.2. 3 Alternate fuels for Pyro processing

3.2. 4 Environment Performance

3.2. 5 CO2 emission from cement plant for years 2024 & 2025

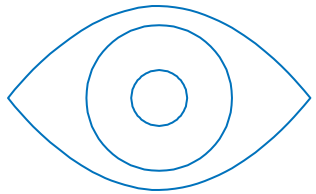
CHAPTER 3

3.3 United Nations Sustainability Development Goals

3.3.1 GCC sustainability Alignment with UNSDG'S

3.3.2 GCC sustainability Development Goals

3.1.1 Federal Law No. (24) 1999



The applicable federal laws are referred here:

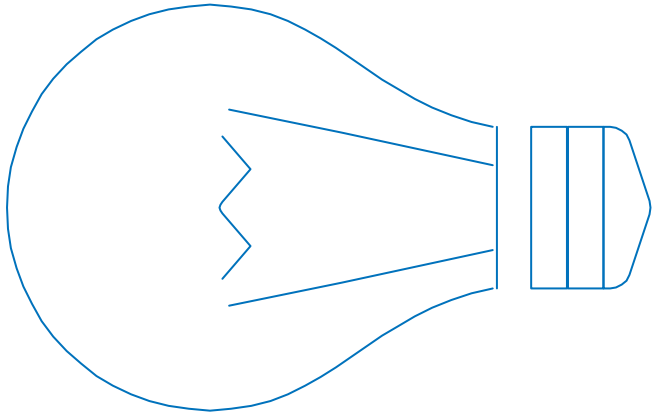
- Federal Law No (24) concerning the Protection and Development Executive Order of the Federal Law No (24) 1999
- Ministerial Decree No 137 (2012) for Cement Industries
- Regulatory Guidelines for Environmental Control in the Cement Industry
- Article-1: Scope of Application: The provision of this resolution will apply to all the establishments operating in the field of cement industry in the UAE, in addition to the decisions issued by the competent authorities.
- Article-2: Environmental Impact Assessment: All the establishments in the UAE will have an EIA report prepared by an Environmental Consultant experienced in the cement industry.
- Federal Law No (11) of 2024 on the Reduction of Climate Change Effects
- Cabinet Resolution No. (67) of 2024 Concerning the National Register For Carbon Credits

3.1.2 Local regulations



- Regulation No (1) 2001 for public hygiene in the Emirate of Ras Al Khaimah
- LAW NO (2) 2007
- For the Environment Protection and Development Authority – Ras Al Khaimah
- Law No (2) 2007 stipulates that the competent environmental authority in the Emirate of Ras Al Khaimah is the “Environment Protection and Development Authority” (EPDA – RAK) under the Chairmanship of the Crown Prince and Deputy Ruler.
- Resolution No (20) regarding Energy Audits in Large Industrial Facilities in Ras Al Khaimah , 2026

3.1.2.1 Sustainability Initiatives in line with MOCCAE (UAE)



In order to meet the requirements, we are implementing several initiatives in the company to ensure strict compliance as listed below:

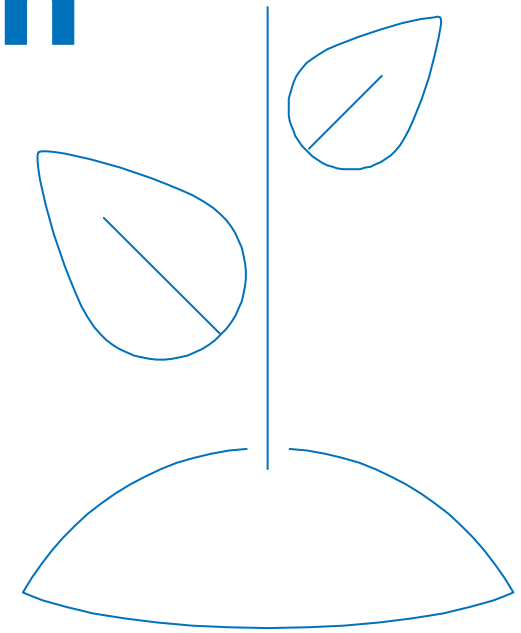
- Supports UAE's national climate agenda, including Net Zero 2050 and MOCCAE's Green Agenda.
- Contributes to national goals for lower industrial emissions, resource efficiency, and circular economy adoption.
- Implements environmental management practices consistent with MOCCAE's regulatory framework for air quality, waste reduction, and sustainable manufacturing.
- Joining the momentum for National Carbon Registry as per Federal Law No. 11 (2024)

3.1.2.2 Sustainability Initiatives at Gulf Cement Company (UAE)

In the UAE—where sustainability is a national priority—resource conservation aligns with broader goals of reducing environmental footprints and transitioning to greener industrial practices.

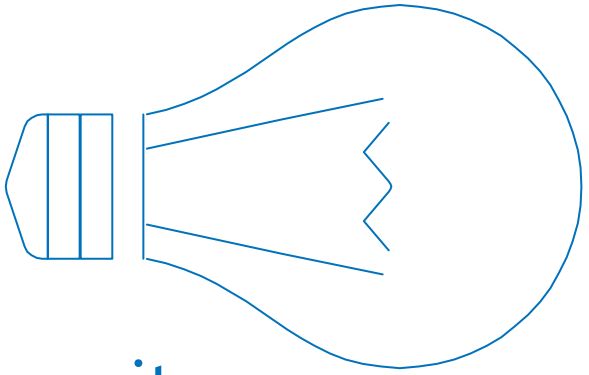
Gulf Cement Company has integrated several sustainability measures that directly support raw material conservation and responsible resource use besides reduction in CO2 footprint of our products and promoting clean energy usage for cement production as highlighted ahead.

3.1.2.3. Emission Reduction and Cleaner Production



GCC emphasizes maintaining achievements in eliminating emissions from its plant, which indirectly reduces the need for excessive raw material processing and energy consumption. Yearly raw material consumptions are monitored and the push to use alternate sources of raw materials such as Used Grits from UAE sources and Japanese copper slag up to 139,426 mt substituted with Natural resources (Iron Ore).

3.1.2.4. Waste Heat Recovery and Energy Efficiency



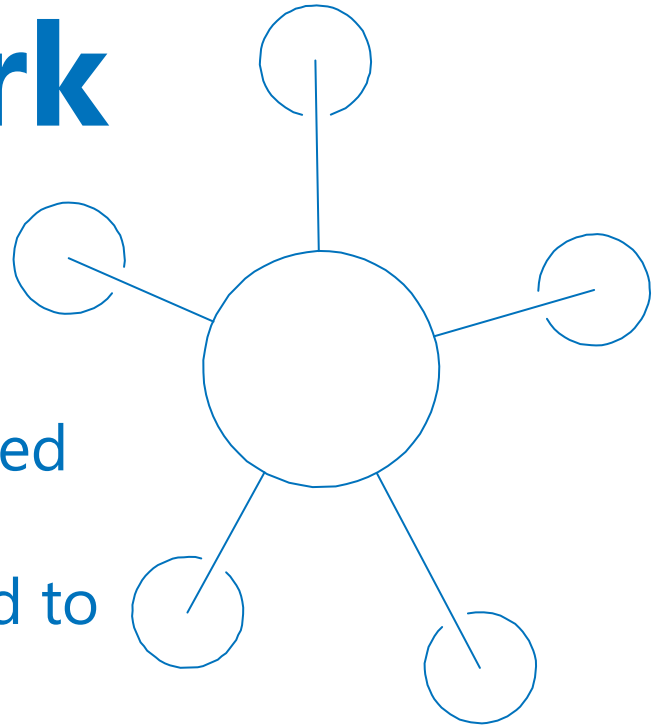
The company fully exploits waste thermal energy from its processes. This reduces the need for additional fuel sources, conserving natural resources and lowering carbon intensity. During the year produced more than 50% of its power requirement through Waste Heat Recovery Based Power generation, which do not use any fossil fuel.

3.1.2.5. Use of Alternative Fuel and Residue



GCC used more than 20,000 MT of Refused Derived Fuels in the year and 10,000 mt of Carbon Black material as alternative fuels. This reduced dependence on fossil fuel and diverted waste from landfills formed an important step toward circular resource use.

3.1.2.6. Innovation Through GCCA's Innovandi Network



Following the Global Concrete and Cement and Concrete Association (GCCA) Innovandi research network, GCC showed interest in using cementitious materials thereby reduced the clinker factor The reduction in clinker to cement ratio, helped to optimize the resource-intensive component of cement and enabled lowering Specific emissions of CO_2 per ton of Cement produced.

3.1.2.7 Alignment With Regional Decarbonization Efforts

Research on UAE cement decarbonization highlights the importance of materials and waste management in reducing environmental impact. GCC's initiatives align with these national and regional strategies by improving efficiency and reducing raw material intensity. Raw material conservation is not an isolated goal—it is embedded in GCC's broader sustainability strategy. By reducing emissions, recovering waste heat, adopting alternative fuels, and innovating in low-energy production, GCC effectively lowers its reliance on virgin raw materials. This creates a more sustainable production cycle, supports UAE environmental targets, and strengthens the company's long-term operational stability.

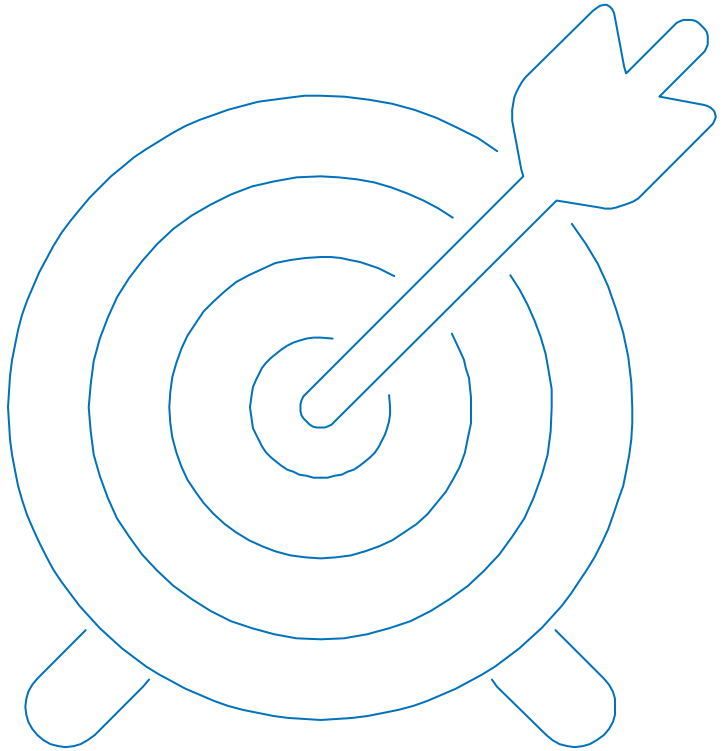
3.1.2.8 Switching to Partial Natural Gas: Fossil Fuel & Carbon Reduction

Natural gas is the cleanest-burning fossil fuel, producing significantly fewer pollutants than coal or heavy fuel oil. It emits 20–30% less CO_2 than oil and up to 50% less than coal during combustion. Lower sulfur oxides (SO_x), nitrogen oxides (NO_x), and particulate matter improve air quality and reduce regulatory pressure. enhances energy efficiency due to higher calorific value and more stable combustion. For the year 2025, company has used 40% natural gas for their clinker production.

