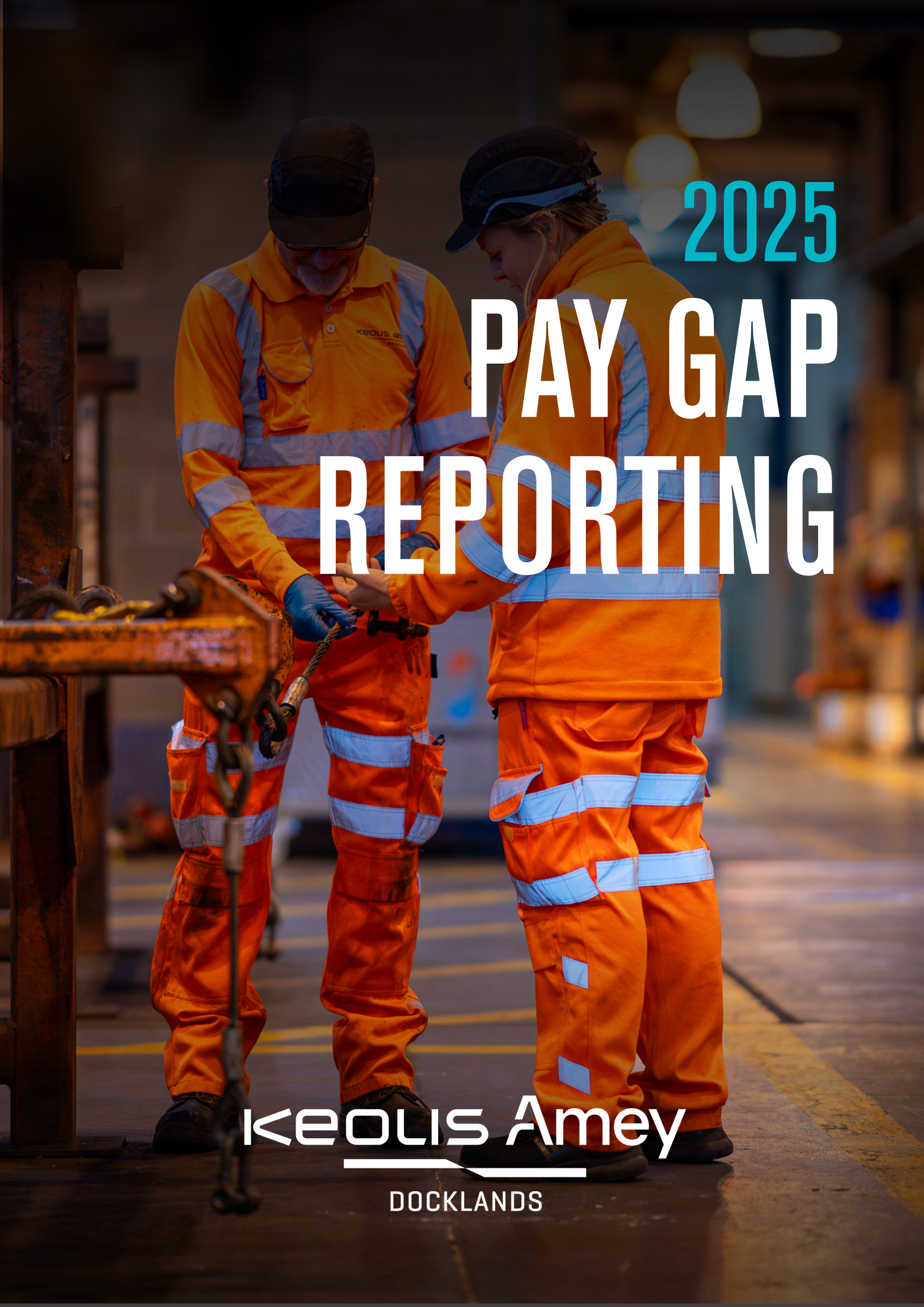

2025 PAY GAP REPORTING

Keolis Amey

DOCKLANDS

Foreword

At KeolisAmey Docklands (KAD), our purpose is to seamlessly connect our Docklands communities, supporting growth and development. We recognise that having a workforce that reflects the communities we serve and creating a workplace where everyone can thrive, strengthens our ability to deliver our purpose. Publishing our Diversity Pay Gap Report is part of that commitment to transparency and continuous improvement.

Our strengths

KAD benefits from long standing, robust pay governance underpinned by collective bargaining across the majority of roles. This foundation supports equal base rate pay for like for like work and gives colleagues confidence that reward decisions are fair, consistent and auditable. As we matured our management structures, we strengthened the link between performance, contribution and recognition across teams.

Our progress

We have increased representation of both women at senior levels and colleagues from ethnically diverse backgrounds. We continue to build momentum through targeted development, mentoring and succession planning. This has contributed to improved representation in the top pay quartiles and supports a healthier long term trajectory on pay gaps.

Why inclusion matters

Diverse and inclusive teams help KAD make safer, faster, better decisions - especially in a 24/7 operational environment- because they blend lived experience with technical expertise and customer insight.

A workforce that mirrors London's diversity strengthens customer trust, improves service excellence, and fuels innovation. Our People Strategy prioritises wellbeing, inclusive behaviours, and an authentic Employee Value Proposition (EVP), which together boost engagement, attraction and retention in a competitive labour market.

Looking to the future

We are confident that we are driving long term change in the right way, through persistent focus and by challenging embedded ways of working. We have continued with steady progress on our pay gaps, and we remain committed to strengthening our inclusive culture and creating an equitable environment for all.

Thank you for your contribution to making KAD a place where everyone belongs and can succeed. Together, we're building a railway -and a workplace - that London can be proud of.

Richard Graham
Managing Director, KeolisAmey Docklands

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Our commitment to Equity, Diversity, Inclusion and Wellbeing

Inclusion is central to how diversity is experienced at KAD. Our People Strategy prioritises wellbeing, inclusive behaviours and creating a workplace where colleagues feel respected, valued and able to be themselves.

Employee feedback shows strong levels of belonging and engagement, and we continue to use data and insight from our surveys to focus action where experiences are not yet consistent for everyone.

In our last engagement survey, 80% of colleagues who participated agreed with the statement

> ***My Company actively supports diversity in the workplace***

KAD is a proud to be a diverse workplace, supporting colleagues from a wide variety of backgrounds and with a range of identities and characteristics including gender, ethnicity, age, sexual orientation, disability and religion.

The data shown reflects our workforce diversity at KAD as of 5 April 2025 (the snapshot date).

Gender Diversity

20%

of colleagues are female

Sexual Orientation Diversity

3%

of colleagues identify as LGB (Lesbian, Gay and Bisexual) (of those who chose to disclose)

Ethnic Diversity

38%

of colleagues identify as being from an ethnically diverse background

Representing ethnically diverse identities including Black, Asian, Mixed Race, Pakistani, Chinese, African, Indian, Caribbean, and Traveller

Religious Diversity

41%

of colleagues identify as having a religion or belief (as per the Equality Act 2010)

Representing a range of faith traditions including Sikhism, Hinduism, Judaism, Christianity and Islam

Our organisation benefits from a wide span of experience, with 24% of colleagues aged 35 or under and 23% aged 55 and over.

