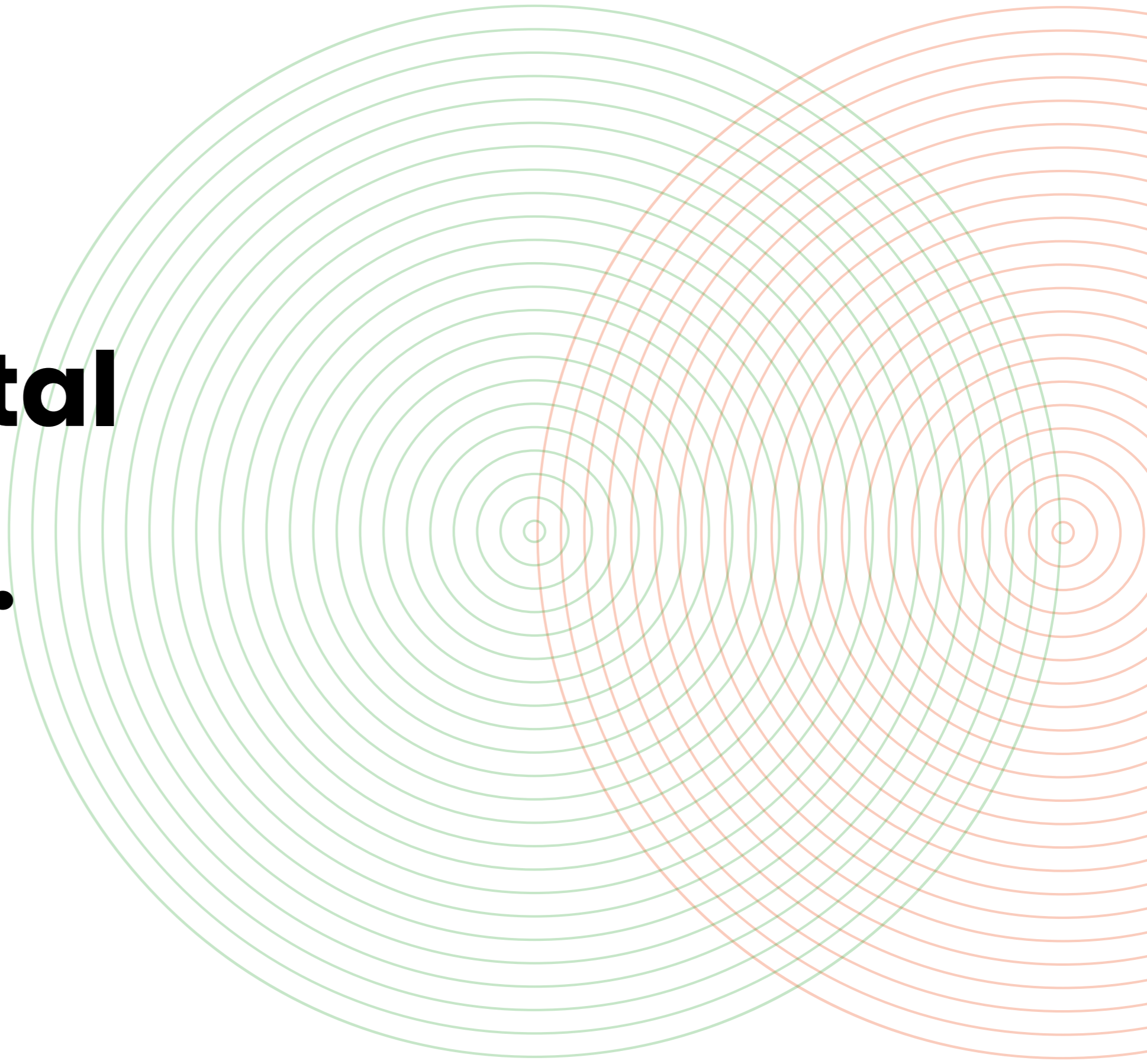




# Environmental Social Governance.

KEO's ESG Report 2022

**We articulate  
the future.**



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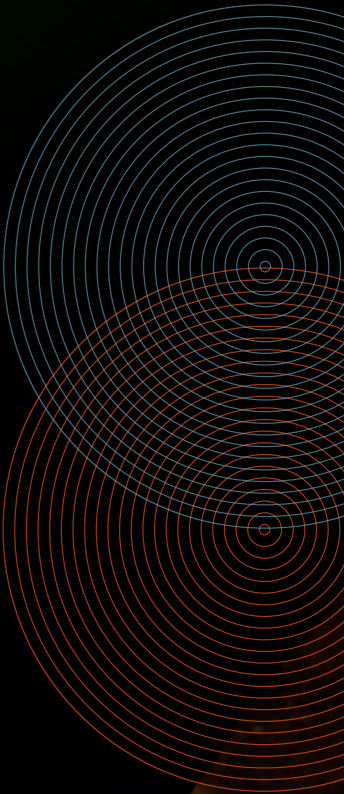
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# Introduction

## In this section

- Message from our President and CEO
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# Message from our President and CEO

As the CEO and President KEO, I'm pleased to present our 2022 Environmental, Social, and Governance (ESG) report, underscoring our commitment to sustainability and responsible business practices. At KEO, these values aren't just words but integral elements ingrained in our operations.

Environmental sustainability is at the core of KEO's identity. Our initiatives reduce our ecological footprint, employing new technologies and designs to create regenerative spaces. By integrating sustainable principles into projects, we redefine possibilities for a greener, more resilient future.

Social responsibility is a fundamental pillar. KEO is a hub of cultural diversity and empowerment, fostering a vibrant, collaborative workplace where employee well-being and growth are prioritized through various internal initiatives.

Transparency, integrity, and strong governance guide our decisions. Robust practices ensure ethical conduct, accountability, and compliance with industry standards. Our Executive Leadership Management team provides committed oversight, driving responsible decision-making and effective risk management.

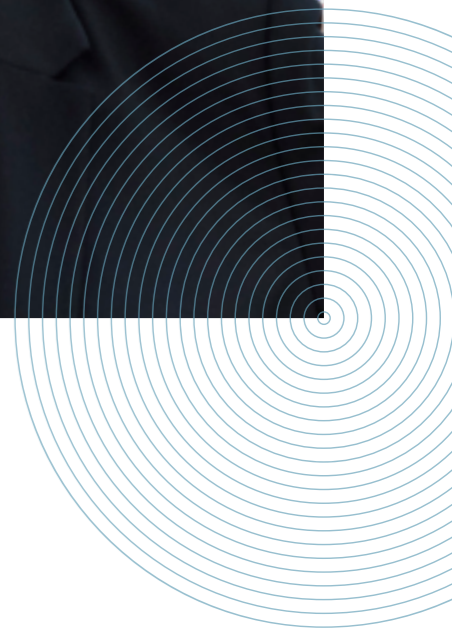
This ESG report mirrors our ongoing pursuit of sustainability. Collaborating with like-minded clients and stakeholders, we support positive transformation across all sectors. Committed to continual improvement, we'll communicate our progress in future reports.

Together with our clients, we aim for a future marked by sustainable innovation, social development, and exemplary governance. We don't seek a merely different future but one that is genuinely aspirational and sustainable.

**Donna Sultan**  
President and Chief Executive Officer



**Donna Sultan**  
President and Chief Executive Officer



# About KEO

For over 59 years, KEO has led with vision, contributing to many of the world's most ambitious projects, iconic places, remarkable experiences, and prosperous communities. As a creative enterprise, innovation is a way of life at KEO. Our unique end-to-end services take clients from inspiration through conceptualization to realization in the planning, design, or project delivery in the built and natural environments.

Globally ranked and spanning across seven countries, KEO draws from the unmatched expertise of professionals with a proven track record in delivering high-end projects. Our fully integrated solution brings together committed, experienced problem-solvers to tackle every challenge and opportunity with excellence.

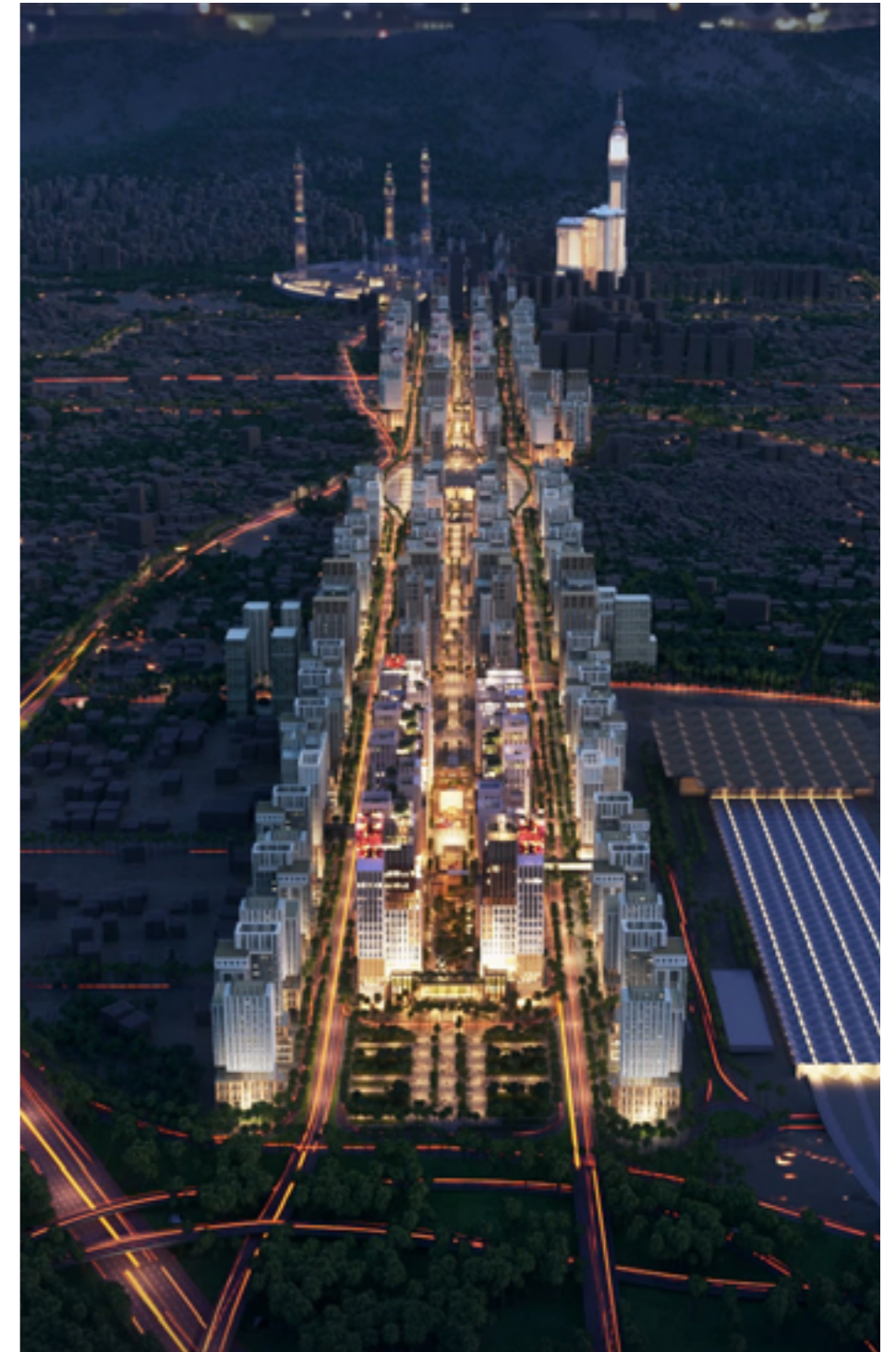
Our comprehensive services include Architecture, Engineering, Infrastructure, Project + Construction Management, Sustainability + Environment, and Specialist Services, providing a complete solution for your project needs. In addition, we offer services through our Allied Practices, including Planning + Landscape Architecture, Independent Cost Consultancy, and Management Consultancy.