3.1.2.9 Alternative Fuels & Raw Materials

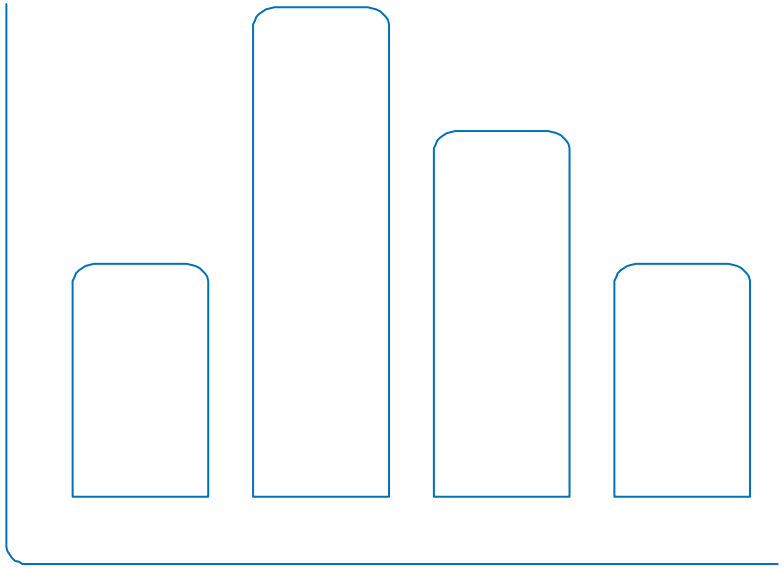
- Utilized industrial residues and alternative fuels to replace part of the clinker and fossil fuels.

- Reduced reliance on virgin raw materials and cuts CO_2 from clinker production—the most carbon-intensive stage.



3.1.2.10 Clinker Factor Reduction

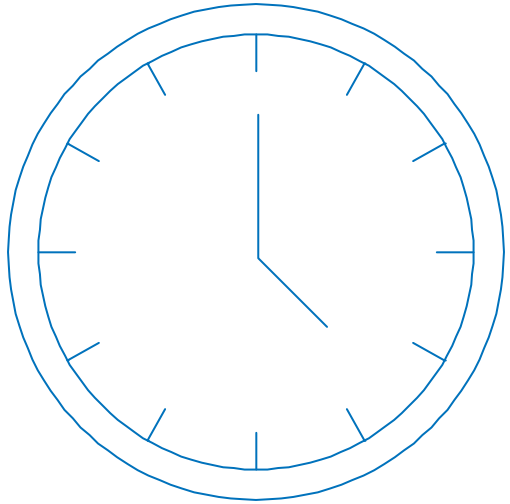
- GCC has lowered clinker content directly and reduced process emissions from limestone calcination following the .Global Cement and Concrete Association (GCCA) global initiative aimed at fostering innovation in the cement and concrete sector. The clinker factor was 0.94 during the year and aiming to lower it up to 0.90 for the year 2026.



3.1.2.11 Environmental Performance Monitoring

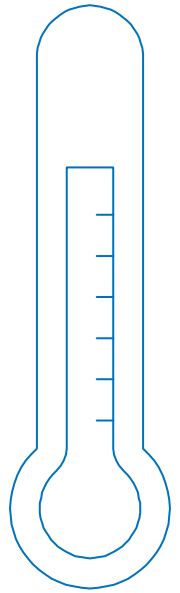
- Continuous monitoring of emissions and resource use to meet MOCCAE environmental compliance standards.

- Enhances transparency and ensures alignment with national sustainability reporting expectations.



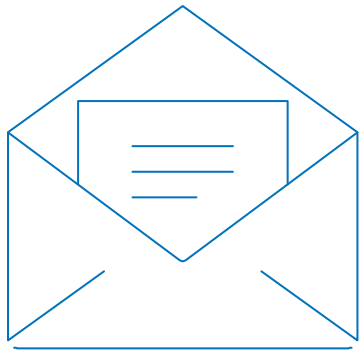
3.1.2.11.Energy Conservation Initiatives with REEM & Ras Al Khaimah Municipality

- Collaborates with REEM (RAK Energy Efficiency & Renewables Office) under Ras Al Khaimah Municipality
- Supports the RAK Energy Efficiency & Renewables Strategy 2040
- Aligns with emirate-wide goals for reduced energy intensity, cleaner industrial operations, and lower emissions.



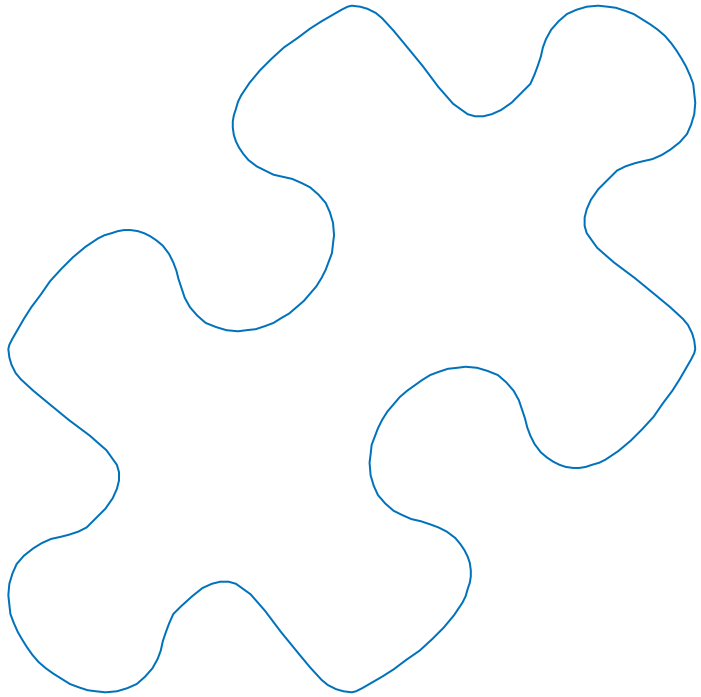
3.1.2.12 Key Energy Conservation Initiatives

- Conducts energy performance third party audits in coordination with REEM
- Implements recommended upgrades to meet RAK's industrial energy-efficiency standards Captures thermal energy from kiln operations
- Reduces fuel consumption and electricity demand Supports RAK's target for industrial energy optimization
- Lower energy consumption per ton of cement
- Reduced operational carbon footprint strong alignment with RAK's 2040 sustainability vision
- Demonstrates GCC's commitment to responsible, efficient, and future-ready manufacturing
- CO_2 emissions intensity trends (Scope 1 & 2)
- Fuel switching to natural gas
- Clinker-factor reduction initiatives
- Participation in GCCA Innovandi low-carbon research



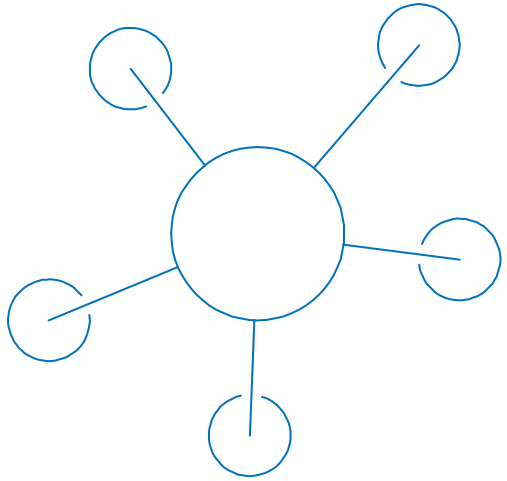
3.1.2.13 Air Quality & Emissions Control

- Dust-control systems and stack-emission monitoring
- Compliance with MOCCAE and RAK Municipality standards
- Continuous emissions monitoring systems (CEMS)



3.1.3.14 Resource Management & Circular Economy

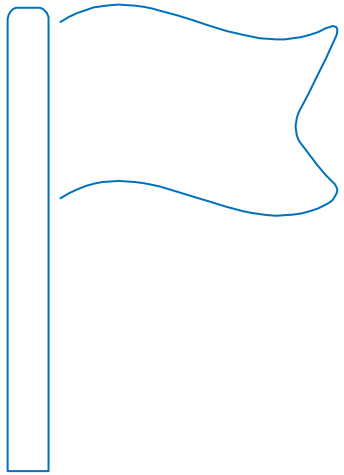
- Raw material conservation strategies
- Use of industrial residues and alternative fuels
- Water conservation and recycling initiatives
- Waste management and reduction performance



3.1.2.15. Carbon Reduction Benefits

Lower direct emissions:

- Reduced CO_2 per unit of energy helps industries meet climate-action targets.



Supports decarbonization pathways:

- Natural gas enables gradual transition toward hydrogen, carbon capture, and renewable integration and almost using 30% gaseous fuel with less carbon intensity in our operations for the year of Reporting.
- Operational efficiency is assigned as a KPI Indicators, monitored, and reported to the top Management for ensuring continual improvements.
- Cleaner combustion reduces maintenance needs and improves equipment lifespan.
- By switching from coal to natural gas, we could reduce our carbon footprint, which otherwise would have been on the higher side

Alignment with global and UAE sustainability goals:

- Supports national strategies for cleaner industrial energy and reduced carbon intensity.

