



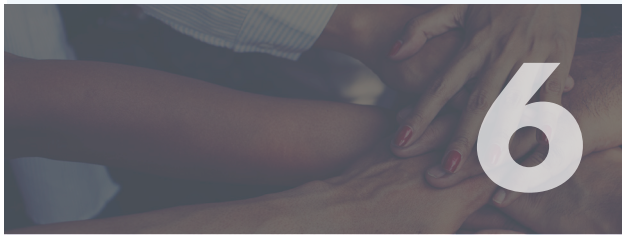
EAST AFRICAN
CRUDE OIL
PIPELINE

2025

Human Rights Annual Report



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Executive Summary

The EACOP Human Rights Annual Report 2025 outlines the company's approach to managing human rights risks during the peak construction phase for the pipeline across Uganda and Tanzania.

By December 2025, construction had reached 79% completion, supported by a workforce of over 12,000 personnel and more multiple contractors and subcontractors. This scale of activity required robust systems to safeguard the rights of workers and host communities while ensuring responsible project delivery.

EACOP maintained a structured Human Rights Due Diligence (HRDD) framework aligned with international standards, including the UN Guiding Principles on Business and Human Rights (UNGPs) and the Voluntary Principles on Security and Human Rights (VPSHR). Oversight was provided by the Human Rights Steering Committee (HRSC), ensuring strong executive accountability and integration of human rights considerations into decision-making.

In response to evolving construction dynamics, EACOP updated its human rights risk mapping, identifying road safety, workers' rights across contracting chains, and engagement with public security forces as the highest-priority risks. Targeted mitigation measures were implemented alongside continued management of other key areas such as women's rights, resettlement, and community livelihoods. Significant progress was achieved across core human rights priorities. The Industrial Relations Management System (IRMS) was fully implemented across all construction sites, strengthening oversight of labour conditions, wage assurance, and grievance handling. Under the Gender Action Plan, EACOP expanded safeguards against Gender-Based Violence and Harassment (GBVH), supported inclusive participation, and delivered training to nearly 2,000 individuals on workplace conduct and safeguards.

Land acquisition activities reached near completion, with approximately 99% of compensation finalized and all replacement houses handed over, while livelihood restoration programmes continued to support long-term community resilience. To reinforce transparency and inclusive participation, stakeholder engagements and consultations were held including culturally appropriate engagement with vulnerable groups in Tanzania.

Community safety remained a key focus, with the launch of the community Road Safety awareness campaigns addressing high-risk road users. In parallel, EACOP strengthened responsible security practices, training over 1,900 public and private security personnel on VPSHR standards. Accessible grievance mechanisms, including community, worker, and anonymous reporting channels, enabled timely resolution of concerns and reinforced accountability across all project levels. As the project transitions toward completion in 2026, EACOP's priorities are focused on respect for workers' rights during demobilization, consolidation of livelihood restoration outcomes, strengthened monitoring and grievance systems, and sustained stakeholder engagement.

Overall, the reporting period (of 2025) demonstrates EACOP's continued commitment to embedding human rights into every aspect of project execution, delivering measurable progress, strengthening systems, and fostering responsible and inclusive development across its areas of operation.



MESSAGE FROM THE MANAGING DIRECTOR

Guillaume DULOUT

The year 2025 marked an important phase for the East African Crude Oil Pipeline (EACOP) project, as construction activities reached their peak across Uganda and Tanzania. With over 12,000 workers and a wide network of contractors and subcontractors mobilized, EACOP continued to demonstrate the scale, complexity, and collective effort required to deliver this strategic infrastructure. By the end of December 2025, construction had reached 79% completion, reflecting the dedication of our teams and partners across the project corridor.

As the Project progressed through this significant phase, we remained committed to respecting internationally recognised human rights and delivering the Project responsibly. The company has established essential policies including the Human Rights Policy, Gender Equality and Social Inclusion Policy, Sexual Harassment Prevention Policy, as well as the statement on Human Rights Defenders. This is further underpinned by actions that uphold internationally recognised standards, including the United Nations (UN) Guiding Principles on Business and Human Rights, the Voluntary Principles on Security and Human Rights (VPSHR), the OECD Guidelines for Multinational Enterprises, the ILO Core Conventions, and the UN Global Compact. These commitments guide our approach to delivering the Project responsibly and engaging with our workforce, communities, contractors, civil society, and other stakeholders.