We are able to build a richer understanding of our workforce because more colleagues feel comfortable sharing aspects of their identity, such as disability and sexual orientation. The data colleagues have already shared enables us to report transparently, identify trends, and take targeted action where needed.

However, there remain gaps where some colleagues have not yet provided their Diversity Information. Improved data quality directly benefits KAD and its people by enabling us to:

- better identify and address structural barriers to pay and progression;
- ensure our interventions are evidence based and targeted where they will have the greatest impact;
- monitor year on year progress with greater accuracy;
- strengthen the fairness and inclusivity of our people practices.

Pay Gaps Explained

The pay gap report shows the gaps between the mean and median earnings of one group (for example women) compared to the mean and median earnings of another group (for example men) within a company, recognising that individuals may identify in ways not currently captured within statutory reporting categories. The bonus pay gap shows the difference between the mean and median bonus paid to one group and the mean and median bonus paid to the other group.

Remember, a pay gap does **not** mean unequal pay for the same job. Instead, it highlights structural differences in representation, progression or retention, such as fewer women or minority groups in senior roles. These insights guide our actions to improve fairness and inclusion.

These numbers tell a story... but not the complete story. We continue to complete additional analysis to understand the root causes and identify how we can further reduce the gap.

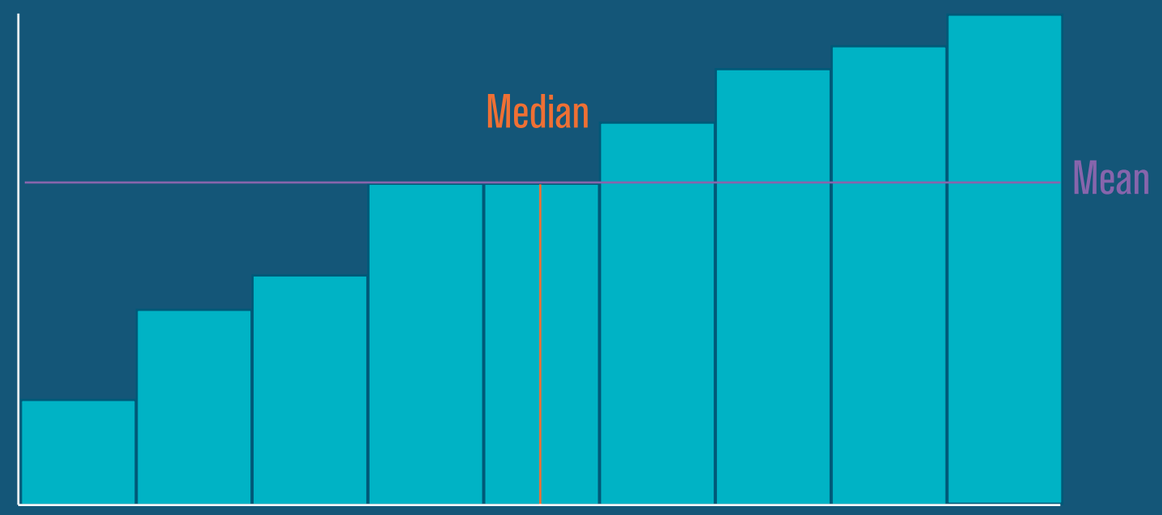
What is Equal Pay?

A pay gap is a measure of the difference between the average earnings of two groups (irrespective of roles or seniority), which is different from equal pay which relates to any difference in individual pay between those who perform equal work (or work of equal value).

Equal pay is our legal obligation as an employer to pay people the same for equal work. We monitor equal pay on an ongoing basis and have rigorous processes for reviewing and monitoring pay and promotions.

Collective bargaining is the process where employees, through a recognised trade union, negotiate with their employer on pay. More than 82% of roles at KAD are covered by Collective Bargaining, which means base pay rates are set and applied consistently across these roles. This approach supports equity and transparency and helps ensure colleagues performing comparable roles are treated consistently and fairly.

Key Terms Explained



Mean (Average) - The sum of all values in a data list divided by the number of values

Median - The middle value in a list when all values are sorted from lowest to highest

Mean Pay Gap

The difference between the average hourly pay of two groups e.g. men and women, calculated by adding all salaries and dividing by the number of employees.

Median Pay Gap

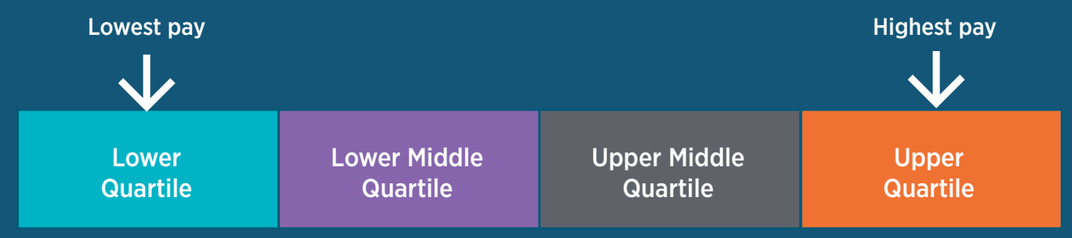
The middle hourly pay value when all salaries are ranked from lowest to highest. This measure is less affected by very high or very low salaries.

Bonus Gap

The difference in average bonus payments between two groups. Only those who receive a bonus payment are included in these calculations.

Pay Quartiles

Our workforce divided into four equal bands based on hourly pay:



These terms help us interpret the figures and understand where representation and progression opportunities exist.

Scope and timeframes for our Pay Gap Reporting

Pay Gap

- Pay data for employees from the pay period including 5th April 2025.
- Pay calculations are based on Full Time Equivalent (FTE) adjusted total pay received in the month of April 2025 and includes basic pay.

In line with UK Gender Pay Gap Regulations:

- all pay gap calculations are based on hourly pay so that part-time and full-time colleagues can be compared consistently.
- calculations of ordinary pay **exclude** overtime payments, benefits in kind, salary-sacrifice benefits, and termination payments.
- A positive percentage means the gap is in favour of the majority or the comparator group (e.g. men, White employees, heterosexual employees). A negative percentage means the gap is in favour of employees from under-represented groups (e.g. women, ethnically diverse employees, employees with disabilities). A value of 0% means no difference in average hourly pay between the two groups.

Bonus Gap

- Bonus data for employees made in the 12 months prior to 5th April 2025.
- The calculations are based on the total company bonus and are not FTE adjusted.

2025 Gender Pay Gap Analysis

Our Dataset

As part of our statutory payroll obligations, we are required to collect gender information aligned with National Insurance and HMRC reporting categories. While this data enables us to meet our legal responsibilities and provide the required binary gender reporting for our Gender Pay Gap analysis, we recognise that gender identity is broader and more diverse than these categories allow.