3.1.3.15 Alignment With Global & National Frameworks

Ref also Section 3.3

United Nations Sustainable Development Goals (SDGs)

- SDG mapping for GCC initiatives

UAE National Sustainability Frameworks

- MOCCAE Green Agenda 2030
- UAE Net Zero 2050
- RAK Energy Efficiency & Renewables Strategy 2040

Industry Standards

- GCCA Sustainability Charter
- GRI Standards



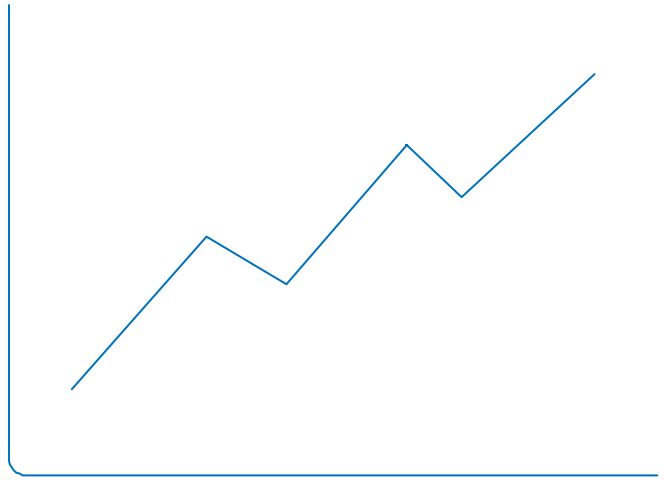
3.1.3.16 Our Achievements and Outlook – 2026 and Beyond

- To protect the environment GCC has initiated several steps in the plant including the state-of-the-art Bag filters with an emission levels of <5 mg/nm3 which is very stringent than the permissible levels by the regulations.

- GCC has installed a Continuous Emission Monitoring Systems (CEMS) which minutely monitors the emission levels from the chimney gases, as per the mandatory requirement for the stacks and have already linked the outputs to the ministry online.

- The ambient air quality is also strictly monitored for all the emissions, and particulates and sharing the output of the unit online with the Ministry.

- We have no violation on the environmental and have 100% compliance with the stipulated laws regarding the maintaining of emission levels.



3.1.3.16 Our Achievements and Outlook – 2026 and Beyond

Goals for Gulf Cement towards Sustainability mapping as highlighted below:

- Roadmap for further carbon-reduction initiatives and reach 750 kg CO2/T of clinker by year 2030 and support National Agenda for Net Zero by 2050.

- Digital transformation for energy and resource optimization.

- Expansion of alternative fuels and renewable energy and achieve minimum 10% Thermal Substitution Rate (TSR) through responsible sourcing of alternate fuels within the country. Continued alignment with UAE climate and sustainability goals. (Ref also Section 3.3.2 for the detailed goals)



3.2 Conservation of Natural Resources & Usage of Alternate Fuels

Cement manufacture is highly energy intensive, with fuel and energy accounting for majority of variable cost.

Energy is thus a prime concern for GCC, necessitating a constant focus on optimizing its consumption. The year 2025 became more crucial and important as we had entered a partner with MOCCAE in reducing the carbon footprints and achieve Net Zero in 2050.

3.2.2 Raw Water Consumption, Alternate Fuels & Recycled Water for Steam Turbine Generator

Water conservation is one of the most urgent environmental priorities of our time.

As global populations grow and climate patterns shift, freshwater resources are becoming increasingly strained. Sustainable water management ensures that communities, ecosystems, and future generations have reliable access to clean water. This begins with recognizing water as a finite resource and adopting practices that reduce waste and protect natural supplies.

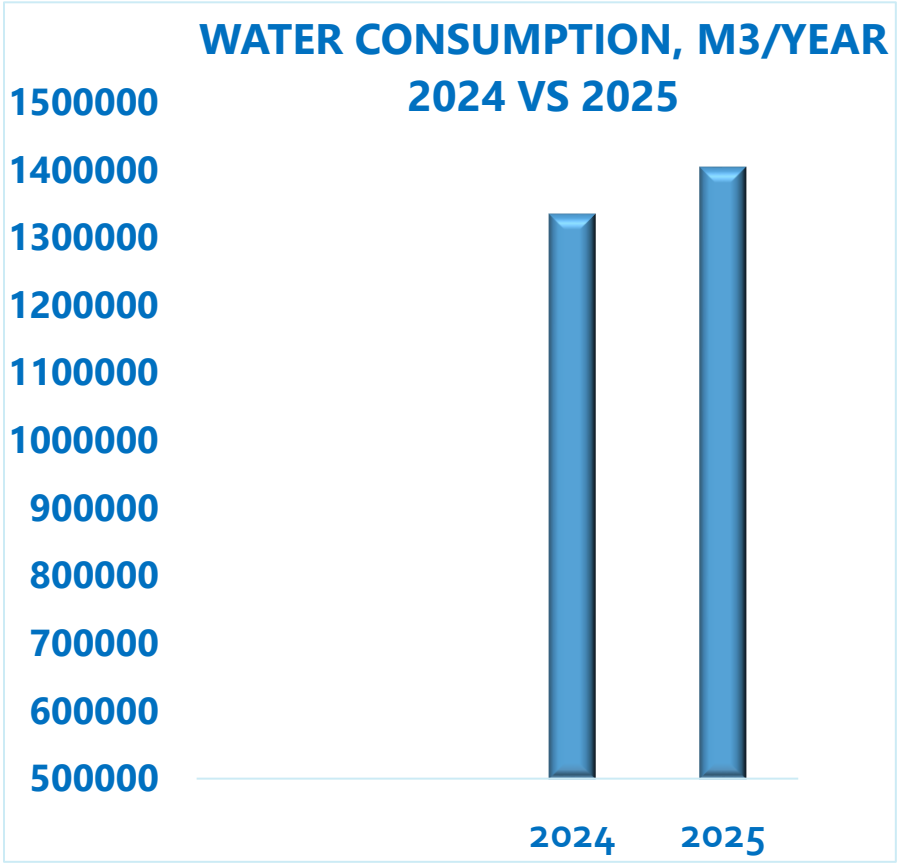
Sustainable water use involves both individual responsibility and large-scale policy efforts. Simple actions—such as fixing leaks, using water-efficient appliances, and reducing unnecessary consumption—can significantly lower household water use. On a broader scale, Gulf Cement Company played a crucial role by investing in recycling wastewater and conserve our natural resources effectively. These strategies not only preserve water but also reduce energy consumption, since water treatment and distribution require substantial power.

Ultimately, water conservation is about balance: meeting human needs while safeguarding the environment. By embracing sustainable practices today, societies can build resilience against droughts, support biodiversity, and ensure that clean water remains accessible for generations to come. It is a shared responsibility that demands awareness, innovation, and long-term commitment.

3.2.2 Raw Water Consumption, Alternate Fuels & Recycled Water for Steam Turbine Generator

Table 3.2.1 Water Consumption

Parameters	2024	2025
Total Raw Water(M^3)	1,334,108	**1,412,249**
STG Raw Water(M^3)	1,070,346	**1,137,141**
Recycled Raw Water(M^3)	183,044	**213,341**



Gulf Cement Company has been using Fresh Reverse Osmosis based water from local resources up to 1 million m3 per year. Most of the water (80%) is used for Power station. The water consumption is higher than normal for a cement plant operation since the company uses Fresh water in their Water-Cooled condenser.

Using the Recycling facility, freshwater consumption for Power Generation reduced from 6.068 to 5.651 m3/MWH, which is 7.4% lesser as compared to year 2024.

3.2.2 Raw Material Resources Conservation:

Conserving raw materials is essential for any resource-intensive industry, and cement manufacturing is among the most demanding. Cement production relies heavily on limestone, Silica, gypsum, and significant energy inputs. These resources are finite, and their extraction can cause land degradation, habitat loss, and increased carbon emissions. The conservation effort taken by the company has the following agenda:

- Extend the lifespan of natural reserves by reducing over-extraction.
- Lower environmental impact, especially emissions and waste.
- Improve operational efficiency, reducing costs and energy use.
- Support long-term industrial resilience, ensuring materials remain available for future production.

3.2.2 Raw Material Resources Conservation:

The raw materials used for year 2024 & 2025 are tabled below: We have used lesser raw materials in this year and promoted the use of alternate materials in place of Iron ore (139,426 MT) out of which a sizable portion was sourced from Dubai Dry dock world, a local company and promoted circular economy and prevented it going to the landfill. Approximately 99% of the raw materials are sourced locally to promote the In-country Value measures (ICV).

Table 3.2.2 Raw Material Consumption

Year 2024	Limestone	Silica (Red and White)	Copper Slag & Used Grits
% Usage	80.05	17.69	2.26
In MT	4,065,191	898,221	114,738
Year 2025	**Limestone**	**Silica**	**Copper Slag & Used Grits**
% Usage	**80.85**	**16.44**	**2.69**
In MT	**4,181,275**	**850,409**	**139,426**