As activities are undertaken simultaneously across multiple work fronts and in close proximity to host communities, maintaining responsible project delivery is always a priority. Managing human rights risks related to workforce deployment, contractor operations, road safety, workplace conduct, community interactions, and engagement with public authorities is part of our continued vigilance and coordination.

Human rights considerations are embedded into project planning, execution, assurance, and management systems, supported by close collaboration with the Human Rights team and oversight through the Human Rights Steering Committee. This ensures that risks are regularly identified, reviewed, and addressed through appropriate mitigation measures. Delivering a project of this scale requires more than technical execution; it entails a shared commitment to responsible practices, respect for the dignity of workers and communities, and continuous improvement.

I would like to acknowledge the efforts of our teams, contractors, and partners whose commitment contributed to upholding these standards during a particularly intensive phase of construction. As we move forward, we remain committed to strengthening these practices and ensuring that respect for human rights continues to be embedded across all project activities.



MESSAGE FROM THE HUMAN RIGHTS MANAGER

Barbara NAKAYENZE

During 2025, EACOP continued to strengthen its human rights Due Diligence as construction activities increased across the project sites. Throughout the year, the Human Rights team worked closely with colleagues across functions, contractors, suppliers, and stakeholders to ensure that human rights considerations remained embedded in day-to-day operations. As activities expanded along the pipeline corridor, efforts focused on strengthening systems, building awareness, and supporting teams to effectively manage human rights risks in practice.

The project human rights risk mapping was updated to reflect evolving construction context and the effectiveness of mitigation measures. This process, continues to guide how risks are identified, monitored, and addressed across functions. Key efforts during the year included strengthening workplace conduct through training, advancing initiatives to prevent gender-based violence and harassment, sound labour management practices, promoting responsible security practices in line with the Voluntary Principles on Security

and Human Rights (VPSHR), and maintaining engagement with project-affected communities and vulnerable groups. These actions were delivered through cross-functional collaboration and partnerships with specialized service providers and stakeholders. Behind every policy, program, and system are colleagues, partners, and communities whose commitment helps translate human rights principles into practical actions. Their continued engagement strengthens trust, accountability, and learning across the project.

As the project progresses, the Human Rights team continues to work with internal and external partners to strengthen monitoring systems, support responsible practices, and ensure that human rights considerations remain central as the project transitions to the next phases. We remain committed to strengthening our approach, learning from experience, and driving continuous improvement to ensure that respect for human rights is consistently upheld across all aspects of project delivery.

Glossary

BHR	Business and Human Rights	MoU	Memorandum of Understanding
CSO	Civil Society Organisations	MST	Marine Storage Terminal
EACOP	East African Crude Oil Pipeline	NGOs	Non-Governmental Organizations
GAP	Gender Action Plan	PAPs	Project Affected Persons
GBVH	Gender-Based Violence and Harassment	PACs	Project Affected Communities
HGSC	Host Government Security Committee	PIIM	Project-Induced In-Migration
HRIA	Human Rights Impact Assessment	RAP	Resettlement Action Plan
HRDS	Human Rights Defenders	SEI	Social Economic Investment
HRDD	Human Rights Due Diligence	SEP	Stakeholder Engagement Plan
HRSC	Human Rights Steering Committee	SRHR	Sexual and Reproductive Health Rights
ICoCA	International Code of Conduct Association	TASAC	Tanzania Shipping Agency Corporation
ILO	International Labour Organisation	TEPU	TotalEnergies EP Uganda
IRMS	Industrial Relations Management System	TPA	Tanzania Ports Authority
KPIs	Key Performance Indicators	UNGPs	United Nation Guiding Principles on Business and Human Rights
LESC	Lenders’ Environmental and Social Consultant	VPSHR	Voluntary Principles on Security and Human Rights
LRP	Livelihood Restoration Plan	WVT	Worker’s Voice Tool
MEZ	Marine Exclusion Zone		