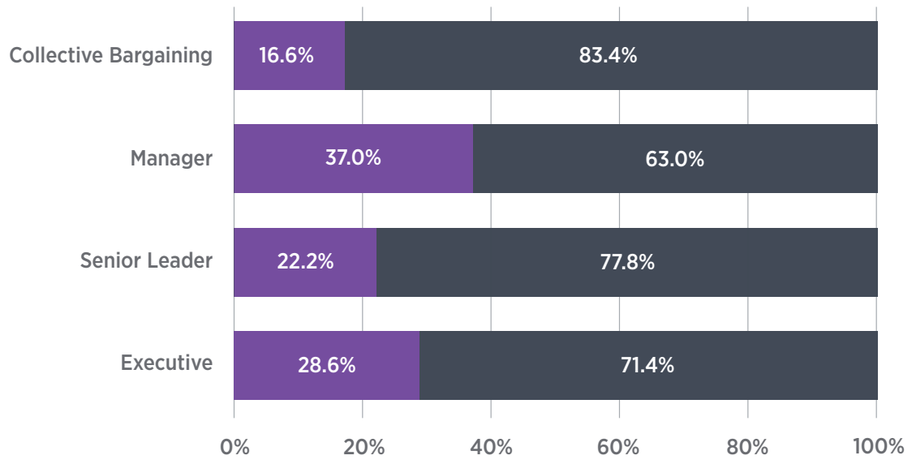
Looking ahead, we would like to introduce optional self-identification for gender identity within our internal systems. This will allow colleagues to share information in a way that reflects who they are and will enable us, in time, to report on pay differentials relating to a wider range of gender identities. Our aim is to ensure our reporting evolves in a way that is more inclusive, representative, and supportive of all our people.

Key

Female Male

From our data at our snapshot date (April 2025)

Gender Representation across Grades



Hourly pay gaps

	Mean	Median
Gender Pay Gap	12.0%	4.3%

Data as at 5th April 2025

Hourly pay gap (mean)

This data tells us that, on average, women are paid **12.0%** less than men (88p for every £1 that men earn), reflecting patterns of representation across different roles and grades rather than differences in pay for the same work. The mean gap narrowed **by 0.9%** since 2024, meaning women now receive slightly more of each £1 earned compared to 2024.

69% of our female colleagues work in roles where salaries are collectively bargained, ensuring consistent and transparent pay structures for colleagues performing comparable work. This means that they receive the same base rate of pay as their male counterparts.

Hourly pay gap (median)

Median methodology shows women are paid **4.3% lower** than men (96p for every £1 that men earn), based on the typical (middle) hourly pay point within each group. The median gap has **narrowed by 0.6%** from 2024.

Key

Female Male

Bonus pay gaps

	Mean	Median
Gender Pay Gap	0.7%	12.4%

Data as at 5th April 2025

Bonus pay gap (mean)

9.5% of the workforce are eligible for bonus payments (84 colleagues). **11.4% of women (21 colleagues)** received a bonus in **comparison to 8.5% of men (63 colleagues)** when comparing against the organisation headcount.

A higher proportion of women (11.4%) received a bonus compared with men (8.5%), reflecting increased access to bonus-eligible roles for women compared with previous years. Despite this, the average bonus amount paid to women is **0.7%** lower than the *average* amount paid to men.

However, we are making overall progress as the mean bonus gap has **reduced by 23.4%** since 2024.

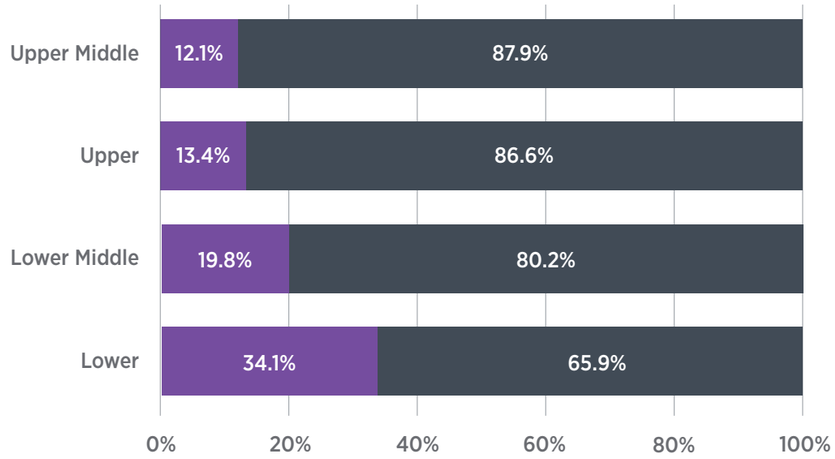
Bonus pay gap (median)

The median bonus gap helps us understand the difference between the typical bonus paid to women and men, without being skewed by very high or very low bonus amounts.

Mean Bonus payments received is **12.4% higher for men** (women earn 88p for every £1 that men earn when comparing median average).

The median bonus gap has **reduced by 3.3%** since 2024.