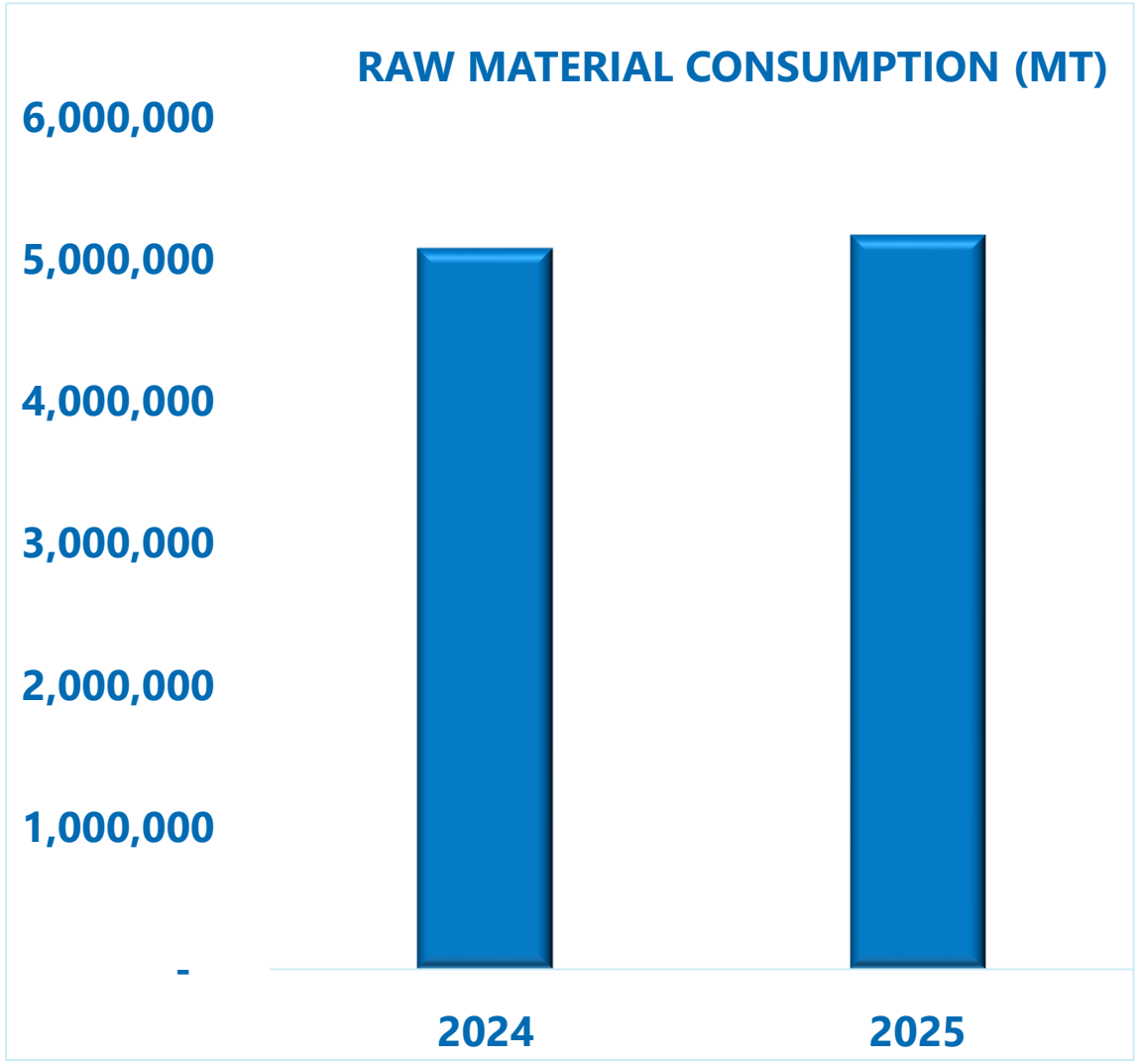
3.2.2 Raw Material Resources Conservation:

Used > 97% of raw materials, which are Locally Resourced.



Conservation of Natural Resources by using Alternate Raw material for Iron ore

139,246 mt .



3.2.3 Alternate fuels & Thermal Substitution Rate

Thermal Substitution rate was lower than the federal target of 10% as the feeding of the material is done only one line, as we do not have facility to recycle in Line No 1. No alternate fuels used in Q3/Q4 due to major shutdown of Line 2 taken in the months of September/October 2025.The availability of the material (RDFSRF/Other wastes) remained restricted.

Altogether, 30,000 MT of alternate fuels were sourced and used in the year.
The target for TSR% for the year 2026 is aimed at Minimum 10% by sourcing responsibly the RDF/other waste fuels in the Emirate.

Table 3.2.3 Alternate fuel usage/Thermal Substitution Rate (TSR)

Year	2024	2025
Thermal Substitution Rate %	2.24	**3.30**

3.2.3 Generation of Captive Green Power

Year 2025 saw a growth in the generation of WHR Power (Green Power) which stood at 199,372,000 KWH was better by 5.25% as compared to the year 2024 and contributed significantly towards reduction of Scope 2 Emission.

Table 3.2.3 Generation of Captive Power

	2024	2025
Gross Power Generation (Kwh)	**189,416,000**	**199,372,000**
Green Power generation (Kwh)	187,532,451	**191,233,356**

3.2. 4 Power Generation and Consumption

Table 3.2.4 Power Generation and Consumption

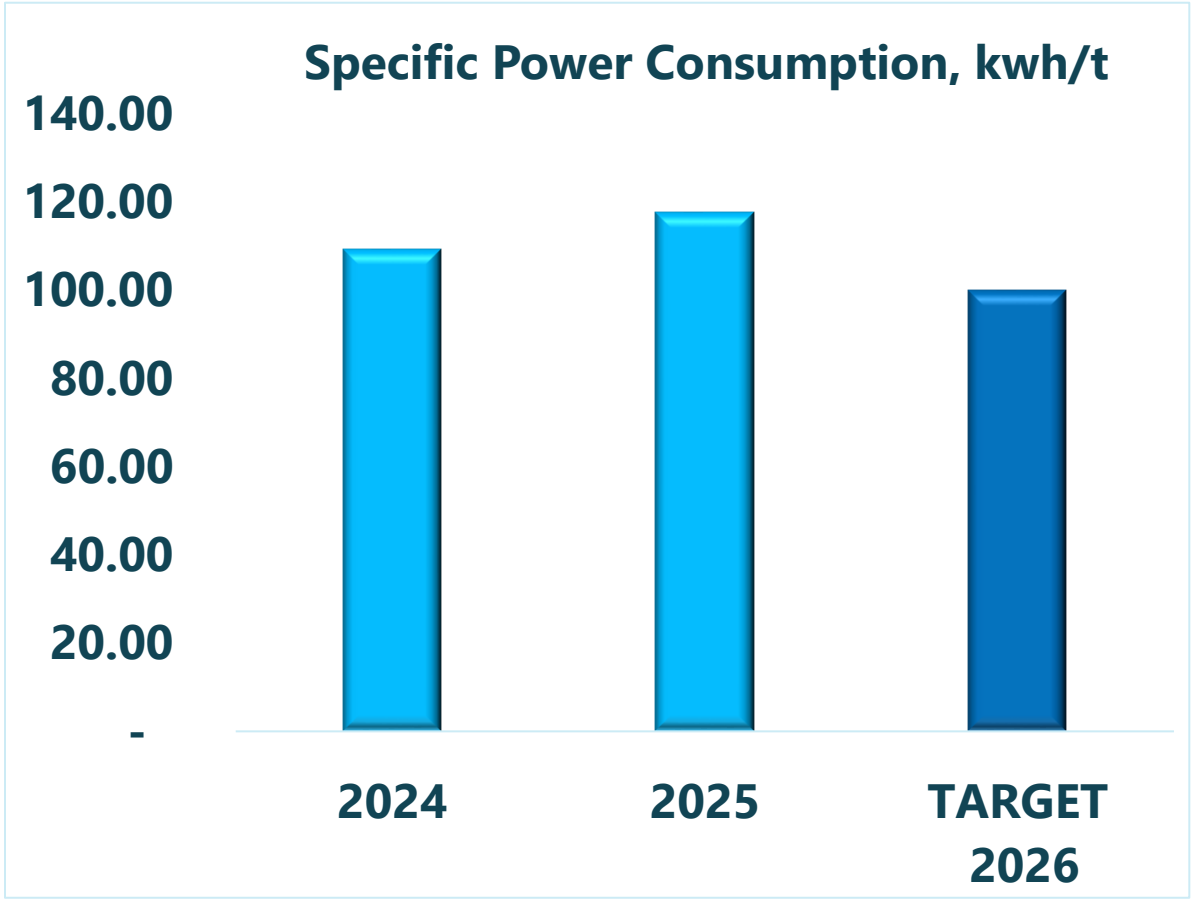
	2024	2025
Gas Turbine Power KWH	159,602,233	**147,545,275**
Steam Turbine Power, KWH	171,268,011	**178,646,891**
Etihad WE Power, KWH	63,934,606	**88,294,270**
% Gas turbine to total Power	40.43	**35.60**
% Steam turbine Power to total Power	43.38	**43.10**

3.2. 4 Power Generation and Consumption

Table 3.2.5 Specific Power Consumption

	2024	2025
Specific Power Consumption, KWH/T of clinker	66.92	**69.00**
Specific Power Consumption, KWH/T of Cement	42.68	**42.61**
Total Power consumption, KWH/T Cement sales	2.40	**2.07**
*** Overall, Power Consumption KWH/T**	109.32	**113.69**

Average overall specific power consumption increased by 3.99 % comparing with year 2024 due to long Kiln2 planned major shut down during September and October 2025 for middle tyre and shell changing work.



3.2.5 CO_2 Footprints Measurement:

The carbon footprints over the years have shown reduction on A/C of increased Natural gases in both Production process and power generation. Quantity of recycled RDF is over 20,000 MT GCC also sourced carbon Black material and utilized more than 10,000 MT in the year 2025, which also reduced our dependence of the fossil fuel. The above efforts have contributed to the reductions in our carbon footprints of the product.

Also, GCC as a part of BUZZI group interacted with Headquarters in ITALY to enter all the information's in a database "Tagetik" developed for CO_2 inventory calculations throughout its manufacturing facility. GCC will be now entering the data online with effect from the month of Jan 2026 so that we can go for live data.

GCC is also actively working with NCV, an UAE based Digital technology provider focused on Carbon Emission management. This will help GCC to develop and set their sustainability targets and eventually reach net zero goals.

Table 3.2.5 CO_2 Footprints measurement

	2024	2025
'Specific GROSS CO_2 (excl. CO_2 from on-site power generation, before capturing) - cem. e	**758**	**748**

3.3. United Nations Sustainability Development Goals

For more information on the UNSDS click:
https://unric.org/en/united-nations-sustainable-development-goals/

Gulf Cement company follows the Sustainable Development Goals (SDGs) are committed to its principles for the world's best plan to build a better world for people and our planet by 2030. We at Gulf Cement Company are committed to the economic growth of our society and address a range of social needs including, health, gender equality responsible Energy usage, optimize production efficiency. The SDGs are integrated in our policy —that is, they recognize our actions towards development balancing social, economic and environmental sustainability. Gulf Cement firmly commits itself towards the Goals set by United Nations. The following Goals are applicable for us

1. Good Health and Well-Being
2. Gender Equality
3. Clean Water and Sanitation
4. Affordable and Clean Energy
5. Decent Work and Economic Growth
6. Industry, Innovation and Infrastructure
7. Reduced Inequalities
8. Responsible Consumption and Production
9. Climate Action
10. Life Below Water
11. Life on Land



3.3.2 Gulf Cement Company Sustainability Goals

Gulf Cement Company has the following visions for a sustainable environment by Year 2030.

