

## Our People

# At Borouge, our people are the driving force behind our success.

Operating across Asia, the Middle East, and Africa, we are proud of our diverse community of around 3,000 employees, representing more than 50 nationalities. This diversity is a source of strength – bringing together a wide range of perspectives, experiences, and ideas that fuel innovation and resilience.

We are committed to fostering an inclusive and collaborative culture in which every employee feels empowered to contribute. Guided by our core values, we work as one team, united by a shared purpose and ambition. This spirit of collaboration underpins our ability to deliver sustainable growth, strengthen performance, and uphold the highest standards of excellence in everything we do.



In 2025, our people were instrumental in delivering Borouge’s strategic milestones and operational goals. Their dedication, capability, and commitment enabled Borouge to meet our targets and uphold the highest standards of performance. The achievements of the year clearly demonstrate the strength of our workforce and the essential role each individual plays in Borouge’s success.

Our Human Capital function continues to invest in developing and empowering our employees, creating a culture that supports growth, retention, and long term career development. By providing meaningful opportunities to build new skills, take on expanded responsibilities, and advance within the Company, we not only strengthen our talent pipeline but also enable our people to realise their full potential.

## Notable achievements in 2025 related to our people development and capability building include:

- **68,305** hours of training conducted across all our programmes
- **344** HSE training sessions held for 8,530 participants, including direct hire employees and contractors, resulting in **USD 637,000** in cost savings
- **100% of the 42** Trainees who participated in our Fresh Graduate Programme completed our Youth Development Programme (YDP) and successfully integrated into the Company
- **35** Leadership Ecosystem Programme sessions held



- **36** employees supported through part time study leave, enabling them to pursue further education while balancing their professional responsibilities
- **Automated Online** tracking and reporting system created to address HSE training compliance
- **Two-day technical orientation** conducted for **45** new employees including Borouge 4 under Marhaba Ruwais Onboarding Programme

## Our People

# Diversity and Inclusion

We are committed to attracting, developing, and retaining a diverse workforce that reflects the breadth of the communities and markets we serve. Employees with different backgrounds, experiences, and perspectives play a critical role in driving innovation across our business. By bringing together a diverse team, we harness a wide range of ideas and viewpoints, fostering creativity and enabling more innovative and effective solutions for our customers.



As of the end of 2025, our workforce comprised 14.1% female employees across all areas of operations, with 19% of females holding management positions. Borouge is committed to advancing gender balance and supporting the empowerment of women across the organisation, in alignment with the vision of the UAE’s leadership. We continue to invest in high quality professional development opportunities to enable the growth and advancement of women across Borouge. At the same time, we are active in attracting and retaining high calibre female talent, ensuring that women play a central role in shaping our future workforce and contributing to our long term success.

## Developing local talent

Developing and empowering UAE National talent is a cornerstone of our People Strategy and reflects our long standing alignment and support of the UAE’s national development agenda. We believe that investing in the skills and capabilities of Emiratis is essential to building a strong, sustainable workforce and contributing to nation building.

As of the end of 2025, we achieved our Emiratisation targets with an outstanding score of 55.54% on applicable positions. Out of our total workforce, 1,130 are UAE Nationals, comprising half of our overall headcount. This milestone demonstrates both the strength of our talent pipeline and the effectiveness of our long term approach to national workforce development. To support the growth of UAE Nationals across all career stages, we have a dedicated function focused on developing secondary- and tertiary level Emirati graduates. This team designs and delivers structured development programmes that provide the technical, behavioural, and leadership skills needed for successful and meaningful careers at Borouge. Over the years, we have continued to offer our Emirati employees opportunities for international exposure, career advancement, and professional development. By upholding high standards of excellence and providing a workplace where talent can thrive, Borouge is well-established as an employer of choice for UAE Nationals.

## Employee engagement and culture

Employee engagement is essential to the long term success and sustainability of any organisation. Engaged employees are more motivated, productive, and committed, contributing directly to stronger overall performance. At Borouge, our leaders and managers continue to prioritise regular communication with employees, providing frequent updates and maintaining enhanced two way channels that encourage open and constructive exchange of information and ideas.

We also take pride in our holistic approach to employee well being, which encompasses the four dimensions of social, personal, work, and environmental well being. Throughout the year, we organised a range of well being activities designed to support work–life balance and promote a positive and healthy working environment for all our people.

We place high importance on organisational culture as a key driver of positive and sustainable change across Borouge. In 2025, we continued to implement the Culture Renovation Programme, with the objective of strengthening a high performance and accountable culture, deeply rooted in our values and behaviours, and reinforced through positive cultural shifts.