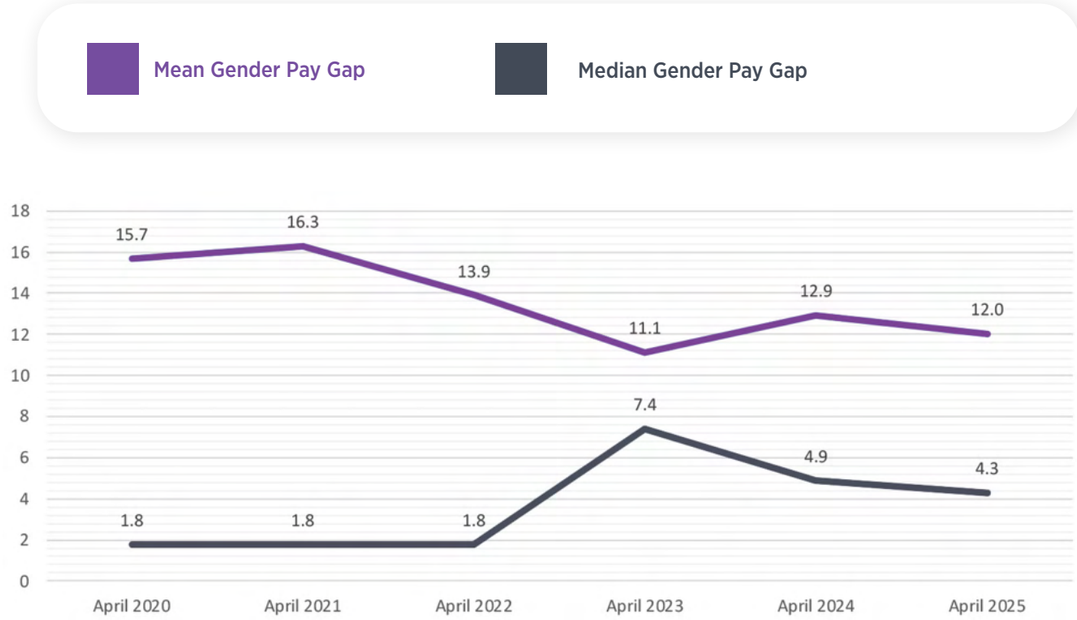
Pay Quartiles by Gender



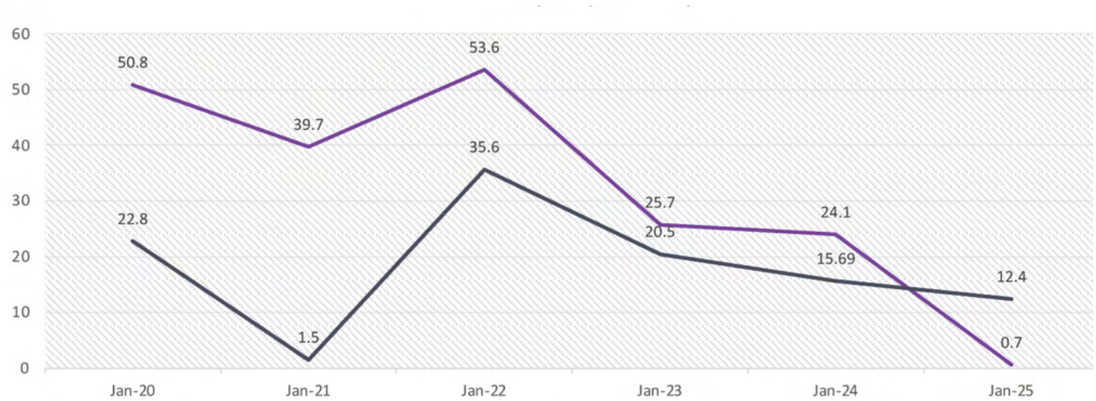
Our progress

We have been reporting our Gender Pay Gap for several years, and while progress can take time to show in headline figures, our overall trajectory is positive. We continue to take action each year to improve representation at senior levels and ensure equity within our reward structures. We know we have more to do and strive to make progress each year, but our year on year improvement shows that our actions are making an impact.

Gender Pay Gap History



Bonus Pay Gap History



2025 Ethnicity Pay Gap Analysis

Our Dataset

We currently have 92.7% of colleagues who have chosen to provide their ethnicity information. While we continue to encourage voluntary disclosure, we respect that sharing this information is a personal choice. Importantly, the data we do hold shows that our workforce reflects a rich mix of ethnic diversity in our organisation.

To protect colleagues' anonymity while still enabling meaningful analysis of trends, we have presented our ethnicity pay reporting using three broad categories: White, Ethnically Diverse and Information Not Provided. This approach is particularly important in areas where detailed breakdowns could risk identifying individuals, especially within smaller teams.

The White Ethnicity category includes colleagues who have self-identified as: White – British (English, Welsh, Scottish or Northern Irish), White – Irish, White – Gypsy or Irish Traveller, White – Other, or White – Prefer not to say.

The Ethnically Diverse category includes colleagues who have self-identified as any ethnicity other than White. This includes colleagues from Asian or Asian British backgrounds (Bangladeshi, Chinese, Indian, Pakistani or Other Asian), Black or Black British backgrounds (African, Caribbean or Other Black), Mixed ethnic backgrounds (White and Asian, White and Black African, or White and Black Caribbean), and Other ethnic groups (including Arab and Turkish), as well as Any Other Background.

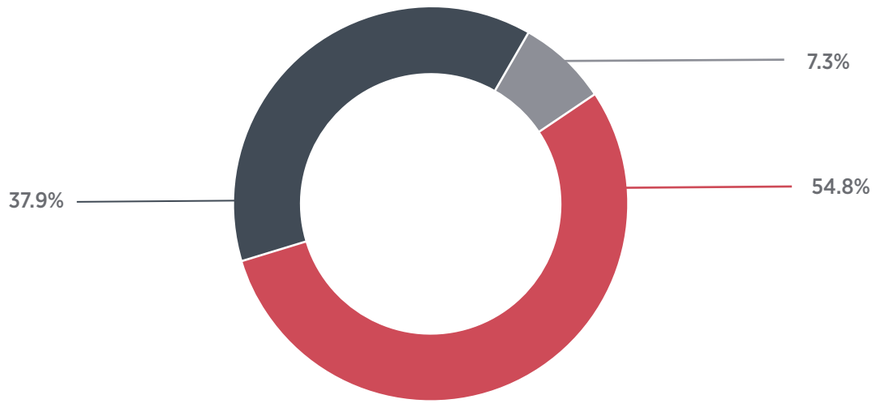
Grouping these responses allows us to meaningfully analyse pay outcomes for ethnically diverse colleagues as a whole, while maintaining confidentiality and complying with data protection principles. This methodology enables us to balance transparency with our responsibility to safeguard personal data. It also ensures that our ethnicity pay gap reporting remains robust, ethical, and focused on identifying and addressing any potential disparities, while continuing to build trust and encourage future disclosure.

This is the first year that KAD have calculated their Ethnicity Pay Gap and therefore there is no comparable information from prior years.