- Promote Initiatives towards Sustainability by following both the Federal Government, and Local government policies.
- Promote Sustainable Economic growth.
- Promote industrial innovation for conserving Energy.
- Promote recycling of all wastes in the plant & other sources in the Emirate
- Promote Good health and well-being by providing safe working environment to all.
- Promote Emiratization.
- Promote Gender equality by Emirati women participation.
- Promote transparency Management by code of conduct practices for suppliers and all workmen across the company.
- Active participation in the efforts taken by UAE Government towards achieving NETZERO by year

GCC Agenda on Environmental Key Performances

Participation in National Agenda on priority for all Sustainability related initiatives

Promote Sustainability in the Organization by Total Employee Participation

Achieve Plant Stability and reduce CO_2 Footprints for our Product lineup

Drive Fossil fuel Replacement with Alternate fuels in the Plant Production

Commitment to reduce both Electrical and Thermal Energy Consumption for our products

Events

3.4 Environmental Events

3.4.1 GCC Recycles RDF and Other Waste

3.4.2 GCC Cleans Up Medical/Medicine Waste From Recycling Companies

3.4.3 GCC Celebrates “World Environment Day”

3.4.4 GCC Participates in “The Journey to Net Zero Summit-2025 “by Khaleej Times

3.4.5 GCC Green Belt Developments

3.4.1 GCC recycles RDF and other waste

It was an important milestone for the company as it has installed an in-house facility for feeding Refused Derived Fuels/other materials. Gulf Cement Company thus made a significant contribution to the UAE's net zero commitments and global climate resilience. The total Quantity recycled was more than 30,000 MT in the year 2026 and aims to achieve >10% Thermal Substitution rate.

3.4.2 GCC Cleans up medical/medicine waste from Recycling companies.

The company has entered into an agreement with a local company for cleaning up the medical/medicine waste and has successfully recycled more than 82,000 Kg following the full guidelines of health ministry with topmost priority of health and safety to our Employees. As the process is done in our kilns, it did not result into any secondary waste (ash) as normally would have been generated if it were subjected to incinerators and prevented landfill of the same.

3.4.3 GCC Celebrates “World Environment Day”

On 5th June 2025, the World Environment Day was celebrated in Gulf Cement Company with full enthusiasm, and the event has attracted many Employees. Awareness on the ongoing efforts of the company policy towards Sustainability were highlighted to the employees and involvement from the top Management was seen during the celebrations. New Plantation of trees were done which will eventually cleanup the atmosphere and promote “Go-Green” activity in the company, which is a steadfast commitment towards the society with full responsibility.





3.4.4.GCC participates in “The Journey to Net Zero summit-2025 “by Khaleej Times

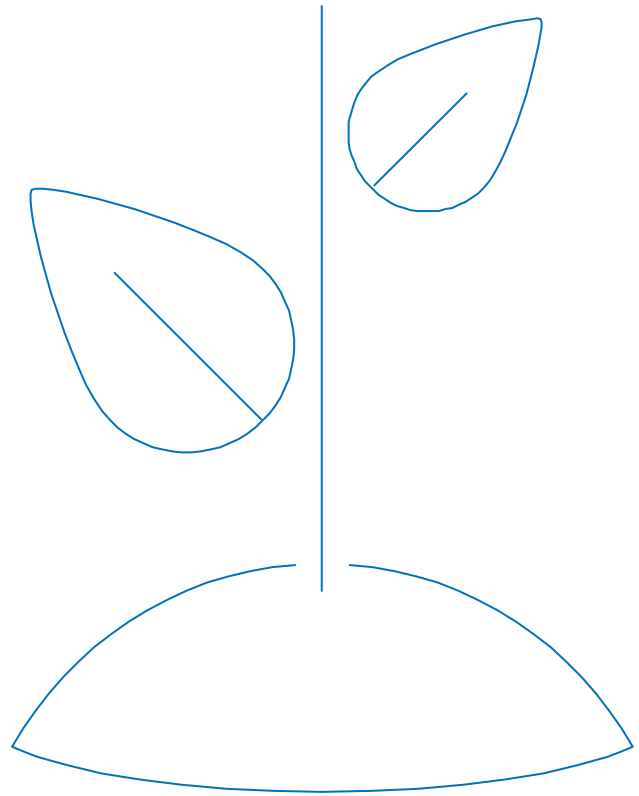
The 2025 edition took place on September 17 in Dubai, focusing on local action and global impact. The event was well represented by industry leaders, government officials, and innovators; The event was filled with breakthrough technologies and solutions that are accelerating the path to net zero. The Journey to Net Zero summit was an important event for Gulf Cement Company towards sustainability and climate action. The event had significant contribution to the UAE's net zero commitments and global climate resilience from Gulf Cement





3.4.5.GCC Green Belt Developments

GCC attached Importance in covering the plant with gardens and have developed new greenery and maintained the same. In the year 2026 ,GCC has planned for new areas for green belt development and subsequently will be covering more areas in future under greenbelt zones



CHAPTER 4

4.1 Safety & Health Management

4.1.1 Safety and Health Management
4.1.2 Risk Management & Critical Controls
4.1.3 Engineering & Process Safety Improvements
4.1.4 Competency, Training & Engagement
4.1.5 Occupational Health & Industrial Hygiene
4.1.6 Emergency Preparedness & Response
4.1.7 Digitalization & Data-Driven Safety
4.1.8 Contractor & Supply Chain Assurance
4.1.9 Compliance & Assurance
4.1.10 Future Commitments

CHAPTER 4

4.2 Health and Safety

4.2.1 Quality Health Safety and Environment Policy (QHSE Policy)

4.3 Safety and Health-Training and Accident Statistics

4.3.1. Accident statistics

4.3.2 Training imparted

4.3.3 Lost time Injury rate (LTI)

4.4 Safety and Health Events

4.4.1. Training and Awareness campaigns

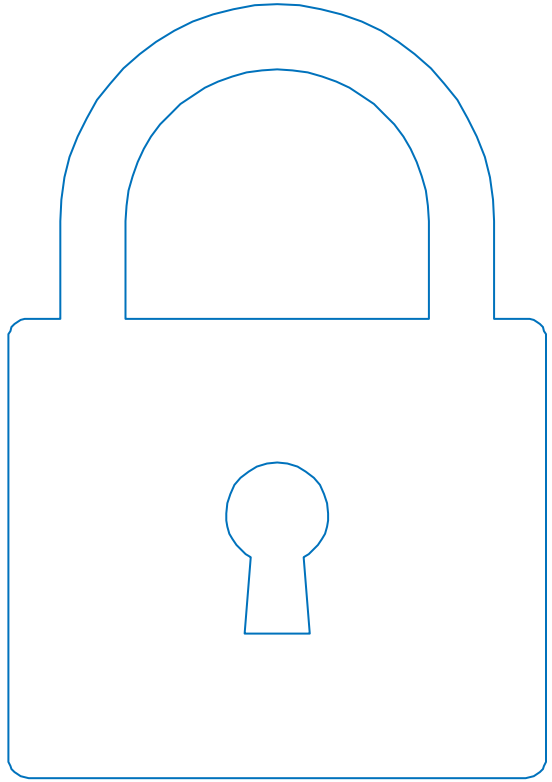
4.4.2 Departmental Tool Room Talks

4.4.3 Good House Keeping rounds

4.1 Safety and Health Management

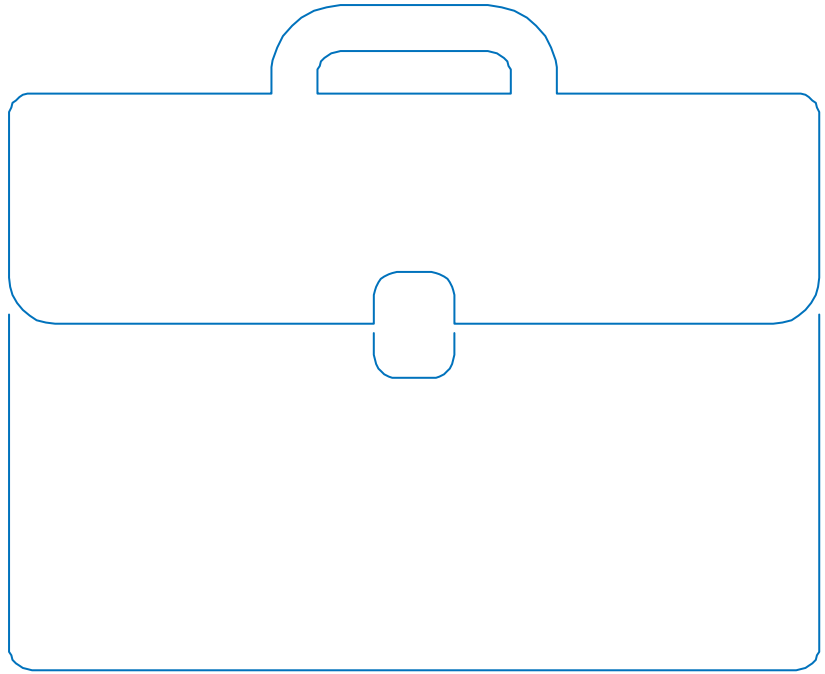
Gulf Cement Company (GCC) Safety & Health Improvements – Year 2025

In 2025, Gulf Cement Company (GCC) strengthened its commitment to a “Zero Accident” culture through leadership-driven safety, targeted risk controls, and data-led decision-making. The company advanced process safety in our operations, while improving occupational health protections across heat stress, respirable dust, and ergonomics. Investments in engineering controls, competency development, contractor oversight, and digital reporting have collectively enhanced safety performance and strengthened compliance with UAE laws and international best practice.



4.1.1 Leadership, Culture & Governance

The new Management led by our MD& CEO of the company has carried out walkdown in the plant and kept constantly advising the workforce on the importance of Safety and Good housekeeping in the plant and emphasized the need to keep the work atmosphere safe and clean to work: The new Management has a Quality, Health Safety and Environment policy which is fully implemented at all sections and levels in the company. The safety statistics were logged in a digital tracker with (Tagetik) and “Be safe” database within the company.