As a highly integrated and agile AEP/PMCM firm, KEO is recognized by ENR as one of the Top 225 International Design Firms and one of the Top 20 International PM/CM Firms. We are also ranked by World Architecture as the 57th largest global architecture firm and the #1 Firm in the Middle East Region in their 2022 WA100 Survey.



◀ The Louvre, UAE

Masdar Urban Development Project, KSA ▶



# KEO Professional Services

## Architecture

- Architecture
- Interior Design
- Structural Engineering
- HVAC Engineering
- Plumbing Engineering
- Fire Protection Engineering
- Electrical Engineering
- Lighting Design

## Infrastructure

- Master Planning
- Smart City Solutions
- Transportation Planning
- Civil Engineering
- Public Utilities
- Roads & Highways
- Bridge Design
- Water Engineering
- Wastewater Engineering
- Solid Waste Engineering
- District Cooling
- Power Supply & Distribution
- Asset Management Consultancy
- Traffic Impact Studies

## Project + Construction Management

- Program Management
- Project Management
- Design & Peer Reviews
- Construction Management
- Construction Supervision
- Project Controls
- Cost Management
- Health & Safety
- Owners Representative
- Claims Management & Dispute Resolution Services
- Commissioning Services
- Facility Management

## Sustainability + Environment

- Sustainability & ESG Strategy Development Services
- Citywide Sustainable Infrastructure Services
- Carbon Footprint Services
- Renewable & Energy Strategy Services
- Citywide Energy Strategy Services
- Green Certifications Ratings Consultancy, Advisory & Auditing Services
- Planning, Policy & Development Services
- Environmental Impact Assessments Services
- Environmental Due Diligence Assessments Services
- Environmental Monitoring & Modeling Services
- Environmental Site Supervision Services
- Contaminated Land Studies Services
- Technical Waste & Transaction Advisory Services
- Landfill & Dumpsite Remediation Services

## Allied Practices



### Planning + Landscape Architecture

- Site Selection
- Feasibility Analyses
- Vision + Concept Planning
- Master Planning
- Urban Design
- Landscape Architecture
- Public Realm Design
- Water Conservation
- Irrigation Design
- Design Guidelines
- Signage + Wayfinding
- External Lighting Design



### Independent Cost Consultant

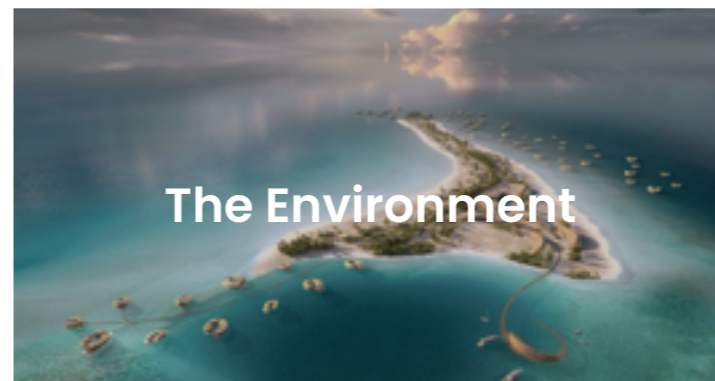
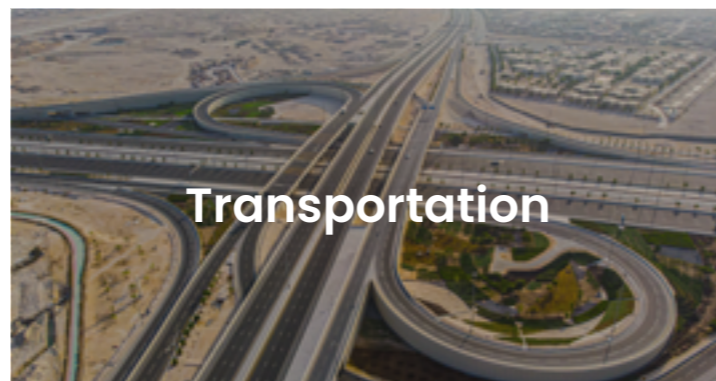
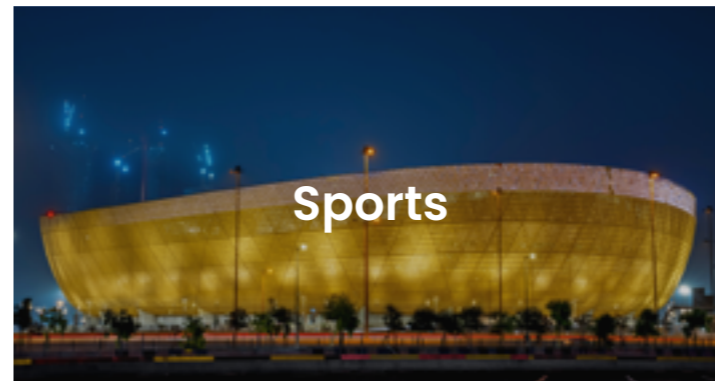
- Feasibility Studies, Development Appraisals
- Cost Planning & Estimating, Value Management
- Bills of Quantities
- Tender Management
- Risk Analysis
- Life Cycle Costing
- Contract Administration
- Claim Evaluation & Dispute Resolution

## black mule

### Management Consultancy

- Real Estate Investment, Development & Advisory Services
- Transaction Structuring
- Capital Raising
- Restructuring Consulting
- BIM Consulting Services
- Digital Solution Services
- Commercial & Project Management
- Redevelopment Design & Engineering Solutions

# Market Sector



## Project Locations

Bahrain  
Bangladesh  
Bulgaria  
Cape Verde Islands

China  
Egypt  
India  
Indonesia

Iraq  
Jordan  
Kazakhstan  
Kuwait

Lebanon  
Lesotho  
Libya  
Malaysia

Morocco  
Oman  
Pakistan  
Portugal






















Qatar  
Saudi Arabia  
Serbia  
Syria

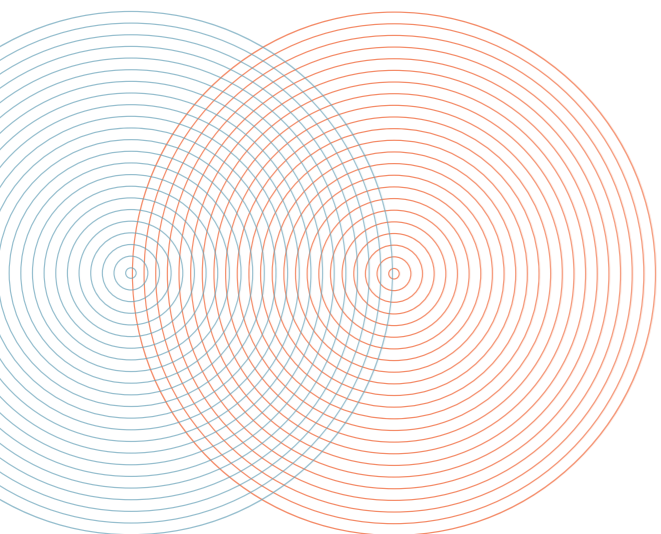
Tunisia  
United Arab Emirates  
Uzbekistan  
Vietnam

# Our People

The governance structure at KEO is fundamentally designed to ensure the highest standards of corporate conduct.

Our Senior Leadership Team, as shown here, shoulders the ultimate responsibility for overseeing the management and operation of the company, ensuring that we adhere to both regional and global standards. While the explicit roles of each board member vary, together they form a cohesive team dedicated to steering KEO's course in a sustainable and responsible manner. These values are at the heart of all decision-making processes within KEO, and are supported by our entire Senior Leadership Team. We continually strive to integrate sustainable practices throughout our business operations, which is reflected in our performance and growth.

<p><b>Donna Sultan</b> President and Chief Executive Officer</p> 	<p><b>Ali Dashti</b> Senior Vice President and Partner</p> 	<p><b>Gregory Karpinski</b> Chief Operating Officer, KEO Managing Director, Black Mule</p> 		
<p><b>Darryl Custer</b> Managing Director Design</p> 	<p><b>Sameer Daoud</b> Managing Director Infrastructure</p> 	<p><b>Christian Millar</b> Managing Director Sustainability+Environment</p> 	<p><b>Jason Morris</b> Managing Director PM/CM International</p> 	
<p><b>Awni Farah</b> Vice President PM/CM Corporate</p> 	<p><b>Ann deVilliers</b> Vice President Human Resources</p> 	<p><b>Christopher Fannin</b> Managing Director InSite</p> 	<p><b>Paul Kelly</b> Executive Director C-Quest</p> 	
<p><b>Ayub Ibrahim</b> Chief Financial Officer</p> 	<p><b>Alyssa Sultan</b> Deputy VP HR/Managing Director Facility Management &amp; Administration</p> 	<p><b>Damir Jaksic</b> Chief Information Officer</p> 	<p><b>Juan Tena Florez</b> Digital Services Director</p> 	<p><b>Paola Kattar</b> Legal Manager</p> 
<p><b>Haytham Nasr</b> Marketing Director</p> 	<p><b>Dani Ghandour</b> General Manager Saudi Arabia</p> 	<p><b>Ghassan Odeh</b> Executive Principal &amp; Senior Advisor/UAE Representative</p> 	<p><b>João Sales</b> Director, KEO Europe</p> 	<p><b>Martin Weallans</b> Executive Director Qatar Branch Manager</p> 





# Awards + Rankings

Industry Recognized, Winners of prestigious awards, year in and year out International footprint in major publications.



**KEO**

RANKED  
20 CONSECUTIVE YEARS

**Top 225 International Design Firm**  
**Top 20 Non-US PM/CM Firm**

**ENR**  
Engineering News-Record



Mechanical Electrical & Plumbing

**Top MEP Consultants 2023**  
13 Consecutive Years



**Forbes**

THE MIDDLE EAST'S  
**100 Most Powerful Businesswomen 2023**

**DONNA SULTAN**  
President & CEO



**Design**

**05**

**DARRYL CUSTER**  
CEO

ARCHITECTS  
**Powerlist**



**Building Design.**  
*Intelligence for Architects*

**WA 100 2023**

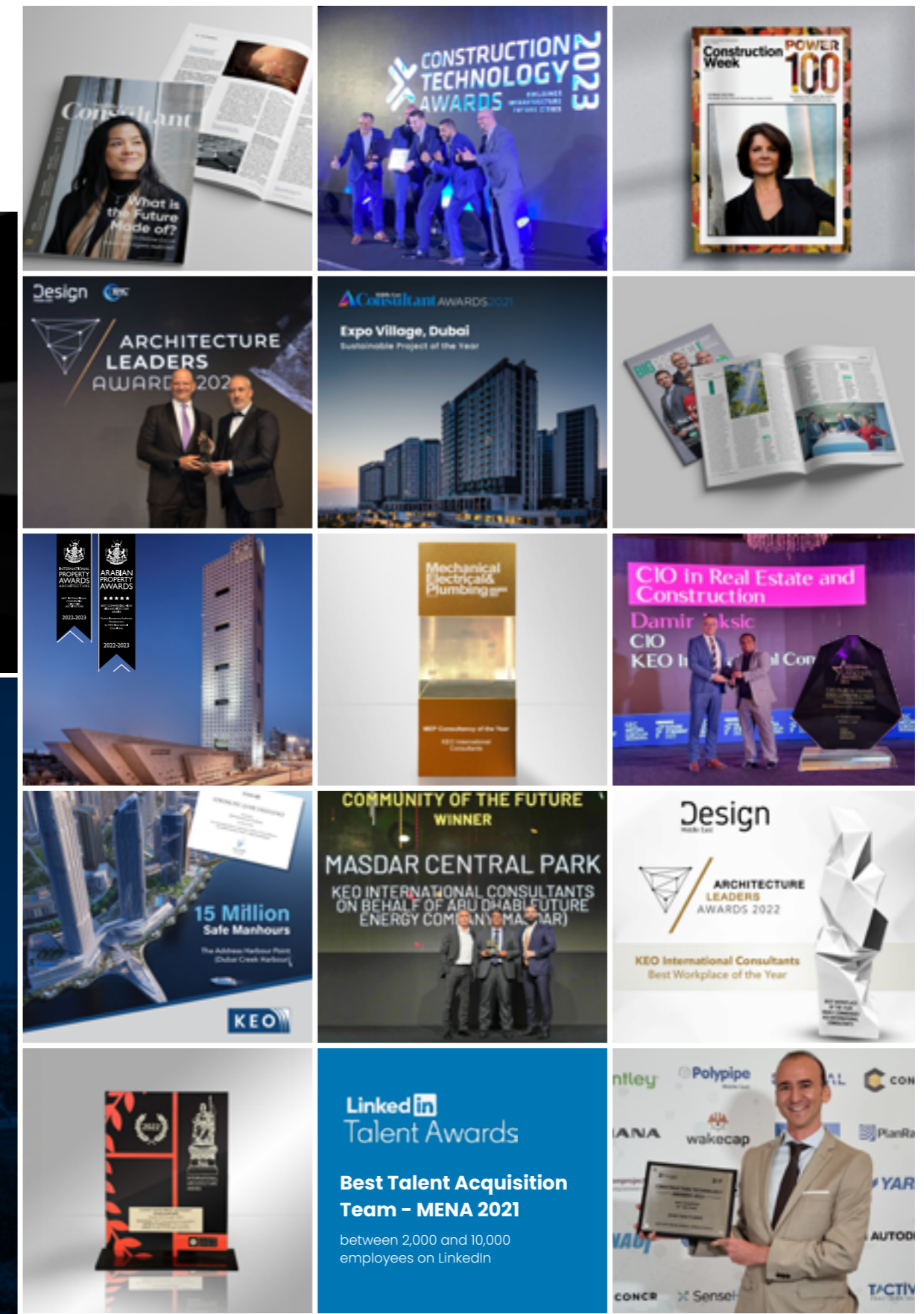
The Big List.  
The World Architecture Top 100. Annual Survey.