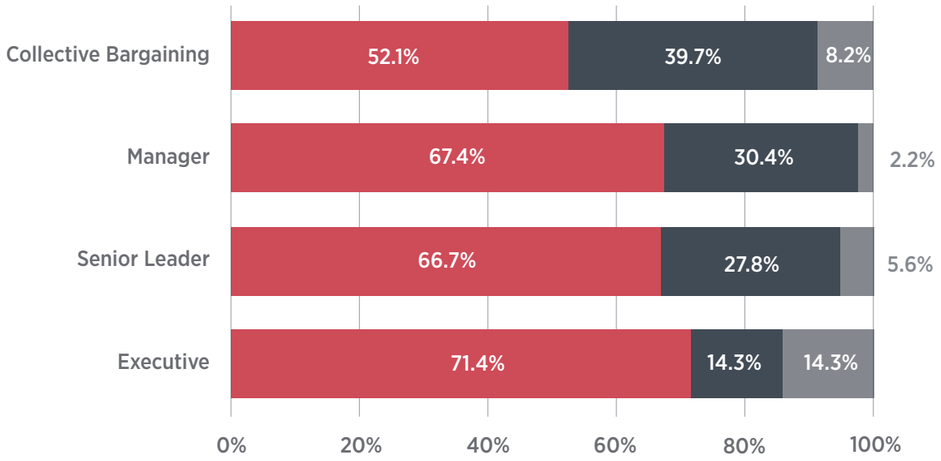
Key

White | Ethnically Diverse | Information Not Provided

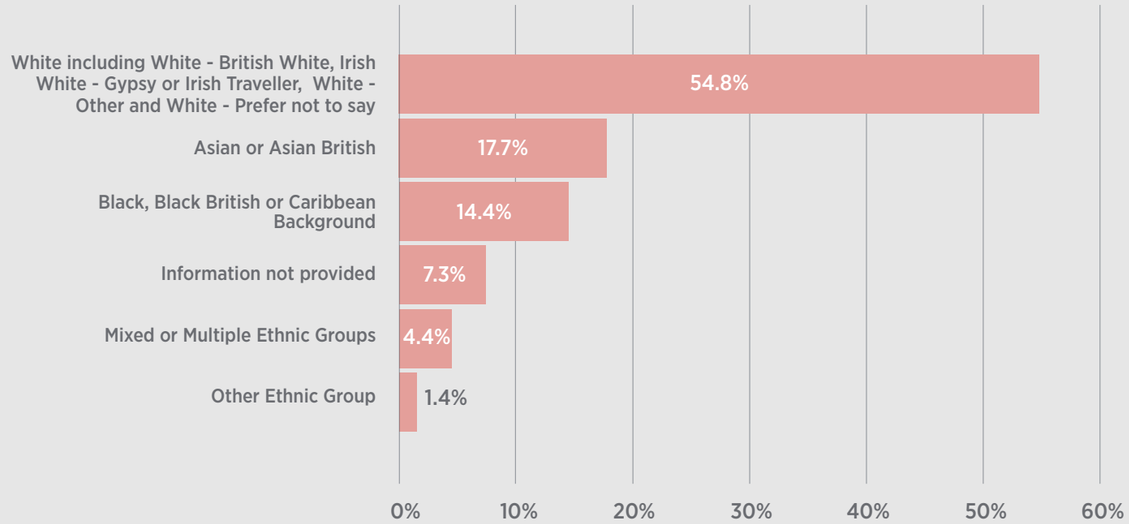
From our data at our snapshot date (April 2025)



Ethnicity Representation across Grades



Employees by Ethnic Group



Hourly pay gaps

	Mean	Median
Ethnicity Pay Gap	11.1%	9%

Data as at 5th April 2025

Hourly Pay Gaps (Mean)

Mean methodology shows that of those who have disclosed their ethnicity, colleagues from ethnically diverse backgrounds are paid **11.1% less** than White colleagues (89p for every £1 earned), reflecting patterns of representation across roles and grades rather than differences in pay for the same work.

Key

White | Ethnically Diverse | Information Not Provided

Hourly Pay Gaps (Median)

Median methodology shows colleagues identifying as ethnically diverse are paid 9% **lower** than White colleagues (9p for every £1 earned), based on the typical (middle) hourly pay point within each group.

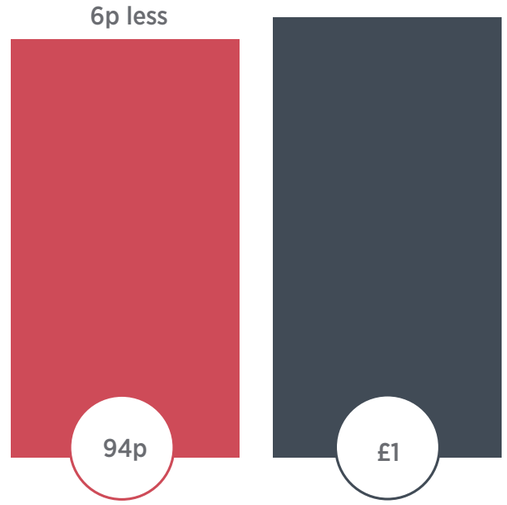
Bonus Pay Gap (Mean)

	Mean	Median
Ethnicity Bonus Gap	7.7%	5.6%

Data as at 5th April 2025
9.5% of the workforce are eligible for bonus payments (84 colleagues). **12.4%** of colleagues identifying as White (**63 colleagues**) received a bonus **in comparison to 5.7% of** colleagues identifying as ethnically diverse (**20 colleagues**) when comparing against the organisation headcount.

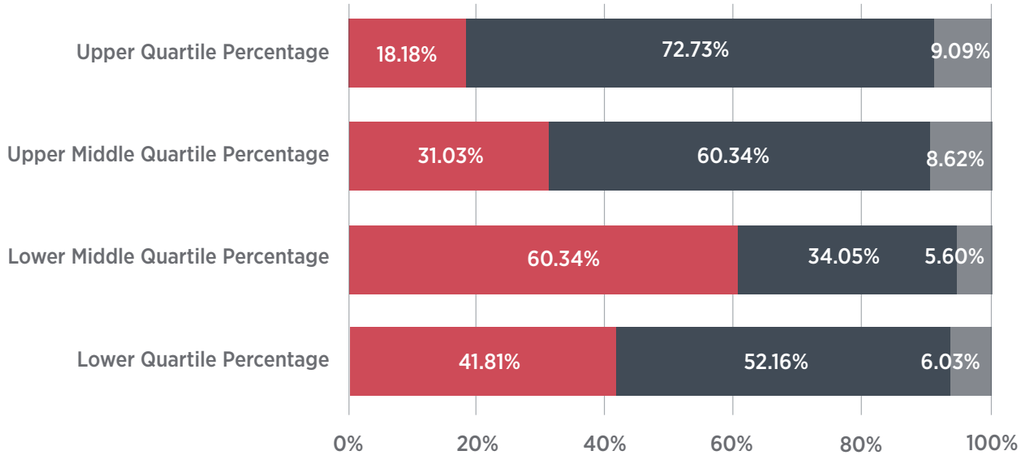
The *average* bonus amount paid to White colleagues is **7.7% higher** than the average amount paid to those who identify as ethnically diverse. This means that Ethnically Diverse colleagues receive approximately 93p for every £1 paid to White comparators.

Bonus Pay Gap (Median)



For every £1 of bonus paid to White employees, employees in the Ethnically Diverse group receive about £0.94 — a difference of around 6p.

Pay Quartiles by Ethnic Breakdown



This first year of reporting provides an important baseline for future comparison, helping us better understand patterns of representation, progression and retention across KAD and informing targeted action where disparities are identified.

2025 Religion Pay Gap Analysis

Our Dataset

Our religion and belief data shows that 26% of colleagues identify as Christian, 9% as Muslim, 17% as having no religion, and 6% as belonging to other faiths. A further 43% of colleagues have chosen not to provide this information.

To retain anonymity, and to ensure the data remains meaningful and statistically reliable, we have had to aggregate some of the data together. As such:

- The Muslim category includes Sunni, Shia, and all other Islamic faith groupings;
- The Christian category includes Roman Catholic, Protestant and all other Christian denominations; and
- The Other category includes colleagues who identify as Sikh, Hindu, Jewish, Orthodox, or another faith not listed separately.

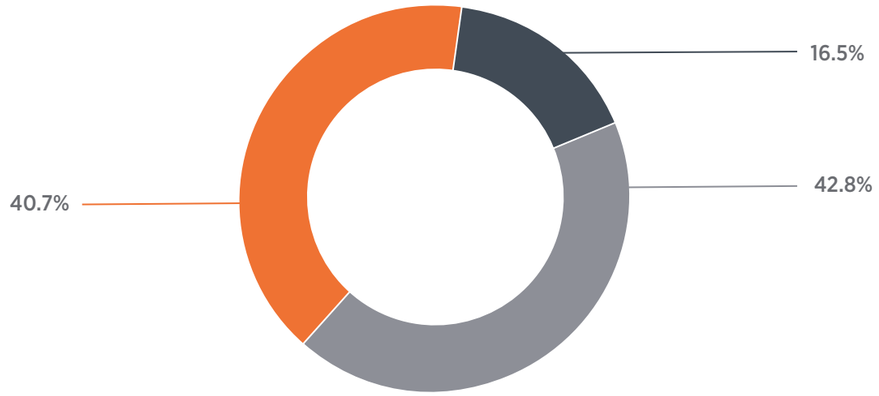
To support meaningful analysis while protecting anonymity, we have presented this information in three broader groupings: Colleagues with Religion / Belief (40.7%), Colleagues with No Religion (16.5%), and Information Not Provided (42.8%). The Religious category brings together all colleagues who have identified with a religion or belief.