GCC also incorporated measures on:

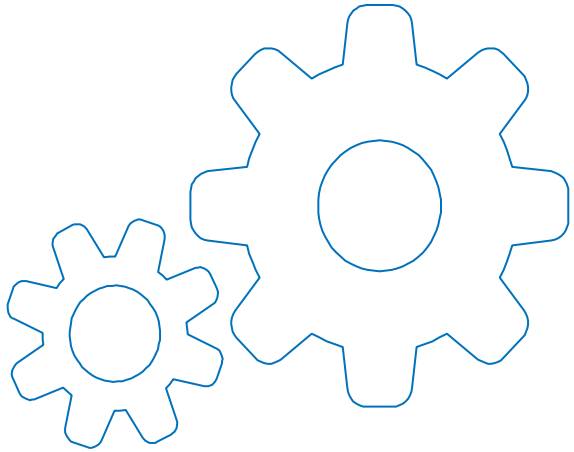
Promotion of Safety Ownership:
HSE KPIs integrated into performance plans for managers and supervisors; monthly dashboards reviewed by the top Management.

Updates of Policy & Standards Refresh:
Updated HSE Policy, and posters on HSE awareness are deployed in English, Arabic, and toolbox talk packs refreshed with visual hazard prompts.

4.1.2 Risk Management & Critical Controls

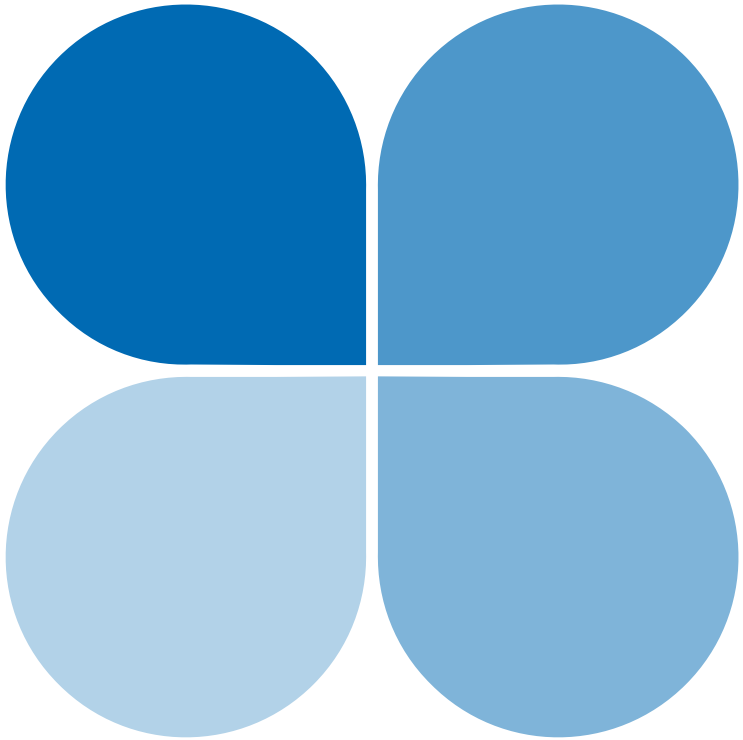
These control mechanism to reduce the risk are fully implemented in the plant such as:

- Energy Isolation (RAK-IN RAK-OUT -LOTO)
- A Working in Confined Space
- Restrictions on Mobile Equipment usage during pedestrian Interaction in the company
- Working at Height (maintenance, baghouse, preheater tower)
- Hot Work & Fire/Explosion Risk (kiln, coal mill, fuel handling)
- Critical Risk Verifications (CRVs): Supervisors conducted routine field verifications of critical controls (barricading, , LOTO tags, fall protection, spotters).
- Management of Change (MoC): Enhanced MoC process for equipment modifications (e.g., kiln burner adjustments, guard redesigns), integrating HAZOP-style reviews and pre-startup safety checks.



4.1.3 Engineering & Process Safety Improvements

Machine Guarding & Interlocks:
Retrofitted fixed guards and tamper-proof interlocks on conveyors, crushers, and rotating equipment; introduced hold-to-run jog controls for maintenance.



Traffic Separation:
Re-marked pedestrian walkways, added physical barriers at loading areas, instituted dedicated truck routes with speed limiting and reversing alarms; implemented banksman training and standardized hand signals.

Dust Control & Housekeeping:
Upgraded bag filters and added local exhaust ventilation in transfer points; established 5S zones and daily visual cleanliness checks to reduce slip/trip hazards and combustible dust risk.

Energy Isolation (LOTO):
Issued standardized lock kits, color-coded tags by trade, and shadow boards; conducted quarterly spot audits on LOTO quality and isolation points.

4.1.4 Competency, Training & Engagement

Role-Based Training Matrix:
Mapped mandatory training by role (e.g., kiln operators, fitters, electricians, lab techs, drivers).

High-Risk Work Training:
Practical drills on confined space rescue, emergency evacuation from preheater, working-at-height rescue kits, and hot work fire watch.

Contractor Induction & Control:
Implemented a two-tier contractor induction (general + task-specific), Risk Assessments and supervisor participation in full. Contractor HSSE performance included in selection and renewal criteria.

If the contractor workmen need more than 15 employees for a given task, then the contractor has to mandatorily fulfill the following:

- ✓ Provide the Safety and Environment awareness of the company Method Statement submission
- ✓ Addressed fully the workmen compensation
- ✓ Submit the Assessment on Employee competence levels
- ✓ Appointing a EHS engineer to take care of the personnel deployed inside GCC premises
- ✓ Provide PPE for the workmen.

Near-Miss & Hazard Reporting: Introduced the reporting workflow and will be in full implementation in year 2026.

4.1.5 Occupational Health & Industrial Hygiene

Dust & Silica Exposure Control:
Respirable masks were issued to all workmen to prevent any issues on health while working in dust and at crushers, mills, and packing plant. Upgraded wet suppression at material unloading Hoppers and belt transfer points. Fit-testing of tight-fitting respirators; deployment of reusable elastomeric respirators where appropriate.

Heat Stress Management:
Heat index monitoring integrated with work-rest cycles and prevention of working in hot sun as per the Ministerial guideline and provision of electrolyte hydration (Lemon and Salt), cool drinking water facility and, shaded rest areas and paved way for health of both Employees and stake holders.

Noise & Vibration:
Baseline noise mapping; rotation plans and engineered acoustic panels in high dB zones; anti-vibration gloves for specific roles.

Health Surveillance:
l Pre-employment and periodic medicals coverage are provided to all the working employees under company insurance and are advised to undertake full precaution by periodic screening (Illness-Wellness). The company also has organized camps for blood donations, eye checkup, sugar and blood Pressure monitoring on a regular basis for the benefit of the employees.

4.1.6 Emergency Preparedness & Response

- Drills conducted for preparing for Emergency Preparedness and Response in the factory.
- Trained Emergency Response Team
- GCC conducted multi-scenario drills involving the employees and organized First Aid training by the company.
- Updated site layout, hydrant map, and shutoff valves documentation and were maintained as per the UAE Civil Defense requirements

4.1.7 Digitalization & Data-Driven Safety

Updating the Safety Performance of the company on “Tagetik” data base and maintaining the requirements of Safety Reporting through “Be safe”

Deployed for near-miss reporting, inspections, action tracking, and permit management; automated reminders and analytics dashboards for closure performance.

Root-Cause Learning:
Adopted investigations for recordable incidents and with corrective and preventive actions (CAPAs).

4.1.8 Contractor & Supply Chain Assurance

Pre-Qualification & Onboarding:
HSE performance

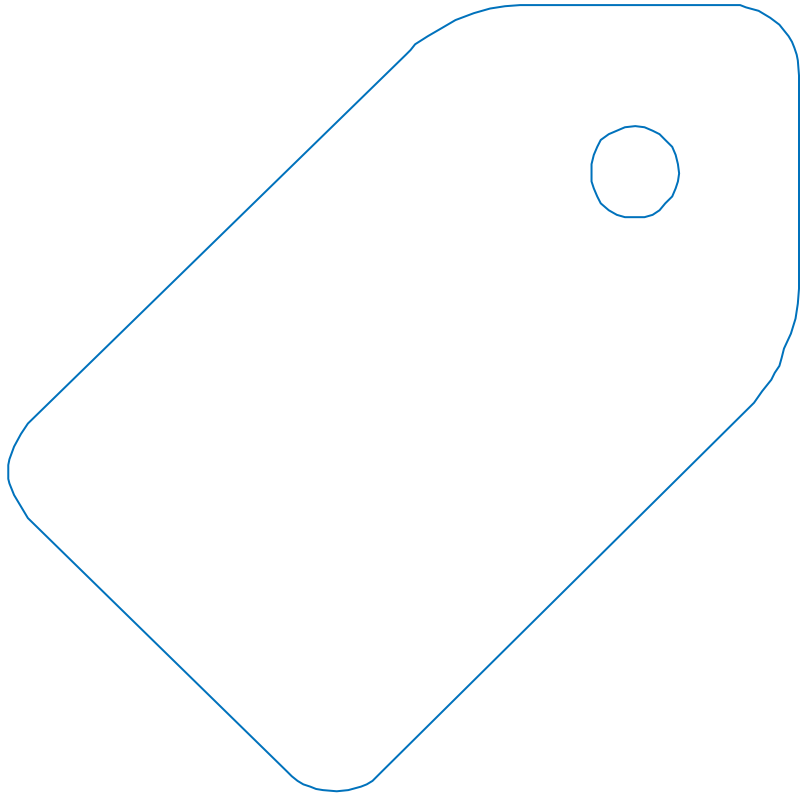
Field Verification: Random Safety Inspection/ audits on contractor tasks; stop-work authority reinforced and exercised without negative repercussions.

Shared Accountability: Joint toolbox talks, co-signed risk assessments, and weekly interfaces between GCC supervisors and contractor leads.

4.1.9 Compliance & Assurance

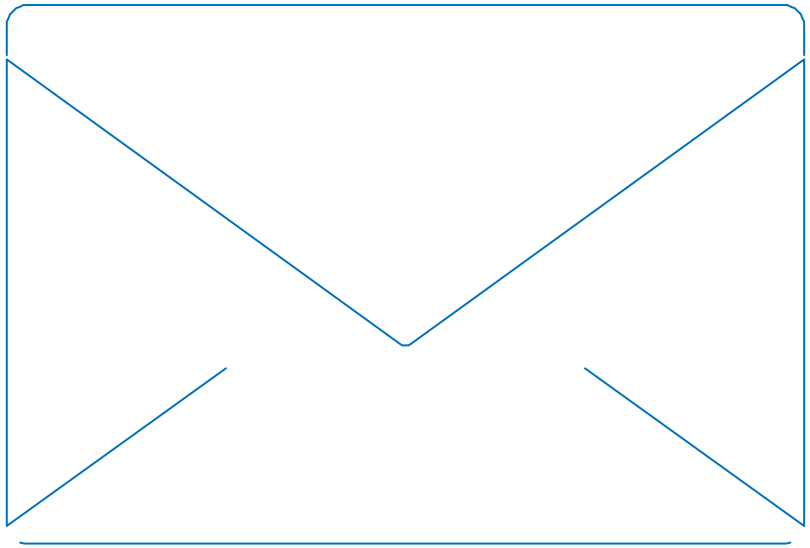
Legal Compliance are ensured by:

- Internal audits against UAE federal and emirate-level HSE requirements; action plans implemented for findings with on-time closure.
- Maintained ISO 45001 system certification by all related operational control, emergency planning, and performance evaluation.