**REGIONAL TOP 10**  
**#01 in the Middle East**  
3 years in a row.

**SPECIALISMS TOP 10**  
#03 Project Management  
#04 Construction Management  
#07 Environment  
#04 Planning

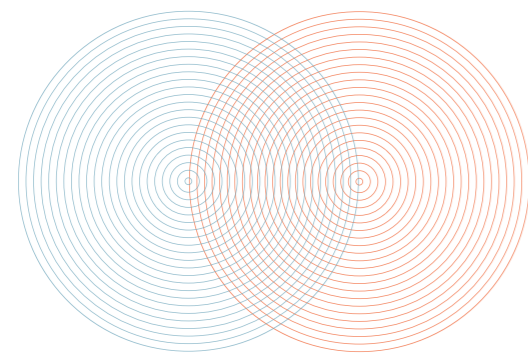
**MARKET SECTORS TOP 10**  
#08 Master Planning  
#03 Mixed-Use  
#08 Retail

**THE WORLD'S LARGEST PRACTICES**  
**#55 in the world**



# About this Report

KEO's 2022 Environmental, Social, and Governance (ESG) Report details our commitments, programs, and performance on ESG priorities



**Reporting year:**

All information reflects KEO's ESG activities covering calendar year 2022, unless otherwise noted.

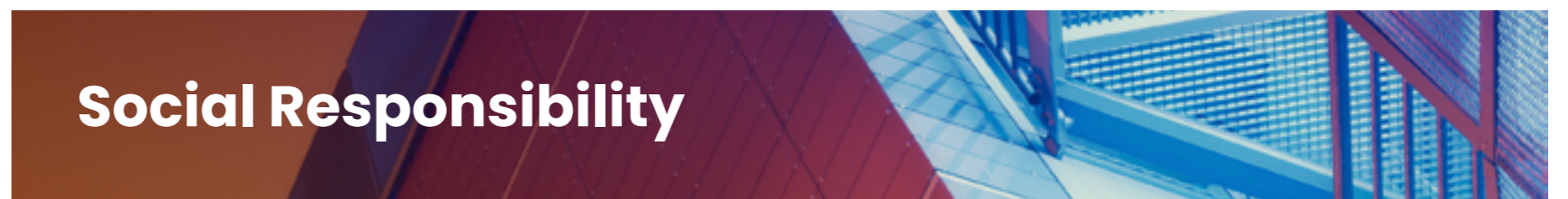
**Alignment to reporting frameworks:**

The report leverages reporting frameworks and standards such as the Global Reporting Initiative (GRI), Sustainable Accounting Standards Board (SASB).

**Appendix**

KEO's GRI Index maps the disclosures in this report against the metrics in these reporting frameworks, as relevant to our business.

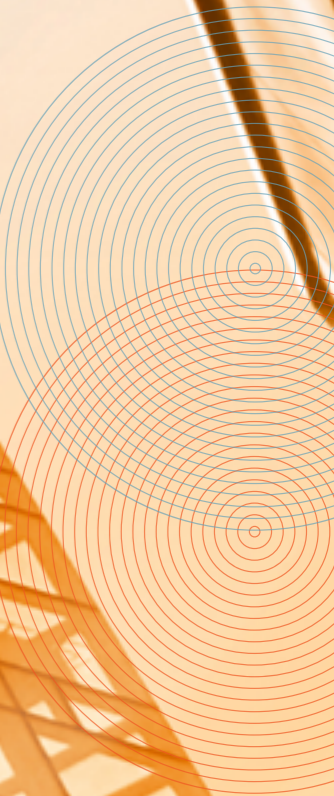
We also publish ESG data summary, which is included in Appendix



# Our Approach

## In this section

Materiality Assessment  
Engaging with our Stakeholders  
Our Contribution to the UN SDGs  
Looking Ahead



# Materiality Assessment

At KEO we recognize the importance of conducting a comprehensive materiality assessment and updating as a fundamental component of our environmental, social, and governance (ESG) approach.

In 2022, we carried out a comprehensive update of our materiality assessment to better comprehend the expectations our stakeholders have of KEO as a company and to foster significant advancements in our mutual ESG goals.

## Our Approach

Our materiality assessment is guided by a robust and inclusive process that ensures we capture a range of perspectives from both internal and external stakeholders. This process involves the following key steps:

### Identification

We begin by reviewing various ESG frameworks including SASB, MCSI, and GRI, industry best practices, and benchmarking against peer organizations to create an initial list of potential material topics.

### Engagement

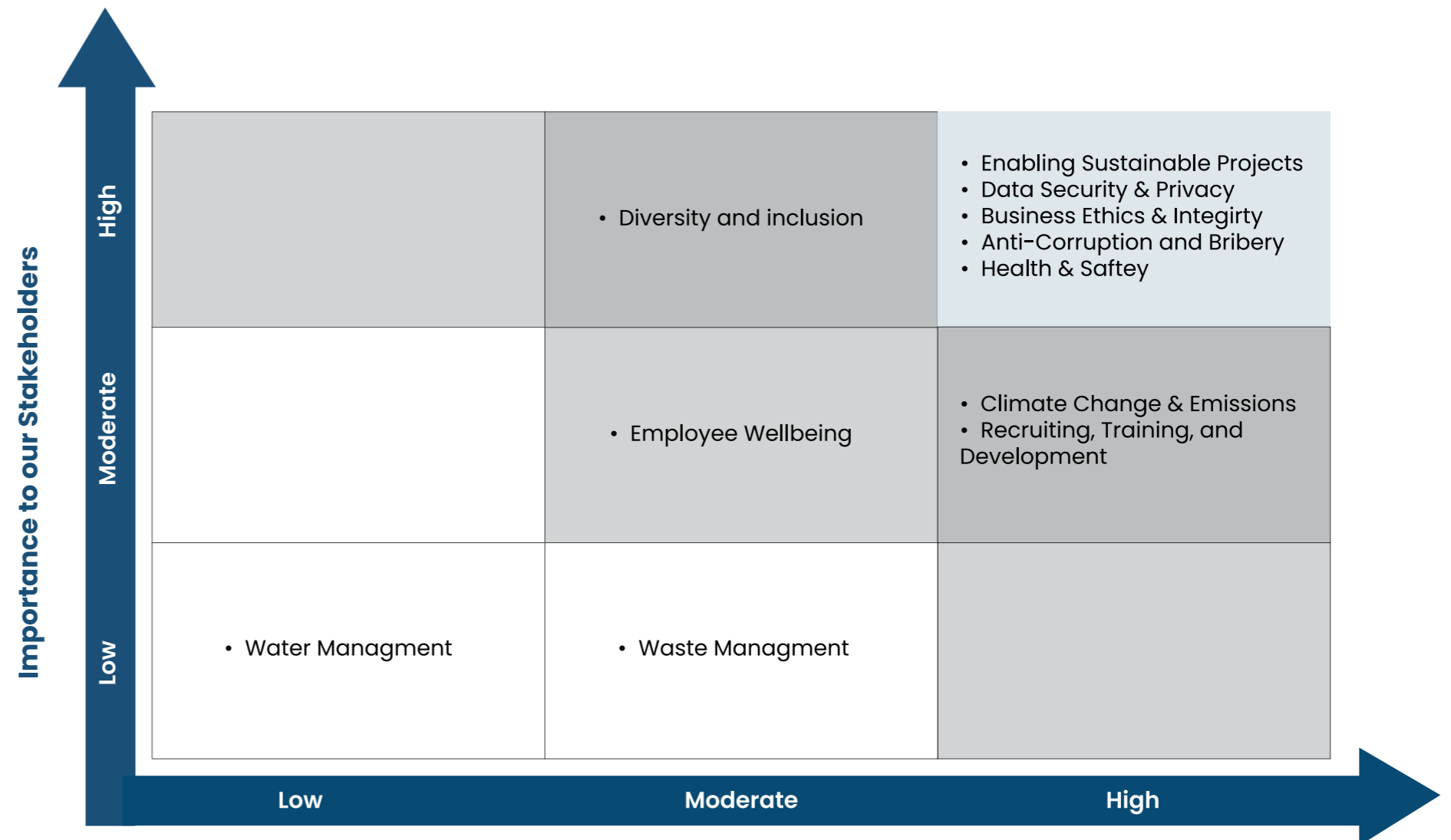
We actively involve internal and external stakeholders to gather insights and understand their expectations.

### Prioritization

We prioritize these topics based on their significance to our stakeholders and their potential impact on our business

### Review and finalization

Senior and Executive Management review and validate the prioritized list of material topics, with the support of our ESG specialists.



### ➤ The topics identified are:

- Enabling Sustainable Projects
- Data Security & Privacy
- Business Ethics & Integrity
- Anti-Corruption and Bribery
- Health & Safety
- Climate Change & Emissions
- Recruiting, training, and development
- Diversity and Inclusion
- Employee Wellbeing
- Waste Management
- Water Management

# Engaging with Our Stakeholders

At KEO, we recognize the importance of transparency and communication when it comes to our environmental, social, and governance (ESG) efforts. As we strive to create a positive impact on the world, we are proud to share our approach and future plans.

In 2022, we carried out an extensive update of our materiality assessment to better comprehend the expectations our stakeholders have of KEO as a company and to foster significant advancements in our mutual ESG goals.

## Our Approach:

Our engagement with stakeholders is guided by a profound sense of purpose, with an abiding responsibility to ESG dimensions:

- We value the input of our workforce and involve them in our ESG reporting by conducting internal surveys, hosting town hall meetings, and promoting open discussions on ESG-related matters.
- We maintain consistent communication with our clients to understand their evolving needs and priorities. By gathering surveys and both formal and informal feedback. Additionally, we examine our clients' environmental-social and governance reports and aspirations that are linked to our ESG practices, enabling us to better comprehend their emerging priorities and expectations.
- We engage with numerous governmental and regulatory authorities, while also gathering insights in ESG topics to ensure a comprehensive understanding of the evolving ESG trends.



By actively engaging with our stakeholders, we foster a culture of transparency, accountability, and continuous improvement in our ESG performance in addition to enhancing the quality of our materiality assessment. We remain committed to refining our materiality regularly.