This is the first year that KAD have calculated their Religion Pay Gap and therefore there is no comparable information from prior years.

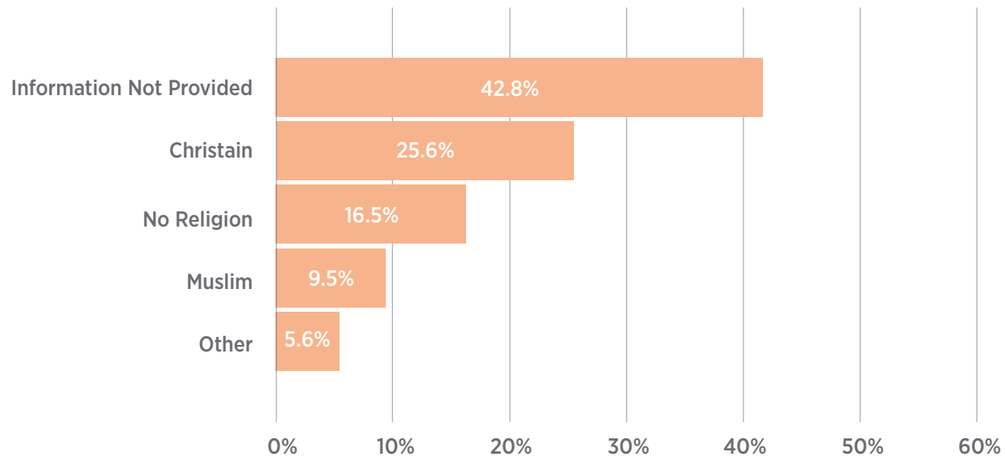
Key

- Colleagues with Religion / Belief
- No Religion
- Information Not Provided

From our data at our snapshot date (April 2025)



Employees by Religious Group



Hourly Pay Gaps

	Mean	Median
Religion Pay Gap	8.3%	6.8%

Data as at 5th April 2025

Hourly Pay Gap (Mean)

Mean methodology shows that colleagues with religion / beliefs are paid **8.3% less** than those with no religion (92p for every £1 earned).

Hourly Pay Gap (Median)

Median methodology shows colleagues with religion / beliefs are paid **6.8% less** than those with no religion (93p for every £1 earned), based on the typical (middle) hourly pay point within each group.

Key

- Colleagues with Religion / Belief
- No Religion
- Information Not Provided

Bonus Pay Gaps

	Mean	Median
Religion Bonus Gap	16.1%	2.0%

Data as at 5th April 2025

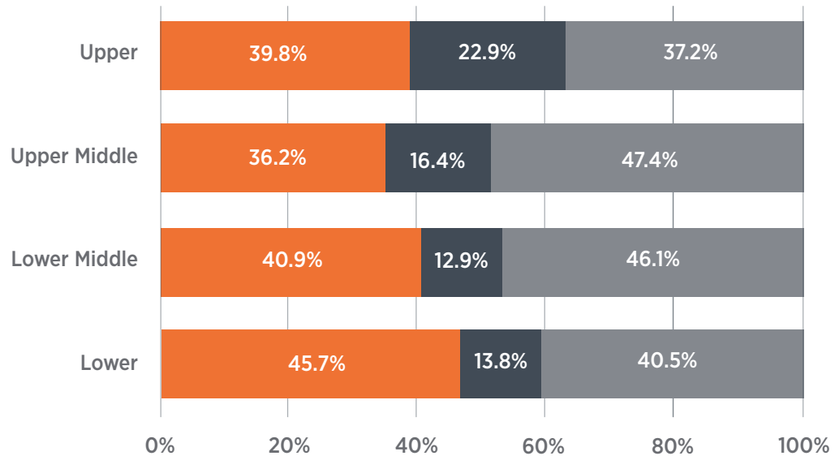
Bonus Pay Gap (Mean)

9.5% of the workforce are eligible for bonus payments. The mean religious bonus gap is 16.1% in favour of colleagues with no religion, meaning the average bonus paid to those who identify as religious is lower, receiving approximately 84 for every £1 paid to Non-religious comparators.

Bonus Pay Gap (Median)

For every £1 of bonus paid to colleagues with no religion, colleagues with religion / belief receive about £0.98 — a difference of around 2p.

Pay Quartiles by Religion Breakdown



This first year of reporting provides an important baseline for future comparison, helping us better understand patterns of representation, progression and retention across KAD and informing targeted action where disparities are identified.

2025 Sexual Orientation Pay Gap Analysis

Our Dataset

Our data shows that 3% of colleagues identify as being Lesbian, Gay or Bisexual (LGB), while 46.8% of colleagues identify as heterosexual, based on the information colleagues have chosen to provide. Over 50% of colleagues have not provided information about their sexual orientation, which reflects that sharing sexual orientation data is entirely voluntary and based on personal comfort and choice. The LGB figure includes all colleagues who have indicated a sexual orientation other than heterosexual, with responses grouped together to protect individual privacy and ensure anonymity.

Due to the relatively small size of the LGB population within our workforce, we are limited in the calculations and analysis we can safely publish. Producing more detailed breakdowns could risk identifying individuals, particularly when combined with other characteristics such as role, grade, or location. Protecting anonymity is essential, both to comply with data protection requirements and to maintain the trust of our colleagues.

Maintaining confidentiality is a core principle of our approach to diversity data. All information is held securely, reported only in aggregated form, and used solely to help us understand our workforce and shape inclusive policies and practices. Individual responses are never shared or used to identify any colleague.

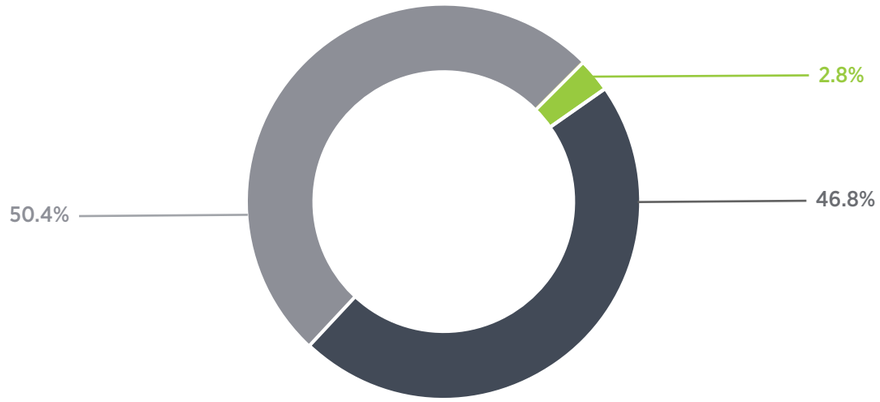
We strongly encourage colleagues to share how they identify, where they feel comfortable doing so. Higher levels of disclosure allow us to better understand representation across the organisation, identify any potential barriers, and ensure our policies and benefits are inclusive and fair. The more complete our data, the more effectively we can identify potential gaps and take meaningful action, while continuing to protect privacy and anonymity.