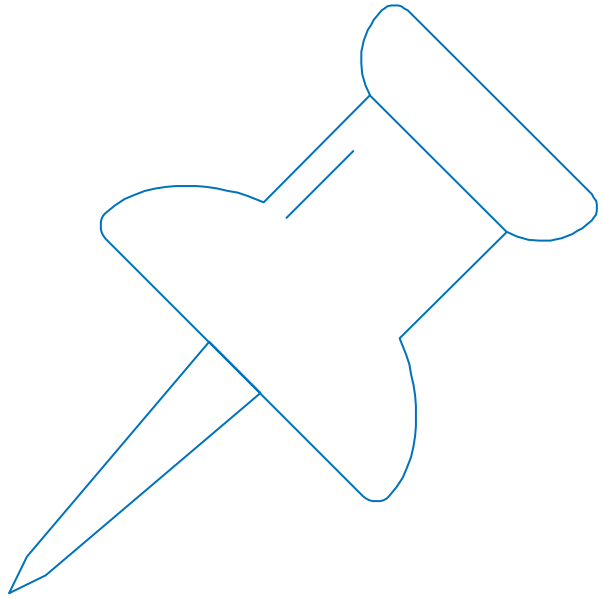
4.1.10 Future commitments:

- To focus fully on Safety and Environment and achieve Zero Accidents and zero violations with respect to environmental Regulations.
- To align fully with the Policies of Buzzi for Safety and Environment requirements in the Plant.
- Target set for Zero accidents and Lost Time Injury
- Implement Health and Safety for all the Employees and stake holders of the company



4.2 Quality, Health, Safety and Environment Policy

Gulf Cement Company is specialized in Manufacturing, Storage, Marketing and Sales of all types of cement (OPC/SRC/MSRC/OWC), fly ash and GGBS for UAE markets and abroad. Top Management recognize the significance, accordingly prepared, documented, established and implementing an Integrated Management System (IMS) aligned with all applicable legal regulations, code of practices and international standards ISO 9001:2015, ISO 14001:2015, ISO 45001:2018, API Spec Q1 10th Edition and API Spec 10 A requirements.



4.2 Quality, Health, Safety and Environment Policy

We aim to achieve the objectives by:

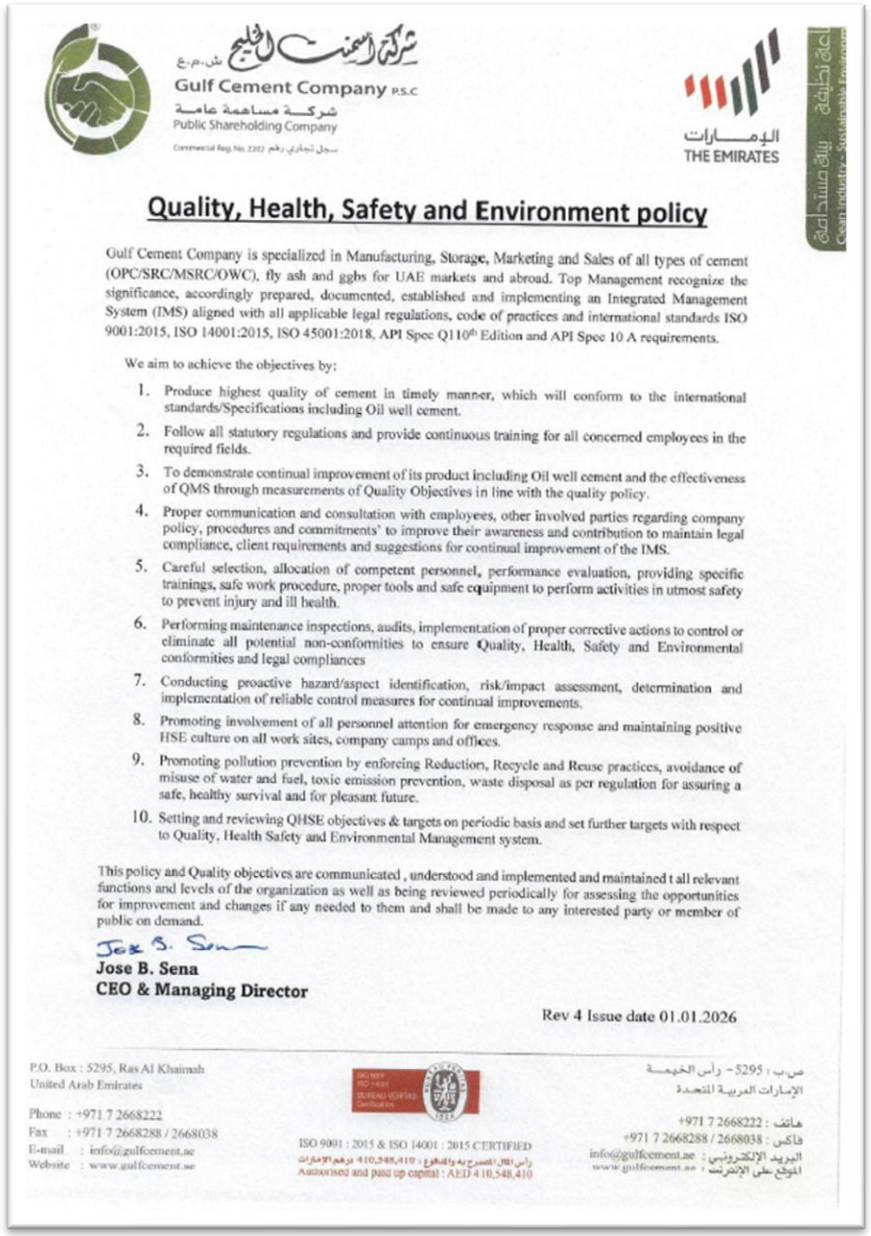
- Produce highest quality of cement in timely manner, which will conform to the international standards/Specifications including Oil well cement.
- Follow all statutory regulations and provide continuous training for all concerned employees in the required fields.
- To demonstrate continual improvement of its product including Oil well cement and the effectiveness of QMS through measurements of Quality Objectives in line with the quality policy.
- Proper communication and consultation with employees, other involved parties regarding company policy, procedures and commitments to improve their awareness and contribution to maintain legal compliance, client requirements and suggestions for continual improvement of the IMS.
- Careful selection, allocation of competent personnel, performance evaluation, providing specific trainings, safe work procedure, proper tools and safe equipment to perform activities in utmost safety to prevent injury and ill health.
- Performing maintenance inspections, audits, implementation of proper corrective actions to control or eliminate all potential non-conformities to ensure Quality, Health, Safety and Environmental conformities and legal compliances
- Conducting proactive hazard/aspect identification, risk/impact assessment, determination and implementation of reliable control measures for continual improvements.
- Promoting involvement of all personnel attention for emergency response and maintaining positive HSE culture on all work sites, company camps and offices.
- Promoting pollution prevention by enforcing Reduction, Recycle and Reuse practices, avoidance of misuse of water and fuel, toxic emission prevention, waste disposal as per regulation for assuring a safe, healthy survival and for pleasant future.
- Setting and reviewing QHSE objectives & targets on periodic basis and set further targets with respect to Quality, Health Safety and Environmental Management system.

4.2 Quality, Health, Safety and Environment Policy

"This policy and quality objectives are communicated, understood and implemented and maintained t all relevant functions and levels of the organization as well as being reviewed periodically for assessing the opportunities for improvement and changes if any needed to them and shall be made to any interested party or member of public on demand."

Jose B. Sena
CEO & Managing Director
Rev 4 Issue date 01.01.2026

4.2 Quality, Health, Safety and Environment Policy



شركة أسمنت الخليج ش.م.ع
Gulf Cement Company P.S.C
شركة مساهمة عامة
Public Shareholding Company
سجل تجاري رقم 2202

الإمارات
THE EMIRATES

إعادة تدوير | بيئة مستدامة
Cement Industry - Sustainable Environment

Quality, Health, Safety and Environment policy

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CEO & Managing Director

Rev 4 Issue date 01.01.2026

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Authorised and paid up capital : AED 410,548,410