# Our Contribution to the UN SDGs

KEO is devoted to advancing sustainable development and playing an active role in the global pursuit of the United Nations Sustainable Development Goals (SDGs). We acknowledge the interconnected nature of the SDGs and recognize that addressing one goal often has a ripple effect, contributing to the achievement of others. With this understanding, KEO supports all 17 SDGs to varying degrees.

We have identified the SDG areas that align best with KEO's unique strengths and capabilities. These goals and related targets represent the areas where we have the greatest potential for positive influence and action. Our commitment to sustainable development embraces the interdependence of the SDGs, ensuring that we contribute to a balanced and holistic approach towards achieving these global goals.

KEO is dedicated to contributing to the United Nations' 17 Sustainable Development Goals (SDGs) to achieve a better and more sustainable future for all. Our commitment to these goals is evident in our client service, our various projects, and initiatives.



# Looking Ahead

At KEO, we recognize the importance of transparency and communication when it comes to our environmental, social, and governance (ESG) efforts. As we strive to create a positive impact on the world, we are proud to share our approach and future plans.



## Advocating for change

Although our report focuses on the year 2022, we believe it is crucial to share our commitment to support the UAE's Net Zero by 2050 strategic initiative, which was solidified in 2023. On February 27th, during the 9th session of the National Dialogue For Climate Ambition (NDCA), our President and CEO, Donna Sultan, pledged our commitment to climate responsibility at Aldar Square, in the presence of the Minister of Climate Change and Environment, and the Group CEO of ALDAR. As a signatory to the Aldar Climate Change Pledge, we join other climate-conscious companies in publishing our decarbonization targets. This commitment reinforces our dedication to reducing our carbon footprint and contributing to a greener future for the UAE and the world.



KEO, represented by KEO President and CEO, Donna Sultan, joined other climate responsible companies, pledging its commitment to supporting UAE's Net Zero by 2050 strategic initiative

## Accountability and transparency

We are committed to continually enhancing our transparency and accountability to our people, our clients and our stakeholders

Our approach to ESG improvement focuses on proactively addressing environmental, social, and governance practices while embracing the risks and opportunities that arise from these factors. By acknowledging, understanding, and managing potential challenges and uncertainties.

To ensure continuous progress in our ESG performance, KEO is actively evaluating and implementing various improvement plans that involves regularly evaluating our ESG performance to identify areas of improvement, engaging with stakeholders to gather valuable insights and feedback on our ESG efforts,

and implementing innovative solutions and technologies to minimize our environmental impact and maximize resource efficiency.

As we progress in our ESG journey, our leadership team demonstrates their commitment and oversight in upholding ESG values and principles. Their engagement positively influences our ESG efforts and drives continuous improvement. We also focus on fostering a culture of sustainability and social responsibility within our organization through training, education, and employee engagement.

By maintaining a transparent and proactive approach to ESG, we enhance our resilience and seize opportunities for growth and improvement.

# Environmental Sustainability

## In this section

- Climate Change & Emissions
- Water Management
- Waste Management
- Enabling Sustainable Projects

## 2022 Highlights

**6%**

Scope 1 Emissions Reduction

**8%**

Scope 2 Emissions Reduction

**10%**

Reduction of Energy Use Intensity (EUI)

**33%**

Waste Diversion from Landfill

## Eco-friendly Operations

'Environmental' - component of ESG is at the core of the growth of ESG, addressing the impact on the physical environment, both directly and across the supply chain while highlighting the commitments to climate events as well as associated risks. Our commitment to the environment extends across the value chain: from responsible sourcing to smarter design and construction to more efficient operations and maintenance systems. We continuously strive towards achieving our targets on GHG reduction, water efficiency, waste, and recycling, while effecting long-term change by proposing low-carbon building solutions to our clients. We support our clients by providing our excellent expertise to reduce their emissions whilst tracking and reducing emissions we generate in our value chain. Our sustainable processes are maturing and further embedding themselves within our day-to-day operations, helping to see tangible risks and opportunities for the stakeholders. By prioritizing environmental sustainability across our value chain, we are better equipped to mitigate risks related to climate change, pollution, and resource depletion.



# Decarbonization

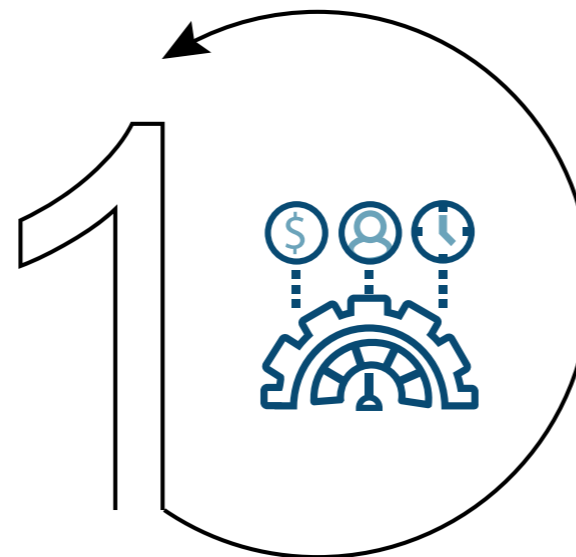
To decarbonize our community at pace, KEO collaborates with the stakeholders to develop an ecosystem that supports the Net-Zero journey.

Understanding the urgency of climate action, we are committed to tackling this globally alarming issue. Our commitments align with the work we do, helping clients transform their approach in design, construction and operation to embed deeper and impactful actions.

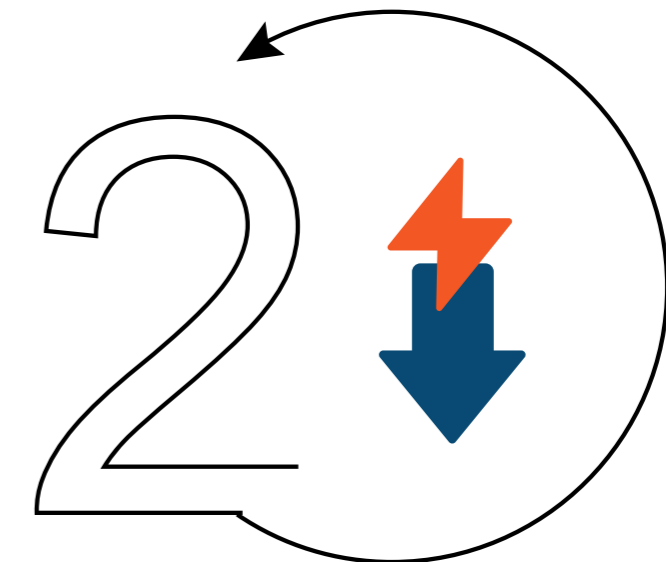
KEO recognizes the scale of carbon reduction essential to stay on track to attain the Vision 2050-Net-Zero. We help business to reduce the GHG emissions by proposing energy efficiency followed by a shift to clean energy, as well as ensuring sustainability during operational phase.

Collaborating with some of the largest developers in the middle eastern region, we have developed decarbonization strategies and actional plans to help them attain their Net-Zero ambitions.

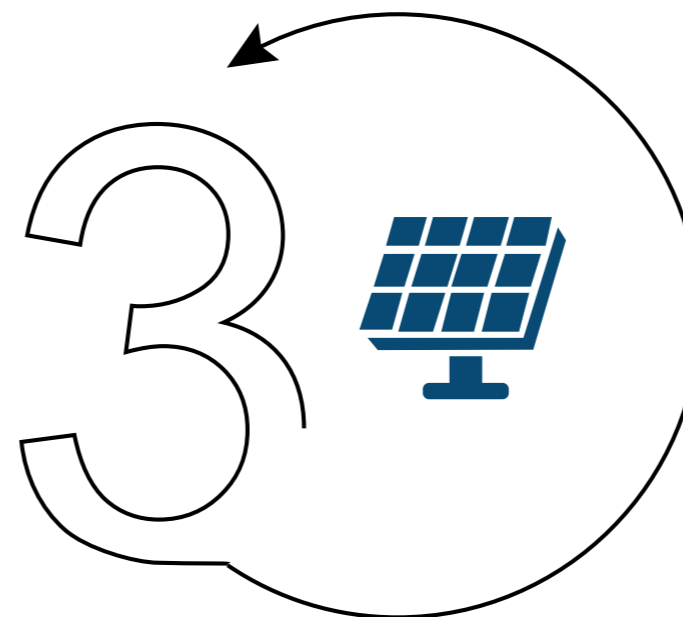
KEO is committed to the development of sustainable and environmentally conscious projects incorporating inclusive, safe, sustainable, and resilient infrastructure in-line with the UN Sustainable Development Goals (SDGs).



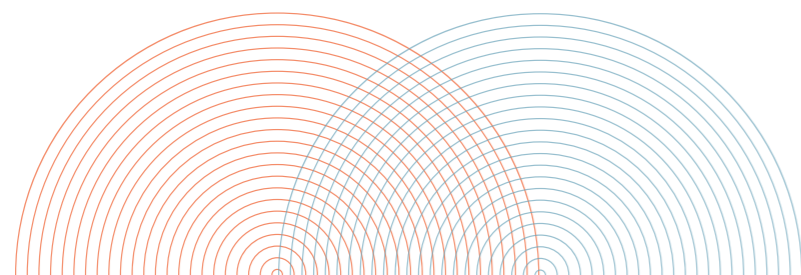
**Count**  
Counting and verifying the operational performance



**Reduce**  
Proposing solutions for GHG Emissions reduction at both Community and Building-Level



**Shift**  
Exploring Clean Energy Opportunities



# Climate Change & Emissions

We cannot manage what we don't measure. Continuous measurements and disclosures allow us to understand the current trend to activate granular strategies, thereby improving the ESG rating. Maintaining a positive environmental performance is a key aspect of determining the expectations of the future value of KEO.

As we collectively face climate change, it is crucial to get aboard to limit global warming to 1.5°C. We strongly support the 'Race to Zero' Campaign of 'Halving the emissions by 2030 and reaching net zero by 2050'. Our leaders from across our globally operating offices have engaged themselves in the climate action plan to attain the targets for collectively leading to a low-carbon future. We set an example for our clients by showcasing our Eco-friendly operations and encouraging them to participate in the drive toward reduced emissions.

We are committed to continually enhancing our transparency and accountability to our people, our clients and our stakeholders

Our approach to ESG improvement focuses on proactively addressing environmental, social, and governance practices while embracing the risks and opportunities that arise from these factors. By acknowledging, understanding, and managing potential challenges and uncertainties.

To ensure continuous progress in our ESG performance, KEO is actively evaluating and implementing various improvement plans that involves regularly evaluating our ESG performance to identify areas of improvement, engaging with stakeholders to gather valuable insights and feedback on our ESG efforts, and implementing innovative solutions and technologies to minimize our environmental impact and maximize resource efficiency.

We generate direct (Scope 1) and indirect (Scope 2 and Scope 3) GHG emissions from our office operations, with Scope 2 and 3 representing the largest sources.

**Scope 1 Emissions:**

Emissions resulting from transportation of materials/products/employees in company-owned fleet sources. Additionally, any refrigerant emissions released during the use of any air conditioning equipment fall under this category.

**Scope 2 Emissions:**

Emissions generated from purchased electricity that is used for the operations of the offices. This is one of the major contributors to GHG emissions and has significant opportunities for reduction.

**Scope 3 Emissions:** Emissions arising from the following activities

- **Category 1: Business Travel** – the emissions associated with air travel.
- **Category 2: Employee Commuting** – the emissions released from commuting to work by private vehicles.
- **Category 3: Waste** – the emissions associated with transport (recycling facility/landfill) and sorting of recycled materials.
- **Category 4: Third-party Services** – the emissions associated with sub-consultants hired by KEO.