This is the first year that KAD have calculated our Sexual Orientation Pay Gap and therefore there is no comparable information from prior years.

Key

LGB | Heterosexual | Information not Provided

From our data at our snapshot date (April 2025)



Hourly pay gaps

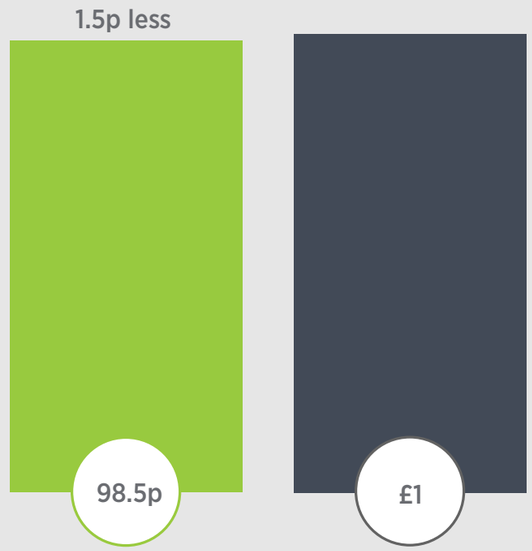
	Mean	Median
Sexual Orientation Pay Gap	3.6%	1.5%

Data as at 5th April 2025

Hourly pay gap (mean)

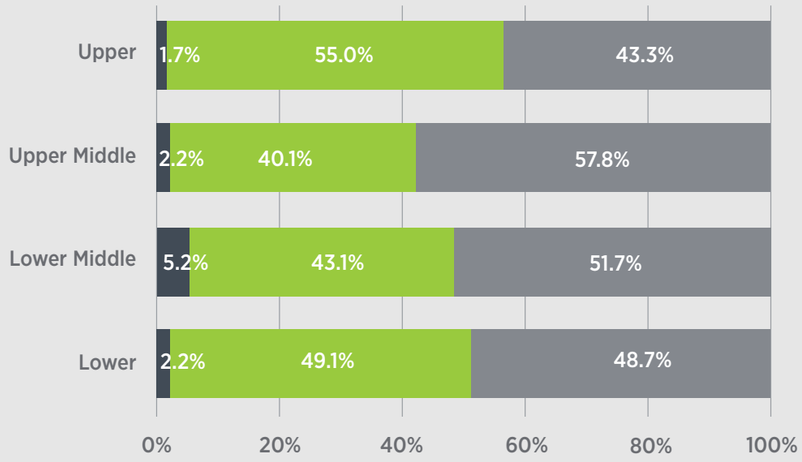
Mean methodology shows that colleagues who identify as LGB are paid **3.6% less** than those who identify as heterosexual (94p for every £1 earned), reflecting patterns of representation across roles rather than differences in pay for the same work.

Hourly pay gap (median)



Median methodology shows colleagues who identify as LGB are paid **1.5% less** than those who identify as heterosexual (98.5p for every £1 earned), based on the typical (middle) hourly pay point within each group.

Pay Quartiles by Sexual Orientation Breakdown



This first year of reporting provides an important baseline for future comparison, helping us better understand patterns of representation, progression and retention across KAD and informing targeted action where disparities are identified.

2025 Disability Pay Gap Analysis

Our Dataset

Our data shows that 2.8% of colleagues have self identified as having a disability, based on the information colleagues have chosen to provide. While this information is valuable in helping us understand the experiences of disabled colleagues, the size of this group means we are limited in the level of analysis we can safely publish, to ensure anonymity and maintain data reliability. More detailed breakdowns could risk identifying individuals, particularly when combined with other characteristics such as role, grade, or location.

Protecting anonymity is essential and we handle disability information with particular care to respect colleague privacy and maintain trust. It ensures we meet our data protection obligations and, just as importantly, helps maintain trust by ensuring colleagues can share personal information without concern that they could be identified. Where group sizes are small, we therefore take a cautious approach and restrict reporting to high level, aggregated data. We recognise that higher levels of disclosure would enable more meaningful analysis and help us better identify barriers, shape inclusive policies, and improve workplace support.

This is the first year that KAD have calculated our Disability Pay Gap and therefore there is no comparable information from prior years.

Key

People with disabilities

No Disclosed Disabilities

From our data at our snapshot date (April 2025)

Hourly Pay Gaps

	Mean	Median
Disability Pay Gap	8.1%	-5.0%

Data as at 5th April 2025

Hourly Pay Gaps (Mean)

Colleagues who have disclosed a disability are paid 8.1% less on a mean basis but 5% more on a median basis than colleagues with no disclosed disability.

As disability declaration rates are currently low, this smaller dataset may amplify the impact of salary distribution on both mean and median values. These findings should therefore be interpreted with care.