2025 Human Rights Highlights Matrix

Salient Issue	2025 Key Actions and Achievements	Enhance Monitoring Systems	Partnerships and Coordination	Focus for Next Period
Governance & Management 	<ul style="list-style-type: none"> Conducted quarterly Human Rights Steering Committee (HRSC) meetings. Updated human rights risk map and register. Deeper coordination through the Tripartite Working Group. 	<ul style="list-style-type: none"> Enhanced Key Performance Indicators (KPIs) and dashboards. Broader cross functional integration. 	<ul style="list-style-type: none"> Tripartite Working Group (Tilenga & Kingfisher). 	<ul style="list-style-type: none"> Reinforce monitoring tools; align governance for demobilisation.
Training & Capacity Building 	<ul style="list-style-type: none"> Gender-Based Violence and Harassment (GBVH), Sexual and Reproductive Health Rights (SRHR), Sexual Harassment Prevention and safeguarding training expanded. Voluntary Principles on Security and Human Rights (VPSHR) awareness for public security. Human Rights Week implemented. 	<ul style="list-style-type: none"> Targeted supervisory training. Enhanced induction and webinar programmes. 	<ul style="list-style-type: none"> Public security agencies. Non-Governmental Organisation (NGO) Partners: Parakuiyo Pastoralists Indigenous Community Development Organisation (PAICODEO) and Maasai Women Development Organization (MWEDO), Health Promotion International (HPI). 	<ul style="list-style-type: none"> Continued safeguarding, conduct and Voluntary Principles on Security and Human Rights (VPSHR) training.
Stakeholder Engagement & Collaboration 	<ul style="list-style-type: none"> Wide-ranging national, district and village engagements. Strong Civil Society Organisation (CSO) coordination. Formalised partnership with Enabel on Business and Human Rights (BHR). 	<ul style="list-style-type: none"> Enhanced implementation of the Stakeholder Engagement Plan (SEP). 	<ul style="list-style-type: none"> Government institutions. Civil society. Enabel. 	<ul style="list-style-type: none"> Maintain transparent engagement during demobilisation; expand accessible Information, Education and Communication (IEC) materials.

Salient Issue	2025 Key Actions and Achievements	Enhance Monitoring Systems	Partnerships and Coordination	Focus for Next Period
Workers' Rights 	<ul style="list-style-type: none"> Industrial Relations Management System (IRMS) fully applied across all 14 construction spreads and camps. Enhanced oversight of wage processes and conduct investigations. Reinforced contractor engagement and worker committees. 	<ul style="list-style-type: none"> Industrial Relations Management System (IRMS) assurance tools. Contractor performance tracking. 	<ul style="list-style-type: none"> Contractors & subcontractors. Industrial relations teams. 	<ul style="list-style-type: none"> Safe and rights respecting demobilisation; end of contract processes.
Women's Rights 	<ul style="list-style-type: none"> Gender Action Plan implemented across functions. Women only forums expanded. Gender-Based Violence and Harassment (GBVH)/ Reproductive Health Rights (SRHR) awareness delivered. Improved inclusive workplace practices. 	<ul style="list-style-type: none"> Gender Committee operations. Integrated safeguarding mechanisms. 	<ul style="list-style-type: none"> Parakuiyo Pastoralists Indigenous Community Development Organisation (PAICODEO) & Maasai Women Development Organization (MWEDO). Health Promotion partners. 	<ul style="list-style-type: none"> Further enhance safeguarding measures.
Information & Consultation 	<ul style="list-style-type: none"> Thousands of engagements across both countries. Dedicated sessions with vulnerable groups. Continued Civil Society Organisations (CSOs) and government dialogue. Updated Information, Education and Communication (IEC) materials. 	<ul style="list-style-type: none"> Stakeholder Engagement Plan (SEP) tracking & oversight. Contractor alignment on messaging. 	<ul style="list-style-type: none"> Government institutions. Civil society. 	<ul style="list-style-type: none"> Transparent communication during demobilisation; targeted outreach.