**6%**

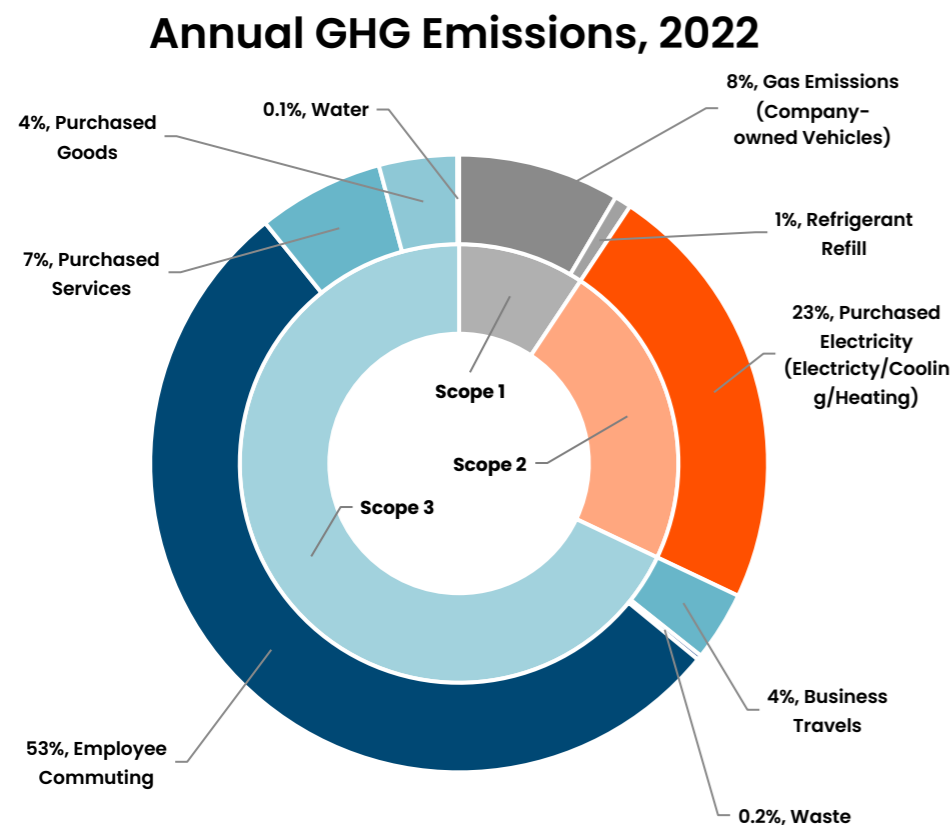
Scope 1 Emissions Reduction

**8%**

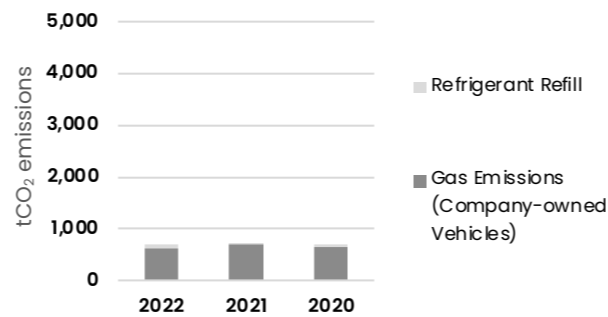
Scope 2 Emissions Reduction

# Climate Change & Emissions

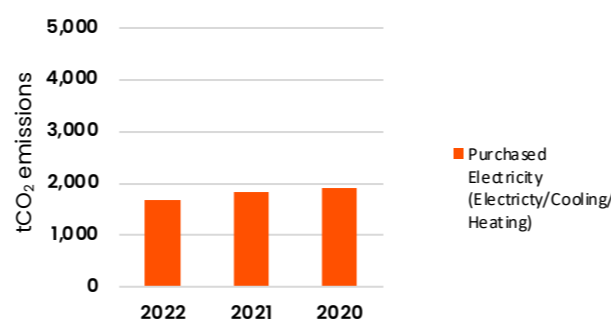
Having an understanding of the distribution of GHG emissions for each scope and category paves the way for evaluating and selecting effective strategies for decarbonization. Scope 3 Emissions has the largest contribution.



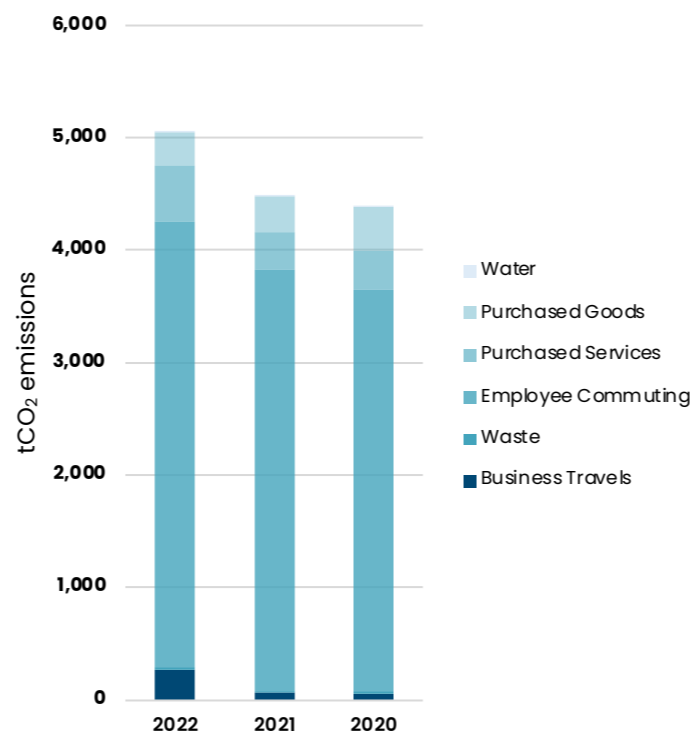
### Annual Scope 1 Emissions



### Annual Scope 2 Emissions



### Annual Scope 3 Emissions



- In 2022, overall, 7,441 tCO2e Scope 1,2, and 3 emissions from KEO operations, with the following segregation:
- 
- 
- Scope 1: 695 tCO2e (9%)
- Scope 2: 1,690 tCO2e (23%)
- Scope 3: 5,057 tCO2e (68%)

**Scope 1** emissions were reduced in 2022 primarily due to the lesser usage of company vehicles. The usage of company vehicles was primarily from Kuwait and Qatar offices. In these offices, the number of employees reduced by 12-13% in 2022.

**Scope 2** Emissions have reduced in 2022 in comparison with 2021.

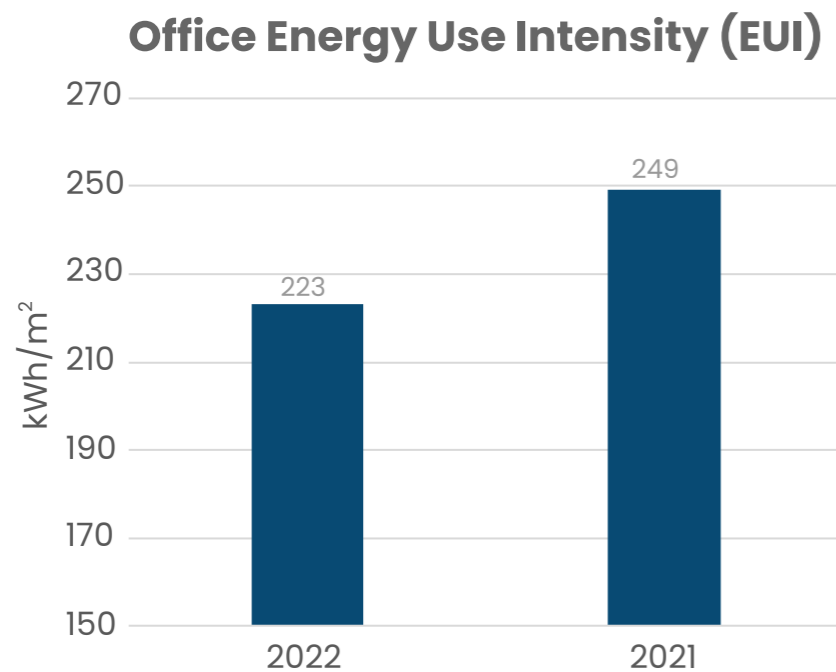
**Scope 3** Emissions arise from waste, employee commuting, business travel, and purchased goods and services. Employees commuting to and from work contribute maximum to the Scope 3 emissions. Most of the business operations of KEO are within the Middle East. As the business started growing significantly in the European region in 2022, the Scope 3 emissions associated with Business Travel rose.



Operational Expansion	Percentage Increment in 2022 vs 2021
Employees	11%
Office Footprint	4%

# Climate Change & Emissions

In 2022, KEO consumed approximately 3,442 MWh of energy from electricity, and district cooling/heating with a 6.6% decrease in the consumption of 2021. Our average office energy use intensity (EUI) for 2022 is 223 kWh/m<sup>2</sup>/year calculated using the total office energy consumption divided by the total area of these offices.



Utility bills specifying consumption in kWh are used to account for the most accurate activity data, including all electricity consumed from the grid. By accounting and reporting Scope 2 emissions, opportunities to improve business operations are highlighted. With the support of our in-house departments and KEO-specific databases, we have drawn an overall emissions profile for our downstream activities.

The activity data is compiled across 8 offices, representing 100% of the total KEO office footage. However, there are some data missing for some months, which have been calculated based on mathematical assumptions. The emissions associated with third-party service providers are approximated based on the percentage of sub-consultants hired by KEO. We continue to work towards obtaining full monthly activity data across our entire operation.

With our continued contribution toward energy and emissions reductions, we will consistently sustain and improve measures in the years ahead and decrease our dependence on grid-based electricity.

GHG Emissions	tCO <sub>2</sub> e	
	2022	2021
Scope 1 - Direct	695	741
Scope 2 - Indirect Emissions	1,684	1,837
Scope 3 - Indirect Emissions	1,071	846



The strategies we are incorporating to achieve our targets involve reducing operational emissions, fleet, and procurement activities.

- Office Operational Energy – Scope 2 and 3
  - Enhanced energy efficiency with LED lighting and lighting controls/Sensors
  - Refurbishing HVAC systems
  - Continued transition to cloud-based services
- Business Travel – Scope 3
  - Encourage remote meetings
  - Reduced travel monetary budgets
- Employee Commuting
  - Locate offices near public transportation, where available
  - Remote working options
- Other sources
  - Waste sorting and increased recycling
  - Informed procurement to avoid unnecessary wastage

# Water Management

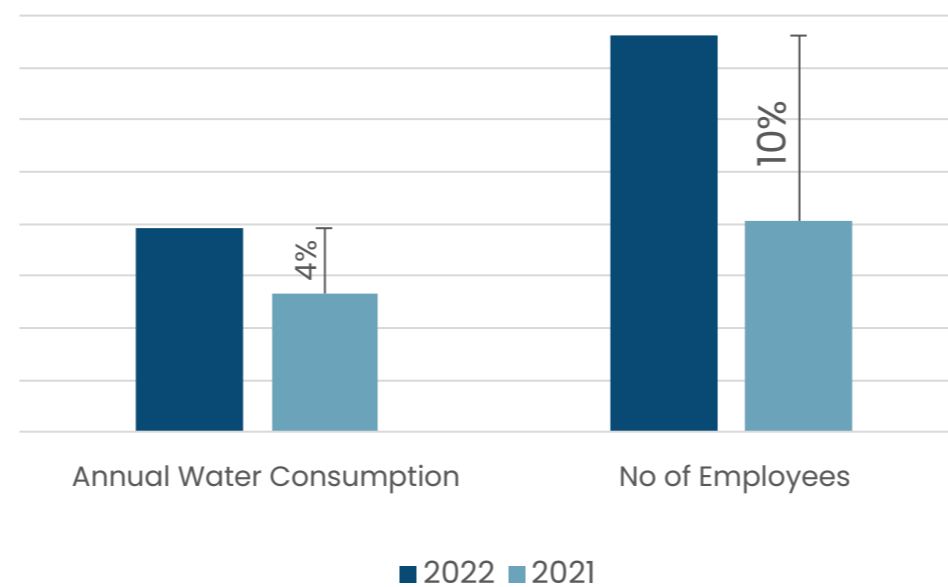
With the rising pressure on resources associated with a rapidly growing urban economy, water management is of critical concern. Especially in the countries we operate in, typically characterized by potable water produced by desalination plants and their inherent energy-intensive practices. We collaborate with the FM&A department to adopt water efficiency measures.

