

# SUSTAINABILITY & ESG GOVERNANCE

A structured ESG governance overview aligned with evolving client expectations and national sustainability direction.

Framework Scope	Policies, Operational Procedures, Traceable Records and KPI-based monitoring across core ESG Pillars
Governance Model	Foundation → Implementation → Monitoring & Reporting (continuous improvement cycle).
Disclosure Note	Supporting evidence (contracts, invoices, POs, emails, KPI reports) is maintained as governance records and provided upon request, subject to confidentiality.

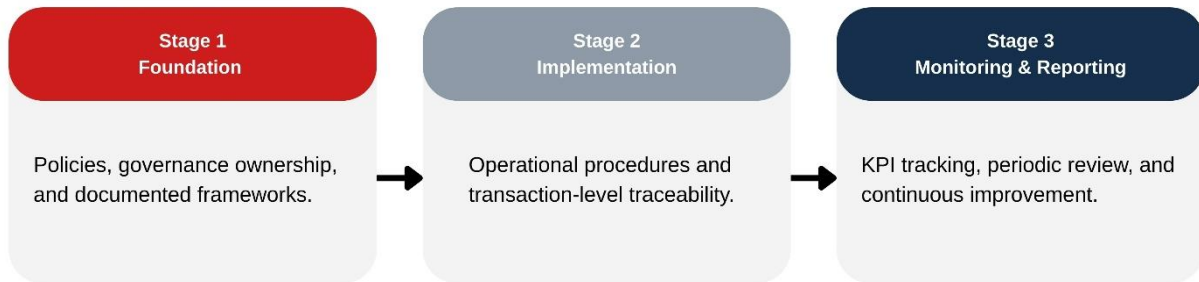
Document Date: 01<sup>st</sup> February, 2026.

## 1. Executive Overview

Our ESG governance approach is structured around documented policies, operational procedures, traceable records, and KPI-based monitoring. We are progressively strengthening this framework to align with evolving client expectations and national sustainability direction.

### Roadmap to ESG Maturity

Our ESG program is managed through a staged maturity model. Each stage strengthens governance ownership, operational execution, and monitoring discipline.