Introduction

This report provides an overview of the EACOP's continued implementation of systematic human rights due diligence in Tanzania and Uganda, in line with the UN Guiding Principles on Business and Human Rights (UNGPs) and other applicable international and national standards. Building on the foundations established during 2023 and 2024, when the Project focused on land acquisition, resettlement and livelihood restoration, 2025 marked the peak of pipeline construction.

During this period EACOP intensified its efforts to safeguard contractor workers' rights, promote gender equality, support marine livelihood in Tanzania, bring resettlement activities to finalization and advance livelihood restoration initiatives.

The year also saw sustained engagement with affected communities to address concerns, strengthen transparency, and support inclusive participation in Project processes. Alongside these efforts, EACOP continued targeted Social Economic Investment (SEI) initiatives to support community well being and development priorities in areas hosting the Project. The year focused on strengthening day-to-day implementation across worksites, improving oversight of contractors and sub-contractors, and ensuring that human rights expectations were consistently applied in operational decisions. EACOP expanded targeted human rights training for supervisory teams and reinforced guidance for personnel who regularly interact with communities. The Project also strengthened communication channels so workers could access information and raise concerns more easily.

In addition, issue-escalation and corrective-action processes were enhanced to support faster response and follow-up. As construction activity intensified with all worksites being fully mobilised, coordination with contractors continued to ensure the consistent implementation of their plans and procedures address emerging risks promptly, and verify compliance with EACOP's human rights requirements.

EACOP's human rights work in 2025 builds on the foundations established through the Human Rights Impact Assessment (2018) and the Human Rights Due Diligence Report (2022). These earlier assessments identified the Project's salient human rights issues and informed the development of a governance

and management system that guides implementation during the construction phase.

As construction activities expanded in 2025, this system continued strengthening the Project's approach to monitoring human rights performance, coordinating with contractors, and ensuring that commitments under the EACOP Human Rights Policy remained central to operational decision-making.

The salient human rights issues for 2025 are outlined. These issues remain consistent with those identified in earlier assessments and apply across both Tanzania and Uganda, with two areas (marine livelihoods, Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples) specific to Tanzania.

EACOP's Salient Human Rights Issues



Contractor and suppliers' workers' rights.



Women's rights.



Marine livelihoods (Tanzania).



Right to information and consultation.



Land and resettlement.



Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (Tanzania).



Community safety (road safety).



Interactions with public security forces.



Grievance mechanisms (cross-cutting).

Grievance mechanisms and access to remedy continue to operate as cross-cutting considerations across the Project. EACOP maintains several grievance channels for workers, contractors and suppliers and communities, allowing each group to raise concerns through the pathway most appropriate to their role and circumstances.

These channels support timely, transparent resolution and help ensure issues are identified and addressed consistently across the Project.

To maintain a consistent and comprehensive approach to human rights due diligence throughout this phase of construction, EACOP continued to apply its governance and management system, with oversight from senior leadership across departments in Tanzania and Uganda. The next section of this report describes how this system functions in practice, followed by detailed updates on progress and actions taken in relation to each salient human rights issue. The report concludes with EACOP's human rights priorities for the coming phase of the Project.

Human Rights Governance & Management

EACOP continued strengthening its cross-functional governance and management system for human rights due diligence in 2025. This system is anchored in the EACOP Human Rights Policy, and implemented through the Human Rights Action Plan, overseen by the Human Rights Steering Committee (HRSC) and coordinated by the Human Rights Team. Together, these components provide a structured and coherent approach to identifying, managing and monitoring human rights risks throughout construction. The EACOP Human Rights Policy adopted in 2022 and publicly available in English, Kiswahili, Luganda, Runyankole and Runyoro, sets out the Project's commitment to respect human rights and applicable laws.¹ It aligns with international standards including the United Nations Guiding Principles on Business and Human Rights, United Nations Global Compact Principles, the Organisation of Economic Cooperation and Development (OECD) Guidelines for Multinational Enterprises, the fundamental conventions of the International Labour Organisations (ILO) and the VPSHR. This Policy continues to serve as the foundation for EACOP's human rights expectations across the workforce, contractors, suppliers and affected communities.