Across all our offices, we have installed low-flow sensor-based fixtures and fittings to accommodate water sustainability. Additionally, we have provided signage in the washroom facilities to encourage mindful usage of water to our staff.

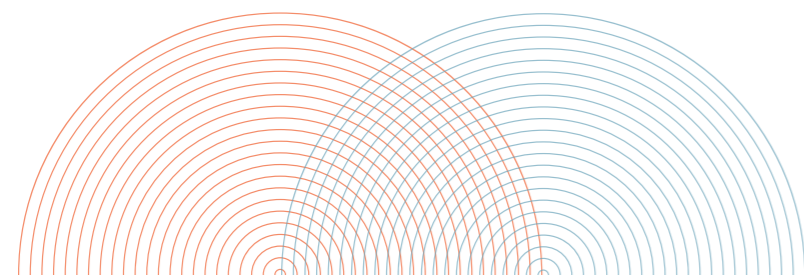
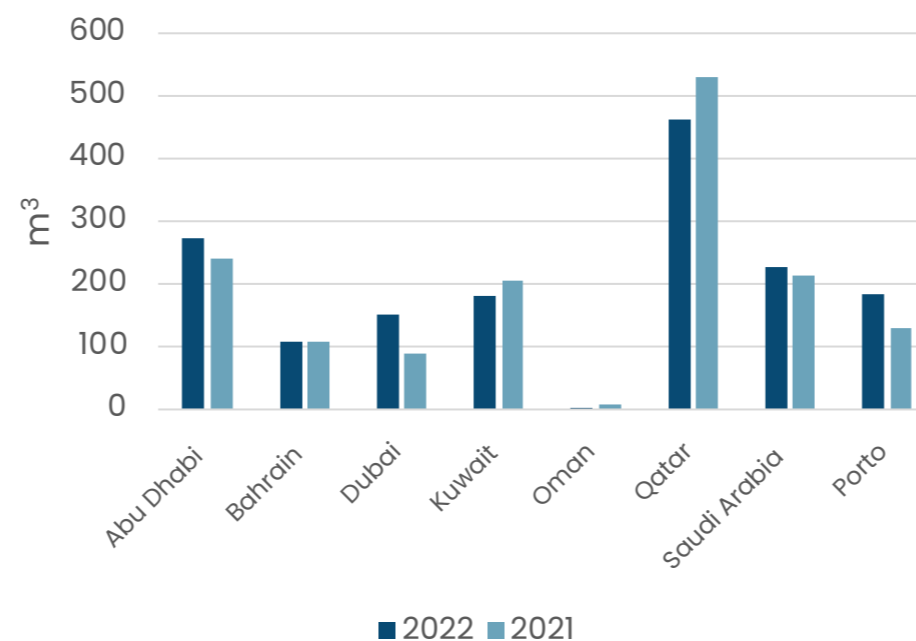
In the reporting cycle of 2022, we expanded the data collection of water-use to include more offices. As some offices are a part of towers, there is no separate water data available. In these cases, water usage is estimated in proportion to average office occupancy for all operating regions.

In 2022, a total of 1,596 cubic meters of water usage from washroom and kitchen operations was calculated for all operating offices. The water consumption increased by less than 5% as compared to 2021 partially owing to the number of employees increase in 2022. The Covid-19 pandemic continued to impact office activities in 2021 with many employees working remotely, consequently leading to lower usage in that year.

**Water Use vs Employee Count**



**Water Consumption, m<sup>3</sup>**



# Waste Management

At KEO, we understand that our office operation contributes to material demand and waste generation globally. Therefore, we encourage our staff to make informed decisions for procurement as well as for daily activities.

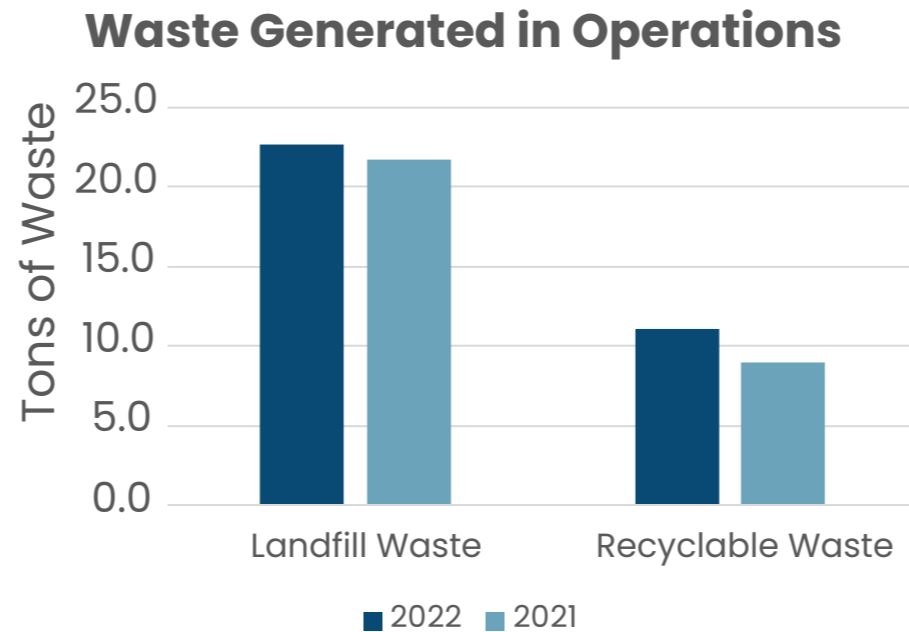
Our FM&A team monitors the waste generation closely to ensure we are compliant with local and international regulations and to implement reduction measures through awareness campaigns and recycling.

All printers are set to double-sided printing by default, and additionally, we limit the need for printing with the transition to cloud-based services. We have been practicing paper and plastic recycling for several years. Every office is provided with accessible and clearly labeled containers in the common spaces for the storage and collection of source-segregated waste. We have eliminated under-desk bins from each workstation to improve waste segregation. We have introduced paper cups in the kitchens and pantries, reducing reliance on plastic cups. Additionally, our electronic equipment reaches the end of its life cycle, it's reused, donated, or recycled in a responsible manner.

## 33%

Waste Diversion from Landfill

Type of Waste	Unit	2022	2021
General Waste	Tons	22.7	21.7
Recyclable Waste	Tons	11.1	8.9



In the reporting cycle of 2022, our offices produced 34 metric tons of operational waste out of which 67% is sent to landfill while the remaining 33% is recycled. There is an increase of approximately 10% for the waste in 2022, owing to the increase in the capacity of our operations both in terms of the number of employees as well as footprint.

There is an increase of 24% of recyclable waste such as paper, cans, plastic, produced in operations. In the year 2021, some of the offices was just set-up and consequently did not have segregation of recyclable waste.

As compared to 2021, there is nearly 4% more waste diversion from landfill in 2022.

2022



33%

2021



29%

Waste Diversion Rates



### KEO's Abu Dhabi office named KEO's top recycler of 2022!

The team collected 6,500 kg of waste for recycling which, otherwise, would have been destined for landfill. An incredible amount!



# Enabling Sustainable Projects

Our investment in sustainability and environmental services is depictive of our corporate social responsibility to embrace the vision of achieving quantifiable sustainability benefits in our projects. At KEO, we seek to ensure strategic design solutions in our projects at every stage to address sustainability challenges to create shared progress across markets and industries.

We adapt a holistic approach to our projects extending beyond planning and design. Each of our projects have sustainability coordinators who are accomplished at developing and implementing sustainability criteria throughout each project's life cycle as well as minimize any associated risks.

The biggest contribution KEO can make to climate action plan is to encourage our clients to participate in the drive towards decarbonization helping them turn commitments to action plans with our advisory and consulting services. We identify environmental opportunities of projects from the design onset through the construction, operations, and end of life, while addressing any potential risks and constraints. Our expertise is not limited to new design but also extends to existing buildings.

KEO partners with its clients to aid them in understanding their Net-zero ambitions. We engineer strategies and roadmaps toward achieving Net-zero carbon objectives and advise on technical guidelines while taking future regulations into account. Some of our projects involved developing the net zero concept design to a detailed design approach providing the basis for further operation and maintenance. For most real-estate developers, scope 3 value chain emissions is the largest contributor. We help our clients to reduce these emissions by proposing sustainable solutions in the design and operations of their projects. KEO aids organizations to evaluate their current GHG emission and set reduction goals while developing strategies to attain them.

We also track the current sustainability trends and integrate them with our deep technical insights to create unique opportunities for Clients. At KEO, we collaborate with local universities and research laboratories to explore the most suitable sustainable solutions in the market. We integrate our technical experience with academic knowledge to assess new products in collaboration with suppliers and service providers.



# Social Responsibility

## In this section

Recruiting, Training, and Development  
Diversity and Inclusion  
Health, Safety, and Environment  
Employee Wellbeing

## 2022 Highlights

**7,080**

Hours of training delivered

**1,585**

Performance Review delivered

**40.1%**

KEO Non Site construction business units workforce are female

**7**

Fitness challenges, wellness programs, and team building activities delivered in 2022

### Office HSE

ZERO Dangerous Occurrences  
ZERO Lost time incident  
ZERO Fatality  
ZERO Minor Accident injury

## Doing Good

At KEO, we are dedicated to supporting our Staff members who are the key driving force behind KEO's success. We equip our staff with the information, guidance, and tools needed to help them perform the "KEO Way" at the highest standards.

We seek to empower our people regardless of their background, gender, or age for professional and personal excellence.

We are committed to providing a safe and healthy workplace for our employees and visitors. We aim to prevent occupational illness and injury in the workplace and continually improve health & safety practices and performance. We believe that all tasks can be accomplished in a safe manner and in compliance with relevant health & safety legislation, codes, standards, and practices.



# Recruiting, Training & Development

At KEO, we are committed to providing all employees with opportunities for continuous improvement. The aim is to build a dynamic and creative environment with people working together, in high performing teams. Our Management and Learning system are designed to empower our employees with the knowledge, systems, and processes needed to achieve excellence



## Learning and Development

Training is an essential component of fostering a culture of continuous learning and development within KEO. It is important that our employees are well versed with the up-and-coming ways of working and technology within the construction industry. During 2022, KEO delivered 7,080 hours of training to upgrade employees' skills in latest design and project management technology. On average 4 hours of training per employee were provided in 2022.

The total hours of training has increased by 18% compared to the latest reporting period.

In 2022 different training programs were implemented like LinkedIn Learning, Internship Program, Mentorship Program, and External Programs for PMP Certification, which help in providing comprehensive assistance and opportunities for our employees to update and upgrade their skills.

KEO formed a unique partnership with LinkedIn to provide employees with an all-access pass to "LinkedIn Learning". The all-access pass allowed all KEO staff to take courses relevant to their profession and/or explore wider topics of interest. Each course provided the opportunity to earn certificates or credits toward professional certification exams, with approximately 5,844 courses taken across the business, equating to around 7,068 learning hours.

## Performance Review

Falling in line with the Core Value – We Value Our People, our Executive leadership with the firm lead and develop respectful and effective communication and working relationships with employees, and executive management team at all times. They provide clear performance objectives, feedback and coaching, work assignments and developmental opportunities that support individual and team delivery and capability growth. The Performance Management system provides regular feedback to employees on their performance and progress towards their goals. This helps employees to identify areas where they need improvement and take steps to address them.

Overall, our Performance Management and Learning system is an essential tool for helping our employees achieve excellence in their work while also ensuring that they feel supported and valued by the company.

In 2022, KEO successfully delivered 1,585 End of Year Performance Reviews and Goals Setting sessions, with 20% of them for female and 80% for male employees.

**7,080**

Hours of training delivered

**1,585**

Performance Review delivered

**18%**

Increase in hours of training delivered comparing to 2020



# Diversity & Inclusion

Diversity can be defined along various dimensions, recognizing our individual differences – race, ethnicity, gender, socio-economic status, age, physical abilities, religious beliefs, political beliefs, or other ideologies.