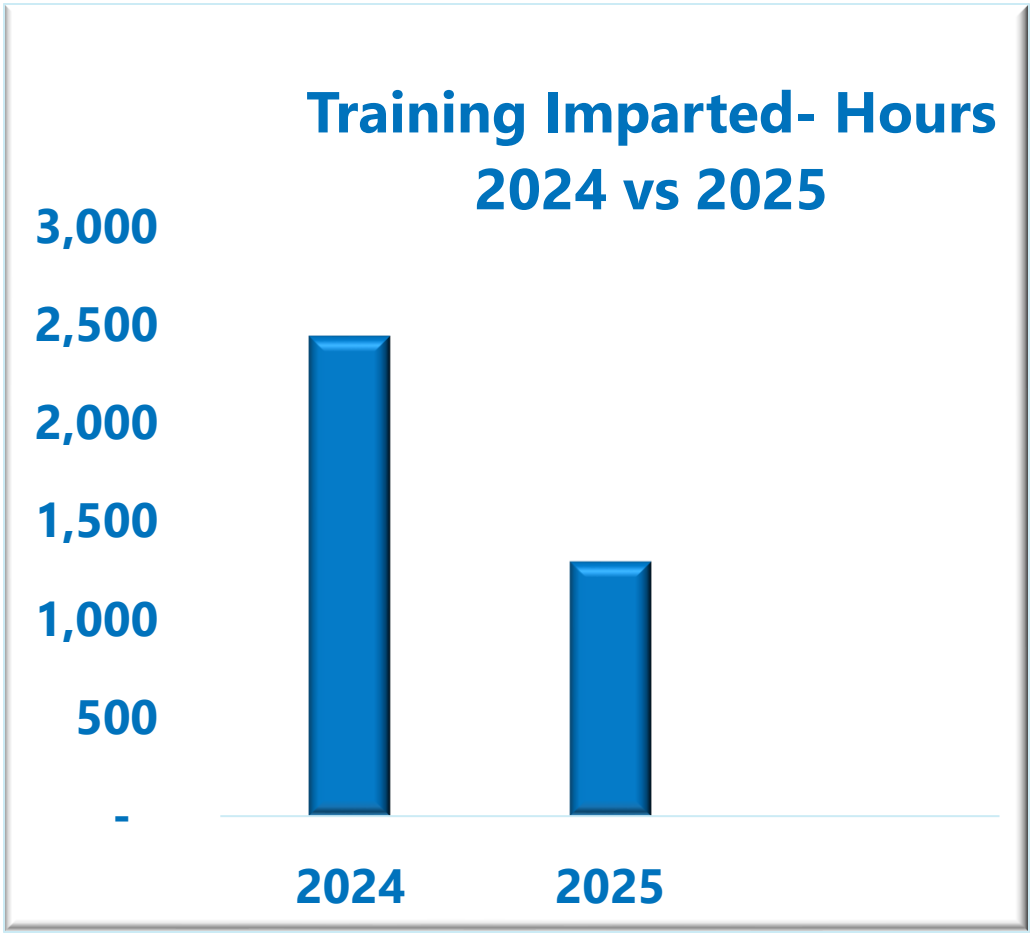
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4.3.2 Training imparted

Table 4.3.2 Safety and Health Related trainings

	2024	2025
No of Hours training imparted	**2440**	**1294**

As both the manufacturing lines were taken up for major shutdown during the Q3 and Q4 training hours have reduced in the year 2025.



4.3.3 Lost Time Injury Rate

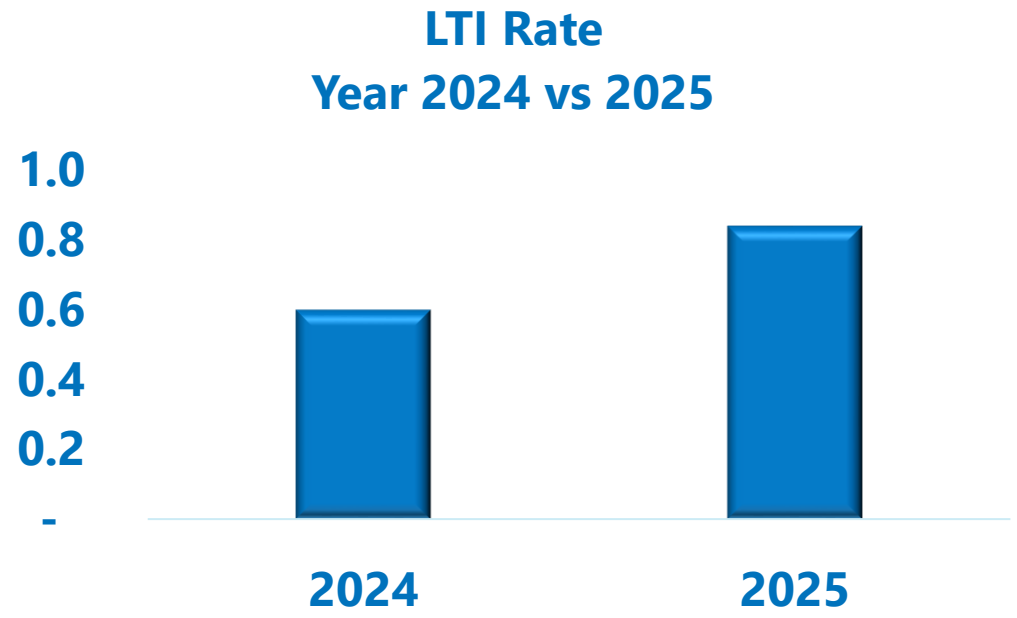
Every LTI comes with immediate financial burdens such as medical bills, workers' compensation claims, and potential legal fees. In GCC, the average compensation cost of a lost-time claim was over ? in 2025

It also adds to Indirect Costs, drains productivity and causes reputation risks to the company.

GCC Constantly measures the LTIR and for the year it rose to 0.84 as compared to the previous year but remain closer to the industrial standards

Table 4.3.3 LTI Rate

	2024	2025
LTI Rate	0.60	0.84



4.4 Safety and Health Events







CHAPTER
5

Global Reporting Initiatives

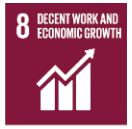
(GRI Content Index)

ADX Content of Index

Category	Metric	Corresponding GRI Standards	Corresponding SDG	Page no.
ENVIRONMENT	E1. GHG Emissions	GRI 305: Emissions 2016		115
	E2. Emissions Intensity	GRI 305: Emissions 2016		115
	E3. Energy Usage	GRI 302: Energy 2016		112-114
	E4. Energy Intensity	GRI 302: Energy 2016		112-114
	E5. Energy Mix	GRI 302: Energy 2016		112-114

Metric	Corresponding GRI Standards	Corresponding SDG	Page no.
E6. Water Usage	GRI 303: Water and Effluents 2018		106-107
E7. Environmental Operations	GRI 103: Management Approach 2016		55-56, 105-115
E8. Management Environmental Oversight	GRI 102: General Disclosures 2016		5-8
E9. Board Environmental Oversight	GRI 102: General Disclosures 2016		5-8
E10. Climate Risk Mitigation			N/A

Category	Metric	Corresponding GRI Standards	Corresponding SDG	Page no.
SOCIAL GOVERNANCE	S1. CEO Pay Ratio	GRI 102: General Disclosures 2016		18.8:1
	S2. Gender Pay Ratio	GRI 405: Diversity and Equal Opportunity 2016		3.98:1
	S3. Employee Turnover	GRI 401: Employment 2016		10.2%
	S4. Gender Diversity	GRI 102: General Disclosures 2016 GRI 405: Diversity and Equal Opportunity 2016		69-71
	S5. Temporary Worker Ratio	GRI 102: General Disclosures 2016		N/A
	S6. Non-Discrimination	GRI 103: Management Approach 2016		73-76

Metric	Corresponding GRI Standards	Corresponding SDG	Page no.
S7. Injury Rate	GRI 403: Occupational Health and Safety 2018		143
S8. Global Health and Safety	GRI 103: Management Approach 2016		138-142
S9. Child and Forced Labour	GRI 103: Management Approach 2016*		74
S10. Human Rights	GRI 103: Management Approach 2016		74
S11. Nationalization (Percentage of nationals in the total workforce)			72
S12. Community Investment	GRI 413: Local Communities 2016		49-51

Metric	Corresponding GRI Standards	Corresponding SDG	Page no.
G1. Board Diversity	GRI 405: Diversity and Equal Opportunity 2016		29
G2. Board Independence			28
G3. Incentivized Pay			N/A
G4. Supplier Code of Conduct			47
G5. Ethics and Prevention of Corruption			41

Category	Metric	Corresponding GRI Standards	Corresponding SDG	Page no.
GOVERNANCE	G6. Data Privacy			57
	G7. Sustainability Reporting			GCC publish a stand-alone sustainability report as well as integrate sustainability information in its Integrated annual report.
	G8. Disclosure Practices			This year in our ESG Report, GCC covered SCA guidelines as mentioned in unified ESG ADX disclosures index, which are mapped against GRI Standards and the SDGs. Our previous sustainability reports were published in accordance with GRI Standards.
	G9. External Assurance	GRI 102: General Disclosures 2016		GCC report is not verified by a third-party audit firm, but we have engaged in an internal assurance process.

CHAPTER
6

GLOSSARY & ABBREVIATIONS

- ADX - Abu Dhabi Securities Exchange (ADX), United Arab Emirates
- BUZZI – Buzzi Unicem S.p.A. is a major Italian building materials manufacturer, primarily producing Cement, Ready-mix concrete &Construction aggregates
- CSR - Corporate social responsibility
- EPDA- Environment Protection and Development Authority, Ras Al Khaimah, UAE
- ESG - Environmental, Social and Governance
- GCC - Gulf Cement Company, a PSC company in U.A.E. Ras Al Khaimah
- GRI - Global Reporting Initiative, which is an international framework recommended for reporting progress against Sustainable Development.
- GPS - Global Positioning System
- GHG- Greenhouse Gases are the gases that absorb and emit radiation within the thermal infrared range of the earth's atmosphere.

- KWh - kilowatt-hour, a standard unit of energy.
- LTI- Lost Time Injury Rate
- MOCCAE- Ministry of Climate Change and Environment
- MOHRE- Ministry of Human Resources & Emiratization
- MWh - megawatt-hour, a standard unit of energy. Megawatt, a unit of power equal to one million watts
- NAFIS -
  National Program for Emirati Human Resources Development, is a federal initiativ e aimed at increasing the employment of UAE nationals in the private sector thro ugh various support programs and incentives.
- NOx - A generic term for Nitrogen oxides usually refers to it as an air pollutant.

- NRCC- National Register for Carbon Credits, a nationwide regulatory system created under UAE Cabinet Resolution No. 67 of 2024.
- OEM - Original Equipment Manufacturer
- PPE - Personal Protective Equipment- Protective clothing, helmets, goggles, or other garments or equipment designed to protect the wearer's body from injury.
- REEM- Energy Efficiency & Renewables Office under Ras Al Khaimah Municipality
- SOx A generic term for Oxides of Sulfur usually refers to it as an air pollutant.
- SDG- Sustainable Development Goals
- Sustainable Development - Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.

- Sustainability Reporting – A practice of measuring, disclosing, and being accountable to internal and external stakeholders for organizational performance towards the goal of sustainable development.
- UNSDGS - United Nations Sustainable Development Goals is an intergovernmental set of aspiration goals officially known as Transforming Our World: The 2030 Agenda for Sustainable Development.
- UNGC -United Nations Global Compact is an UN initiative to encourage global businesses to adopt ten principles covering Human Rights, Labor Standards, Environment and Anticorruption
- WHR - Waste Heat Recovery - Generating power by utilizing waste heat from preheater and cooler gases, by producing steam running the Steam Turbine Generator.

Thanks