At the heart of our Culture Transformation journey is our Culture Renovation Committee, which leads our efforts to strengthen a high performance, accountable culture rooted in Borouge’s values and behaviours. In 2025, the Committee advanced a refreshed Culture and Engagement Action Plan and continued to drive leadership led communication, recognition initiatives, and the rollout of the Culture Toolkit across the organisation. To support these priorities, a series of activities were delivered throughout the year, including e learning workshops, recognition events, fireside chats, and in person engagement sessions. Culture Tuesdays also remained a vibrant part of our workplace, bringing colleagues together weekly to reinforce connection, creativity, and community.

### Recruitment in 2025

<b>Total experienced</b>	110
<b>Total graduates</b>	42
<b>Emiratisation on recruitment</b>	64
<b>Including graduates female diversity</b>	8

	UAE National		Non-UAE National
	Graduates	Experienced	Experienced
Female	0	5	3
Male	42	17	85
<b>Total</b>	<b>42</b>	<b>22</b>	<b>88</b>

## Performance management

**Building on last year’s progress, 2025 marked a year of strengthened performance management, reinforcing our commitment to continuous development and accountability. The use of the Continuous Performance Management (CPM) system was further enhanced, ensuring that real time feedback, structured discussions and data driven insights remain central to our performance culture.**

For the third consecutive year, we refined CPM subcategories to enable more precise evaluations, clearer performance expectations and stronger talent development outcomes. These enhancements supported more meaningful conversations between employees and leaders, improving transparency and alignment with organisational priorities. The integration of data analytics into performance reviews also provided deeper insight into performance trends, high potential talent and development needs. Our continued emphasis on well being and support within the performance framework helped strengthen engagement, motivation and long term success. Overall, 2025 was a year of sustained advancement in performance management, laying a solid foundation for continued excellence and workforce development in the years ahead.



## Talent development

Developing the skills, capabilities and future readiness of our people is a strategic priority for Borouge. We offer a wide range of internal and external learning opportunities, including e learning, on the job training, classroom programmes, coaching, mentoring and specialised technical development.

Through ADNOC’s Learning Management System (LMS), our employees have access to curated e learning content tailored to their individual needs and interests, covering areas such as management, HSE, leadership, technical skills, role related competencies and interpersonal development. In line with our business priorities, we delivered several key learning initiatives in 2025.

### Coaching for transformation

We continued our coaching platform in SAP for all employees, strengthening access to certified and professional internal coaches across Borouge. This enhanced platform supports employees in unlocking their potential, stimulating creativity and productivity, and driving meaningful personal and professional growth.

### Youth empowerment

In 2025, we continued to invest in the development of our young entry point professionals, integrating them into the organisation and preparing them to take on increased responsibilities.

We remain committed to equipping early career talent with the skills, exposure, and support needed to contribute effectively within their functions and to the wider organisation.

Early Professional Employees (EPEs) were integrated under our Youth Development Programme (YDP), while 20 ADNOC Training Academy trainees completed the 25% our On-Job Training Programme and successfully graduated.

● **7 EPEs**  
During 2025, seven Early Professional Employees (EPEs) were integrated under our YDP

● **20**  
**ADNOC Training Academy (ATA) Trainees** completed **25%** our **On-Job Training Programme** and successfully graduated.

● **20** employees graduated from Cohort 1 in 2025  
**36** employees are currently enrolled in Cohort 2

### Competency streams Technical Competence Standard

We achieved 97% implementation for Operators, Technicians, and Supervisors.

### Asset Integrity & Process Safety Standard

We achieved 97% implementation for Operators, Technicians, and Supervisors.

### Internship programme

During 2025, we welcomed 87 Interns, who were given the opportunity to gain basic work experience and fulfil their graduation requirements. In addition, there were 60 talent mobility cases within Borouge during 2025, giving them the opportunity to enrich their knowledge, experience, and skills by involving in various projects and leadership development plan.

### Borouge elite programme

The Borouge Leadership Ecosystem continued in 2025, featuring a bespoke, 12-month, Continuing Professional Development (CPD)-accredited Elite High-Potential Programme, which combined executive masterclasses, curated digital learning, and business critical projects sponsored by senior leadership.

In addition, we delivered the 2025 Elite Programme, developing high potential talent through two cohorts and five targeted interventions, which included financial acumen, leadership effectiveness, and project execution, with strong participation and 20 graduates.

Furthermore, we designed comprehensive toolkits to reinforce learning across all programmes, supporting lasting behavioural change and delivering a positive ROI, as evidenced by participant feedback.