KEO's Performance is founded upon integrity, result, innovation, safety, and our people. Comprising Over 60 different nationalities we embrace diversity and recognize its' contribution to success wherever we work. We seek to empower our people with the knowledge, system, and process needed to achieve excellence both professionally and personally, regardless of their backgrounds



### Policies and Practices

KEO affirms its unwavering commitment to fostering diversity and promoting equal opportunities within its organization. We are actively working to develop a comprehensive diversity and equal opportunity policy that will be released in 2023. Our diversity and equal opportunity policy represents a crucial aspect of our ongoing efforts to cultivate an inclusive and equitable workplace culture.

### Workforce Demographics

The executive management team are seasoned experts in the industry and tie together our Core Values giving direction to KEO's operations across the GCC and Europe market.

We are proud to say that our CEO Dona Sultan have been selected as CEO of the Year at Design Middle East Architecture Leaders Awards 2022 and the Middle East Women Leader 2022.

In 2022, the executive management staff comprised of 20% of women.

At KEO, We prioritize diversity and inclusion, recognizing the value of a varied workforce. Our employee's distribution by division reflects this commitment.

In terms of gender diversity. Excluding on-site staff, The percentage of female employees has increased significantly to comprise 40.1% of the overall workforce. This figure marks a substantial improvement compared to the 27% recorded in 2021, understanding KEO's commitment to advancing gender diversity. KEO's efforts in attracting, retaining, and promoting women have contributed to a diverse talent pool, offering a more comprehensive range of skills, perspectives, and experiences. KEO's diverse workforce fosters a culture of creativity and innovation

Regarding age groups, Employees under 30 years make up 10% of the workforce, while Employees between 30 to 50 years make up 67%, reflecting a dynamic and diverse talent pool. Lastly, employees over 50 years old make up 23% in 2022.

In some divisions, The number of Females employees exceeds males such as in Finance department, or equal to male employees like in InSite, and Human resources departments.

KEO believes in creating an inclusive environment for both men and women based on merit which extends to ensuring that there is no pay disparity between both genders for performing similar job roles.

**20%**

Women in Executive Leadership

**40.1%**

40.1% KEO Non Site construction business units workforce are female"

**13%**

Increase in Female representation comparing to 2021

**77%**

Of KEO's employees are under the age of 50



# Health, Safety, and Environment

At KEO, we are committed to providing a safe and healthy workplace for our employees and visitors. We are committed to preventing occupational illness and injury in the workplace, continually improving health and safety practices and performance. We believe that all tasks can be accomplished in a safe manner and in compliance with relevant health and safety legislation, codes, standards, and practices.

## Occupational Health and Safety Management

All KEO employees are required to take reasonable care of their own and others' health and safety and implement KEO's health and safety requirements in all work locations. KEO recognizes that an effective health and safety program requires senior management leadership. To achieve this, KEO provides appropriate and suitable health and safety training for all employees, consults with employees, encourages their participation in health and safety matters, and provides health and safety advice, information, and solutions for all employees, stakeholders, and other interested parties.

KEO's target in 2022 is to achieve 0.02 for internal Lost Time Injuries based on 100,000 hours.

## Compliance & Incident Reporting

In 2022, KEO recorded a total of 3,880,815 hours worked on-site. We are proud to highlight our outstanding health and safety performance along the year, with zero fatalities resulting from work-related injuries and illnesses. Furthermore, we achieved zero of dangerous occurrences, minor accident injuries, and work-related illness. These accomplishments are a testament to our HSE policy, continuous improvement efforts and the collective commitment of our team to maintain the highest standards of health and safety in all KEO offices and aspect of operations.



**0%** 

Dangerous Occurrences Frequency Rate

**0%**

Fatality Incident Rate

**0%**

Lost Time Incident Frequency

**0%**

Minor Accident Injury Frequency

**0%**

Work-related Ill health

# Employee Wellbeing

KEO highly values its employees and places great emphasis on encouraging a positive corporate culture. We firmly believe in fostering both personal and professional growth by offering a wide range of initiatives such as fitness challenges, wellness programs, and team-building activities.

During 2022, KEO delivered many programs. KEO hosted the Annual Steps Challenge, which saw an impressive participation of around 500 employees. This event encourages everyone to increase their physical activity and take steps towards a healthier lifestyle.

In addition, KEO organized a Cleanup Drive in Qatar, UAE, and Kuwait, where 100 dedicated individuals came together to contribute towards the cleanliness and environmental sustainability of these regions.



Also, One of the memorable events was "on Top of the World" in KSA, where 70 participants embarked on an exciting adventure, and hiked a few kilometers to watch the magnificent sunset from the top of the cliffs.

Another event was the "Run Kuwait" where 20 staff from across multiple divisions participated in either the 5 or 10k races, raising money for the Fawzia Sultan Healthcare Network which supports the Children's Evaluation and Rehabilitation Center (CERC) in Kuwait.

Moreover, KEO was brilliantly represented at the 2022 London Marathon by 3 of our team who each had an incredible time running the 42.19 Kilometer course.

Lastly, along with Ministry of Environment and Climate Change (MOECC) in Qatar, 60 of KEO's volunteers helped transfer the critically endangered Hawksbill turtle eggs closer to the water, helped with the hatching, and guided the newly hatched baby turtles to find their way to the water.

At KEO, we understand the significance of engaging in social events promoting friendship, well-being, and personal growth, and we provide our employees with such meaningful experiences.

**500**

Participants in Annual Steps Challenge

**250**

Participants in team building activities

**7**

Fitness challenges, wellness programs, and team building activities delivered in 2022

# Governance Excellence

## In this section

Data Security & Privacy  
Business Ethics & Integrity  
Anti-Corruption & Bribery

## 2022 Highlights

**0**

Ethics-related incidents or violations in 2022

**95%**

Employees completed anti-corruption training in 2021-2022

**100%**

Employees completed training in business ethics in 2022

## Leading with Integrity

At KEO, we consistently strive for governance excellence. Our leadership is characterized by integrity, with a strong emphasis on comprehensive data security, rigorous business ethics, and an unwavering stand against corruption. Through continuous improvement and adherence to industry best practices, we maintain the trust of our stakeholders.

# Data Security & Privacy

At KEO, we understand the importance of safeguarding the data of our clients and employees. We continuously focus on enhancing our information security management systems, making data privacy and protection a top priority.

## Information Security Management

KEO International Consultants has implemented robust processes and management approaches to ensure data security and privacy throughout the data lifecycle. Key performance indicators (KPIs) include security incident rate, response time employee training completion and vulnerability remediation time. Policies cover access control, incident response and data retention. Achievements include the successful implementation of a security framework, zero trust connectivity, robust incident response via service desk, and ongoing employee training. Challenges faced include the evolving threat landscape, regulatory changes, insider threats, third-party risk, and balancing security with usability.

Throughout the reporting period, we have been committed to providing a secure environment for our clients and employees, with a focus on incident prevention and prompt response.

0

Regulatory complaints, indicating high compliance

207

Employees successfully engaged in our 'Learn with KEO IT - Protect KEO Information & Protect Your Identity' program



During the year, KEO experienced a low number of security incidents. We received one substantiated complaint from an external party, which we promptly addressed and resolved. No complaints were received from regulatory bodies, highlighting our commitment to maintaining a high level of compliance with data privacy regulations.

## Data Privacy Compliance and Best Practices for Clients and Employees

KEO follows relevant data protection regulations and adopts industry best practices to ensure data privacy compliance. We continuously review and update our management approach to stay current with the data protection best practices.

We provide comprehensive training to all employees. As part of our onboarding process, new employees receive training on data security and privacy protocols, emphasizing the importance of safeguarding sensitive information. This training covers various aspects of data protection, including proper handling of confidential data, secure communication practices, and adherence to privacy regulations.

In addition, the "Learn with KEO IT - Protect KEO Information & Protect Your Identity" intuitive demonstrates our commitment to engaging employees in security-focused training to ensure that our workforce remains well-equipped to handle the challenges of today's rapidly changing digital landscape.

## Threat Protection

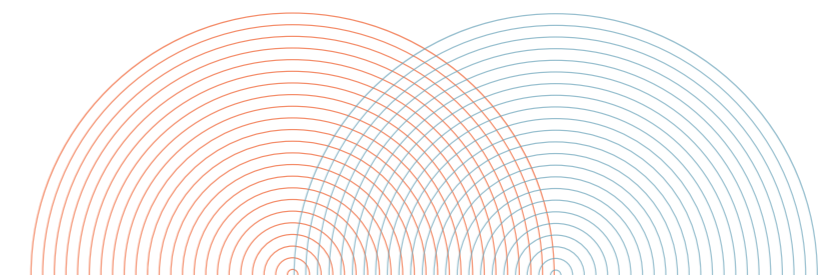
The "Threat Protection Status" highlights the significant efforts made by our IT team in detecting and mitigating threats before they can impact our email delivery system. KEO's IT department continuously monitors and analyzes potential threats to our data security. Our proactive approach, combined with cutting-edge technology and robust security policies, helps protect sensitive information from unauthorized access and potential data breaches.

As an example, in March 2022, our IT team prevented a significant number of phishing emails using various security measures, as shown in the statistics below:

1. Our systems caught 37,000 cases of 'Spoof DMARC' and 13,424 cases of 'Spoof external domain' threats, which are serious risks.
2. Our systems only found 7 instances of 'File reputation' threats, indicating high-level security.
3. We effectively managed impersonation attempts, catching 899 'Impersonation domain' and 754 'Impersonation user' threats.

These numbers show that our systems are actively protecting us against a variety of threats, which is a great sign of strong security.

KEO will remain vigilant in protecting the sensitive information entrusted to us, ensuring that our information processes and management approaches stay aligned with industry best practices and regulatory requirements.



# Business Ethics & Integrity

At KEO, our ethical conduct is Informed by our Core Values, which shape our corporate culture and guide all our decisions. Every member of our organization shares the responsibility of upholding these values, fostering a culture of integrity, ethical decision-making, and accountability.

## Code of Conduct and Ethics

KEO International Consultants maintains a stringent Code of Conduct and Ethics, documented in our "01 Ethical and Professional Standards" guide. The guide houses policies such as the Business Ethics and Professional Conduct Policy, Anti-Corruption and Anti-Bribery Policy, Conflict of Interest Policy, Confidentiality and Proprietary Information Policy, and KEO 'Speak Out' Policy (Whistleblowing).

The Code of Conduct forms the basis for all our operations, reflecting our commitment to honesty, fair dealing, ethical conduct, and compliance with applicable laws and regulations. It ensures our commitment to sound, ethical business practices is communicated to all stakeholders, including our employees, business partners, and the general public.



## Compliance and Training Programs

Understanding that our commitment to ethics and professionalism requires active implementation, we have established comprehensive training programs across the firm. These programs include Anti-Bribery and Anti-Corruption Compliance Training, Anti-Bullying Anti-Harassment Compliance Training, and 'Speak Out' 'Whistleblowing' Compliance Training.

We are pleased to report that in 2022, we had no incidents of non-compliance with laws and regulations, no instances of discrimination, and no ethics-related incidents or violations, demonstrating the effectiveness of our compliance programs and ethical standards.

By demonstrating our adherence to ethical and professional standards in all aspects of our work, we strive to maintain and enhance our reputation for professional excellence and ensure sustainable growth. Our continued commitment to these standards is an integral part of our broader effort to contribute positively to our communities and the world.



0

Number of incidents of non-compliance with laws and regulations in 2022

100%

Of the employees have received training in Anti-Bribery and Anti-Corruption, Anti-Bullying Anti-Harassment, and Whistleblowing

0

Number of instances of discrimination in 2022

0

Number of ethics-related incidents or violations in 2022.

# Anti-Corruption & Bribery

At KEO, we take pride in our zero-tolerance approach toward corruption and bribery. Upholding high ethical standards in all our operations is paramount, and we have implemented a comprehensive set of policies and procedures to ensure we maintain these values.

## Policies and Compliance Management:

Our Anti-Corruption and Anti-Bribery Policy, along with the Business Ethics and Professional Conduct policy, Conflict of Interest Policy, Confidentiality and Proprietary Information Policy, and 'Speak-out' Policy (Whistleblowing), provide clear guidelines for all employees and contractors.