EACOP's broader policy framework has developed further in recent years. The GESI Policy² and accompanying Gender Action Plan promote gender responsive approaches, non-discrimination and equal opportunity, reflecting international standards such as the Convention on the Elimination of All Forms of Discrimination against Women (CEDAW) and the United Nations Women's Empowerment Principles.

The Statement on Human Rights Defenders (HRDs) recognises the legitimate role of HRDs and affirms that EACOP does not tolerate threats, intimidation, harassment or violence against individuals who peacefully promote human rights.³

The Sexual Harassment Prevention Policy outlines EACOP's zero tolerance approach to sexual harassment and sets out procedures for reporting, investigation, confidentiality and training.⁴ These policies complement the Human Rights Policy and guide EACOP's approach to priority human rights areas. The Human Rights Action Plan translates these policy commitments into concrete actions assigned across departments in Tanzania and Uganda. It is updated periodically to reflect new commitments, emerging risks and operational lessons.

¹ See the EACOP Human Rights Policy: <https://eacop.com/human-rights-policy/>

² Gender Equality and Social Inclusion Policy: <https://www.eacop.com/wp-content/uploads/2024/01/EACOP-GENDER-EQUALITY-AND-SOCIAL-INCLUSION-POLICY-3-V3-002.pdf>

³ Statement on Human Rights Defenders: <https://eacop.com/wp-content/uploads/2024/05/HUMAN-RIGHTS-POLICY-APRIL-2024-V3.pdf>

⁴ Sexual Harassment Prevention Policy: <https://www.eacop.com/wp-content/uploads/2024/11/EACOP-SEXUAL-HARASSMENT-POLICY-V8.pdf>

Oversight is provided by the Human Rights Steering Committee (HRSC), chaired by the Managing Director and comprising senior managers from relevant functions. The Committee meets quarterly to review progress, support cross-functional coordination and guide continuous improvement. In 2025, the Human Rights Steering Committee (HRSC) continued refining internal monitoring tools, including enhanced key performance indicators (KPIs) and dashboards to support consistent, senior-level oversight.

EACOP also continued its collaboration with the Tilenga and Kingfisher upstream projects through the Tripartite Working Group. This forum supports alignment on environmental, social and human rights topics across associated facilities and enables joint responses to shared challenges.

In 2025, the Working Group agreed to deepen coordination through joint stakeholder engagements at community and village level, joint engagement with relevant Non-Governmental Organizations (NGOs), and the development of a shared strategy for managing cumulative social impacts. These efforts help strengthen consistency in community engagement and support a more integrated approach to risk management across the wider petroleum development.



Human Rights Training & Capacity Building



Building on the broad human rights awareness-raising, EACOP's 2025 programme focused on more targeted safeguarding and conduct-related trainings across the workforce, contractors and community facing partners. The year's central emphasis was on Gender-Based Violence and Harassment (GBVH), Sexual Harassment Prevention, and SRHR, reflecting the Project's commitment to safe and respectful interactions during the peak of construction.

Targeted trainings reached contractor staff, community resource persons, Non-Governmental Organizations (NGO) partners, workforce members in community-facing roles and operational teams. These sessions strengthened professional conduct, raised awareness of Gender-Based Violence and Harassment (GBVH) risks and reinforced responsibilities during engagement with communities, including Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples.



These ongoing sessions ensured continuous reinforcement of human rights commitments across the Project and supported consistent application of safeguarding standards.

Contractor sexual harassment prevention training for Uganda and Tanzania.

Alongside these priority themes, EACOP continued to deliver ongoing human rights training across the organisation. This included:



Induction training

For all new EACOP and contractor personnel, covering the Human Rights Policy, salient human rights issues and grievance mechanisms.



Webinars

For staff and contractors, which provided updates on the Project's progress on key salient issues such as grievance mechanisms and women's rights.



Voluntary Principles on Security and Human Rights (VPSHR) training

Which continued for private security personnel and commenced for public security officers under the Memorandum of Understanding (MOUs) with the Governments of Uganda and Tanzania.