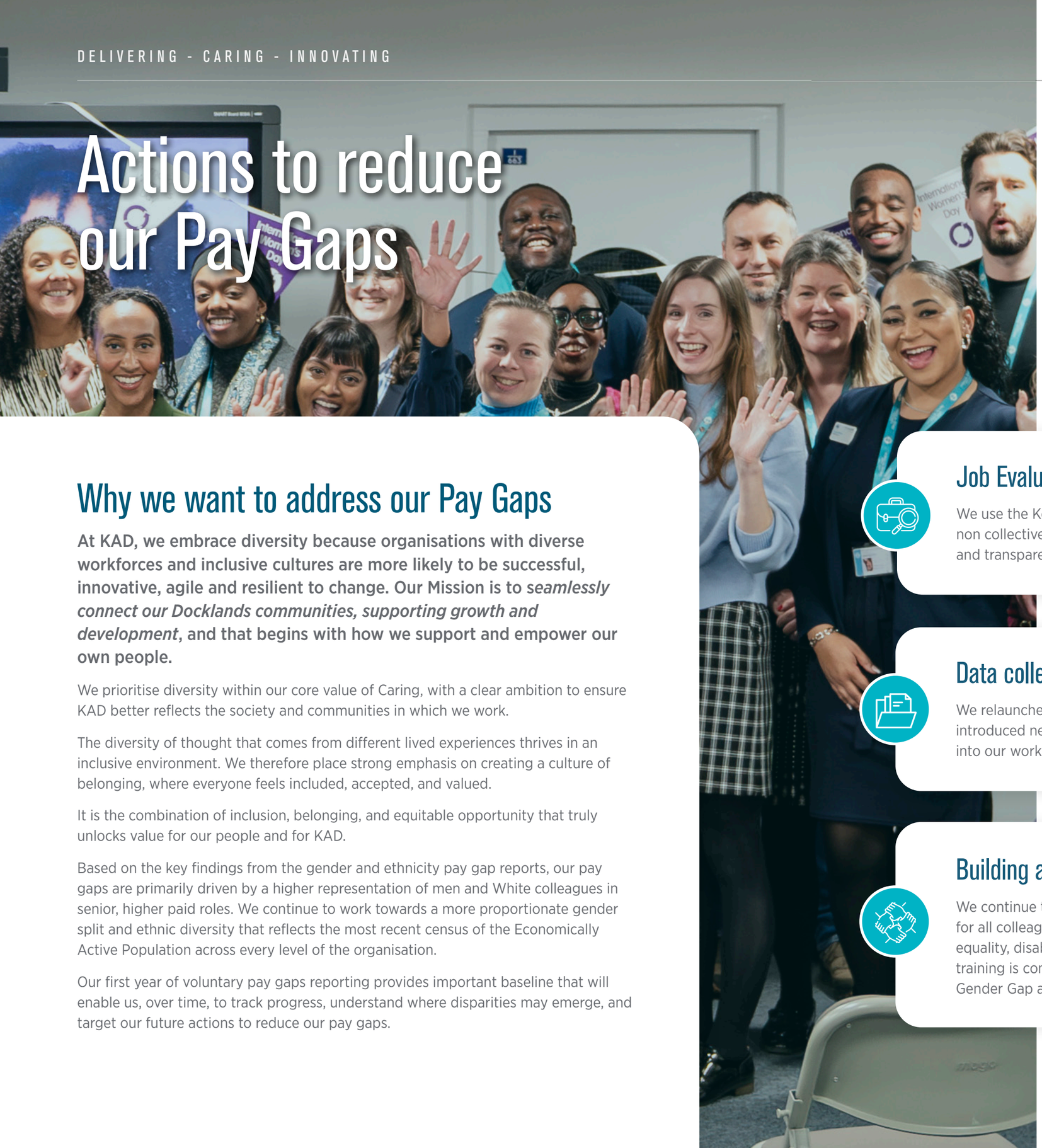
The mean gap is likely to be influenced by a small number of very high earning colleagues without a disclosed disability, which raises the average for that group. In contrast, the median shows that the typical colleague with a disability earns slightly more than their non disabled counterpart. This suggests a stronger representation of colleagues with a disclosed disability in mid pay, long tenured or collectively bargained roles where pay progression is consistent.

Hourly Pay Gaps (Median)

Median methodology shows colleagues who have disclosed a disability are paid **5% more** than those who told us they don't have a disability, which is £1.05p for every £1 earned.

This first year of reporting provides an important baseline for future comparison, helping us better understand patterns of representation, progression and retention across KAD and informing targeted action where disparities are identified.

Actions to reduce our Pay Gaps



Why we want to address our Pay Gaps

At KAD, we embrace diversity because organisations with diverse workforces and inclusive cultures are more likely to be successful, innovative, agile and resilient to change. Our Mission is to *seamlessly connect our Docklands communities, supporting growth and development*, and that begins with how we support and empower our own people.

We prioritise diversity within our core value of Caring, with a clear ambition to ensure KAD better reflects the society and communities in which we work.

The diversity of thought that comes from different lived experiences thrives in an inclusive environment. We therefore place strong emphasis on creating a culture of belonging, where everyone feels included, accepted, and valued.

It is the combination of inclusion, belonging, and equitable opportunity that truly unlocks value for our people and for KAD.

Based on the key findings from the gender and ethnicity pay gap reports, our pay gaps are primarily driven by a higher representation of men and White colleagues in senior, higher paid roles. We continue to work towards a more proportionate gender split and ethnic diversity that reflects the most recent census of the Economically Active Population across every level of the organisation.

Our first year of voluntary pay gaps reporting provides important baseline that will enable us, over time, to track progress, understand where disparities may emerge, and target our future actions to reduce our pay gaps.

How we are addressing our Pay Gaps

These actions, informed by the insights from our expanded pay gap reporting, provide a strong foundation for continuing to reduce disparities and create a workplace where everyone can thrive.

Job Evaluation and Pay

We use the Korn Ferry job evaluation methodology and structured pay banding for non collective bargaining roles to support fairness and consistency, ensuring clear and transparent criteria for how roles are assessed and rewarded.

Data collection

We relaunched our diversity data collection campaign in January 2026 and also introduced new questions (e.g. on social mobility) to ensure more complete insight into our workforce diversity.

Building an inclusive culture

We continue to embed inclusive behaviours through structured development journeys for all colleagues. Our all-colleague mandatory training includes modules on gender equality, disability awareness and unconscious bias, and our managers' mandatory training is complemented by Understanding the Benefits of Diversity, Bridging the Gender Gap and The Importance of an Inclusive Workplace.

Ongoing commitment to the Gender Equality European and International Standard

We are committed to complying with the GEEIS (Gender Equality European and International Standard) diversity approach, and we're proud that KAD is GEEIS-certified. Our policies, processes and progress are regularly audited, demonstrating our ongoing commitment to gender and race equality, diversity and inclusion.

EDI & Wellbeing Strategy and Action Planning

We recently refreshed and launched our 2026 -2028 EDI & Wellbeing Roadmap which sets out a data-led, sustainable and scalable approach to embedding the agenda. Our action plans focus on building an inclusive culture and strong leadership capability, creating consistently positive employee experiences, and implementing data-led interventions across the employee lifecycle. This includes targeted development programmes (such as Women at KAD) designed to strengthen the female and diverse talent pipeline.

Developing diverse talent into senior roles

We are focused on growing internal talent and strengthening diversity pipelines into senior roles, ensuring development and progression opportunities are fair and inclusive. Our Leadership Development Programme in Service Delivery has already supported colleagues into promotion, and this programme has now been rolled out in Engineering, with early signs of impact.

We have formal succession plans in place for critical roles and encourage participation in senior leadership programmes, ensuring proportionate gender and ethnic diversity representation in selection.

Inclusive Recruitment

We aim to recruit from the widest possible talent pool, using inclusive job boards and collateral, inclusive recruitment tookits for managers, anonymised CVs and AI-supported shortlisting to reduce bias and ensure candidates from under-represented groups have equitable access to opportunities at KAD.

Policies and our Working Practices

We regularly review our policies, processes, and working practices to better support colleagues, including through enhanced family-friendly policies and ongoing work to increase flexibility where roles allow. This also includes benefits and targeted support for colleagues through key life events.

Partnerships

We actively work in partnership with external organisations and industry groups such as Rail Unites for Inclusion, the Rail Delivery Group, Women in Rail and the Rail Mental Health Charter to promote diversity, share best practice and help build an inclusive and resilient workforce across the rail sector. In 2025, KAD joined the Inclusive Employment Working Group of the London Anchor Institutions Network to support fairer access to good work across the capital, strengthen our supply chain and enhance employment opportunities for our local communities.

Caution
Obstructing the doors is dangerous and causes delays
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