Our organization has a well-defined structure for managing compliance with the Anti-Corruption and Anti-Bribery Policy, anti-corruption efforts are overseen at a board level and a dedicated compliance officer has been appointed to oversee adherence to all key performance indicators (KPIs) outlined in the policies. Our company maintains channels for employees to seek guidance and confidentially report any suspicion of

corruption. In addition, the CEO's Anti-Corruption Statement is prominently displayed at the front desk/reception of all company offices, reinforcing our commitment to ethical conduct.

## Comprehensive Employee Training and Compliance:

Over 95% of our employees completed the online anti-bribery and anti-corruption training for 2021-2022, with 2023 training currently ongoing and over 50% of employees having completed their training to date. This training ensures that our employees are aware of the risks, measures, and applicable legislation surrounding anti-corruption and bribery.

In addition, we communicate our policies and procedures to our business partners by including relevant Anti-Corruption and Anti-Bribery clauses in all sub-consultancy/outsourcing agreements executed with contractors, consultants, and joint venture partners

## Zero Tolerance and Risk Mitigation Efforts:

Our organization has established appropriate mechanisms and procedures to prevent, detect, investigate, and report any violations of the Anti-Corruption and Anti-Bribery Policy. In the event of identified bribery or corruption, our organization takes immediate remedial steps in accordance with employee or project contracts and complies with prevailing laws.

We continually seek ways to better identify, analyze, and mitigate risks related to corruption and bribery. All divisions internally evaluate for potential corruption-related risks, based on the project/s at hand. Depending on this assessment, additional measures may be implemented to the current protocols in collaboration with the division leader and the compliance officer. Our management team maintains a strong focus on mitigating such risks through continuous monitoring and improvement efforts.

Overall, we remain committed to upholding high ethical standards and preventing corruption and bribery in all our operations.



5

Different policies in place to combat corruption and bribery

95%

Of employees completed anti-bribery and anti-corruption training for 2021-2022



# Appendix

## In this section

ESG Data Summary  
GRI Content Index Table



## ESG Data Summary

Environmental	Indicator Type		UNIT	2022	2021	GRI Standard
Energy	Total Office Energy		MWh	3,442	3,684	302-1
GHG Emissions	Scope 1: Direct Emissions	Company-owned transport	tCO <sub>2</sub> e	630	690	305-1
		Refrigerant Refill		65	51	305-1
	Total Scope 1 Emissions			695	741	305-1
	Scope 2: Indirect Emissions	Electricity		617	638	305-2
		Cooling		1,067	1,198	305-2
	Total Scope 2 Emissions			1,684	1,837	305-2
	Scope 3: Indirect Emissions	Category 1: Business Travels		225	51	305-3
		Category 2: Employee Commuting		762	741	305-3
		Category 3: Waste		14	13	305-3
		Category 4: Third-Party Services (Sub-consultants)		70	40	305-3
Total Scope 3 Emissions		1,071	846	305-3		
Water	Total Water usage		m <sup>3</sup>	1,596	1,533	303-3
Waste	Landfill Waste		Tonnes	23	22	306-5
	Recycling Waste		Tonnes	11	9	306-4
	Total Non-Hazardous Waste		Tonnes	34	31	306-3
	Diversion Rates		%	33%	29%	306-4

**Assumptions and Clarifications:**

Data collection for utilities included estimates for some months in certain offices where the meter reading was missing or unavailable. These estimates are based on weather data as well as scaling based on average office occupancy and footprint. Mobile emissions mileage data from company vehicles in 2020 is missing and is estimated based on the number of leased vehicles in that year. Scope 3 emissions is estimated based on collected activity data via surveys, and in-house databases. Incases where information was unavailable for some months, it is estimated based on office occupancy and footprint. As COVID -19 affected our office operations in 2020, with majority of our employees working remotely, the usage and emissions are much lower.

## ESG Data Summary

Social	Year		
	2022	2021	2020
Permanent Staff	1,780	1,603	1,915
Total Hours of Training	7,080	332	6,000
Total Number of Performance Review	1,585	1,490	1,444
Percentage of Women in Executive Leadership	20%	19%	17%
Percentage of Office-based Female Workforce	40%	27%	18.87%
Percentage of Employees Under the Age of 50	77%	94%	-
Dangerous Occurrences Frequency Rate	0	0	0
Fatality Incident Rate	0	0	0
Lost Time Incident Frequency	0	0	0
Minor Accident Injury Frequency	0	0	0
Work-related Ill Health	0	0	0
Total Number of Social Events	7	1	-

Governance	Year		
	2022	2021	2020
Complaints from Regulatory Bodies	0	0	0
Employee Training on Data Security and Privacy	207 completed new training + all onboarding training	184 hours	300 hours
Business Ethics & Integrity Non-compliance with Laws and Regulations	0	0	0
Total Number of Incidents of Discrimination	0	0	0
Employee Training on Ethics and Compliance	100%	100%	-
Number of Ethics-related Incidents or Violations	0	0	0
Percentage of Employees Trained on Anti-Corruption and Bribery	95%	95%	99%

## GRI Content Index

<b>GRI Standard</b>	<b>Disclosure</b>	<b>Page</b>	<b>Comments</b>
<b>GRI 102 General Disclosures</b>	Disclosure 2-1 Organizational details	5,6,7,8	
<b>GRI 102 General Disclosures</b>	Disclosure 2-2 Entities included in the organization's sustainability reporting	6	
<b>GRI 102 General Disclosures</b>	Disclosure 2-9 Governance structure and composition	8	
<b>GRI 102 General Disclosures</b>	Disclosure 2-20 executive level responsibility for economic, environmental, and social topics	15	
<b>GRI 102 General Disclosures</b>	Disclosure 2-22 Statement on sustainable development strategy	14	
<b>GRI 102 General Disclosures</b>	Disclosure 2-26 Mechanisms for seeking advice and raising concerns	31,32	
<b>GRI 102 General Disclosures</b>	Disclosure 2-29 Approach to stakeholder engagement	13	
<b>GRI 103 Material Topics</b>	Disclosure 3-1 Process to determine material topics	12	
<b>GRI 103 Material Topics</b>	Disclosure 3-2 List of material topics	12	
<b>GRI 103 Material Topics</b>	Disclosure 3-3 Management of material topics	12,15	

## GRI Content Index

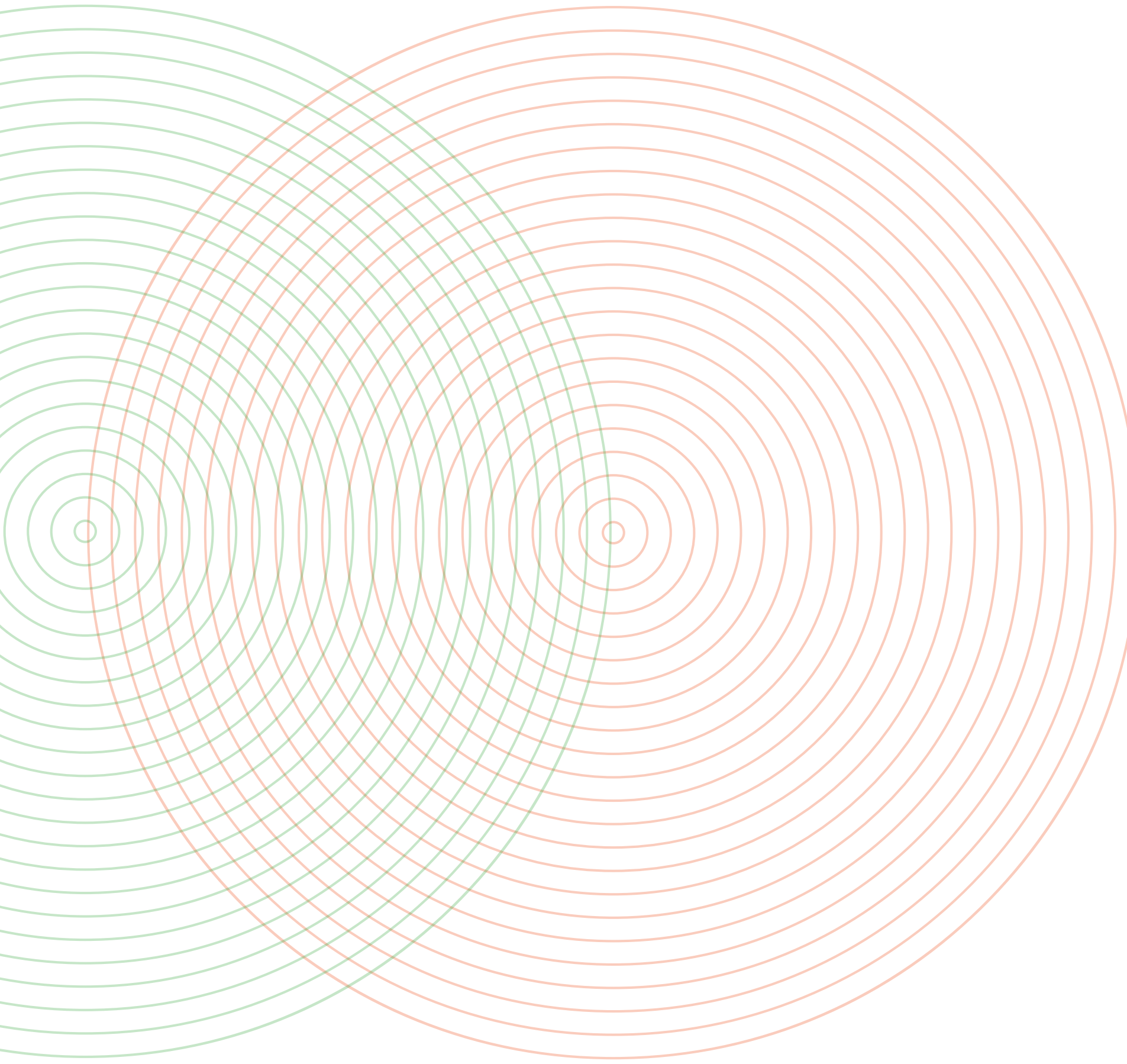
GRI Standard	Disclosure	Page	Comments
<b>GRI 302 Energy</b>	Disclosure 302-1 Energy Consumption within the organization	17,18,19,23	
<b>GRI 305 Climate Change &amp; Emissions</b>	Disclosure 305-1 Direct (Scope 1) GHG emissions	17,18,19	
<b>GRI 305 Climate Change &amp; Emissions</b>	Disclosure 305-2 Energy indirect (Scope 2) GHG emissions	17,18,19	
<b>GRI 305 Climate Change &amp; Emissions</b>	Disclosure 305-3 Other indirect (Scope 3) GHG emissions	17,18,19	
<b>GRI 303 Water Management</b>	Disclosure 303-3 Water withdrawal	20	
<b>GRI 306 Waste Management</b>	Disclosure 306-3 Waste generated	21,22	
<b>GRI 306 Waste Management</b>	Disclosure 306-4 Waste diverted from disposal	21,22	
<b>GRI 306 Waste Management</b>	Disclosure 306-5 Waste directed to disposal	21,22	

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<b>GRI 404 Training and Education</b>	Disclosure 404-2 Programs for upgrading employee skills and transition assistance programs	25	
<b>GRI 404 Training and Education</b>	Disclosure 404-3 Percentage of employees receiving regular performance and career development reviews	25	
<b>GRI 405 Diversity and Equal Opportunity</b>	Disclosure 405-1 Diversity of governance bodies and employees	26	
<b>GRI 403 Occupational Health and Safety</b>	Disclosure 403-1 Occupational health and safety management system	27	
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<b>GRI 205 Anti-Corruption</b>	Disclosure 205-1 Operations assessed for risks related to corruption	32	
<b>GRI 205 Anti-Corruption</b>	Disclosure 205-2 Communication and training about anti-corruption policies and procedures	32	



# Environmental Social Governance Report.

KEO's ESG Report 2022



**We articulate  
the future.**