### Evidence and Monitoring Framework

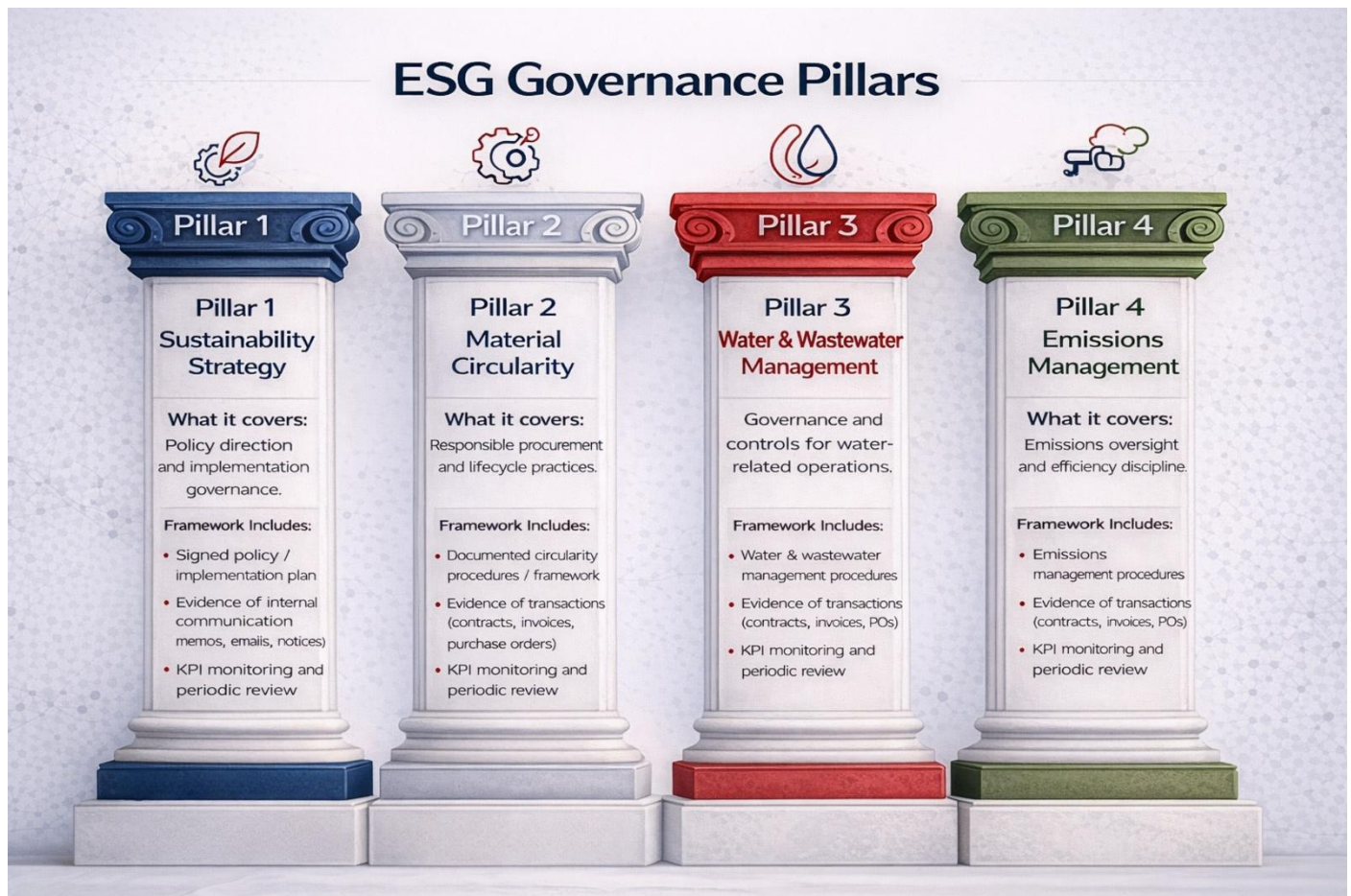
Across all pillars, governance is supported by:

- (1) documented procedures/frameworks,
- (2) communication and awareness where applicable,
- (3) transaction-level traceability where applicable, and
- (4) KPI monitoring with periodic review.

Evidence records are maintained internally and provided upon request, subject to confidentiality.

## 2. ESG Governance Pillars

The following pillars define the scope of our ESG governance program. Each pillar is supported by documented procedures, evidence records, and monitoring mechanisms.



**Note:** Transaction evidence (contracts, invoices, purchase orders) and internal communications (emails, memos, notices) are maintained as part of governance records and are not published publicly.

Across all ESG pillars, governance is supported by:

- **Policy & Procedures:** Documented Framework
- **Communication Records:** Internal Rollout and Awareness
- **Traceable Transactions:** Contracts, POs, Invoices where applicable
- **KPI Monitoring:** Reports, Dashboards, Periodic Reviews

### 3. How We Monitor?

#### Monitoring & Reporting Approach

We apply structured KPI tracking and periodic review to strengthen performance over time. Monitoring is managed through defined reporting intervals, documentation control, and management review.

<b>KPI Tracking</b>	KPIs are defined per pillar and tracked through periodic reporting (e.g., monthly/quarterly) depending on operational relevance.
<b>Review Cadence</b>	Management review cycles evaluate performance, exceptions, and corrective
<b>Documentation Control</b>	Records are maintained with traceability to support procurement queries, vendor onboarding, and audit requests.
<b>Continuous Improvement</b>	Improvement actions are logged and followed through to closure to strengthen governance maturity.

### 4. Future ESG Direction

We are progressively strengthening ESG maturity through enhanced reporting, operational controls, and improved monitoring. Our future initiatives include fleet modernisation measures, fuel-efficiency optimisation, and more advanced emission analytics with focus remaining on responsible growth aligned with evolving regulatory expectations.

### 5. Request ESG Information

For vendor onboarding, procurement, or project-specific governance requirements, ESG summaries and supporting documentation can be provided upon request, subject to confidentiality.

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