Human Rights Week 2025

Human Rights Week was marked across all EACOP locations through toolbox talks, posters, safety briefings and team discussions that highlighted fairness, dignity, respectful conduct and safe working environments. Workers were reminded of key workplace rights, including fair treatment, equal opportunity, safe and healthy working conditions, freedom of association and access to grievance mechanisms.

Supervisors were encouraged to demonstrate leadership by modelling respectful behaviour, responding promptly to concerns and supporting worker wellbeing. A central message of the campaign was "Rest is a right, not a reward," underscoring the importance of rest, shift limits and fatigue management as essential elements of dignity, wellbeing and safety.

HOW WE LIVE HUMAN RIGHTS AT WORK



Training at a Glance

Nearly 2,000 individuals received safeguarding and conduct-related training, strengthening awareness and practice across sites in Uganda and Tanzania.

Safeguarding and Conduct-Related Training: Key Groups Reached



708 Contractor personnel participated in Sexual Harassment Prevention Strategy training.



221 Workforce members and community resource persons trained on Gender-Based Violence and Harassment (GBVH) and Sexual and Reproductive Health Rights (SRHR).



209 EACOP drivers trained on sexual harassment prevention, Gender-Based Violence and Harassment (GBVH) prevention and professional boundaries.



Non-Governmental Organisation (NGO) Partners: Parakuiyo Pastoralists Indigenous Community Development Organisation (PAICODEO) and Maasai Women Development Organization (MWEDO) trained on Gender-Based Violence and Harassment (GBVH), harmful practice and safe referrals.



771 Direct employees and partner staff trained on EACOP's Sexual Harassment Prevention Policy (e-training).



Senior Level Management team (SLT) members trained on Sexual Harassment Prevention Strategies with emphasis on role-modelling respectful conduct and strengthening the structures required for the effective handling of sexual-harassment grievances.



Ongoing Human Rights Due Diligence (HRDD) on EACOP's Salient Human Rights Issues



Contractors' and Suppliers' Workers' Rights

Contractors' and suppliers' workers' rights remained a central salient issue in 2025. As construction activities reached their peak, and with the Industrial Relations Management System (IRMS) fully implemented across all construction spreads and associated camps, EACOP's focus shifted from system establishment to strengthening implementation, monitoring, and performance oversight.

The Industrial Relations team assures all Level 1 Contractor labour, working conditions and camp management performance in accordance with Company requirements. All Level 1 Contractors operated under Company-approved Labour Management Plans (LMPs), covering direct and subcontracted workforces. Assurance activities include readiness reviews with Level 1 and their Sub-Contractors on Labour Management Plan (LMP) system readiness and competency prior to mobilisation, as well as pre-mobilisation inspections of workforce accommodation facilities.

Ongoing oversight throughout the year was conducted through structured site engagements, document reviews, worker discussions, and camp observations.

These activities enabled the early identification of gaps in day-to-day labour practices and supported timely corrective action. Monitoring and assurance efforts focused on key labour and working conditions risk areas, including working hours management, wage and allowance administration, recruitment practices, accommodation standards, welfare facilities, occupational health and safety expectations, grievance management, and the promotion of respectful workplace conduct. Findings from assurance activities were formally communicated to contractors, with follow-up actions tracked to closure as part of EACOP's ongoing human rights due diligence.



2025 Highlights: Contractor Workers' Rights



Full implementation of the Industrial Relations Management System (IRMS) across all 14 construction spreads and worker camps.



Enhanced monitoring and assurance of wage payment processes across contractor and subcontractor tiers.



Strengthened oversight of sensitive workplace matters, including improved investigation standards.



Increased focus on fair, consistent, and lawful disciplinary practices, with explicit reinforcement of non-retaliation principles.



Targeted engagement with contractor leadership to reinforce expectations regarding workers' protection, respect for rights, and compliance with project requirements.



Pilot rollout of a Workers' Voice Survey (Uganda) as an early-warning mechanism to capture emerging concerns and worker feedback.



Heightened attention to maternity-related rights and statutory protections, including contractor awareness and compliance monitoring.



Continued support for Workers' Committees and contractor-level grievance mechanisms as primary channels for issue resolution.

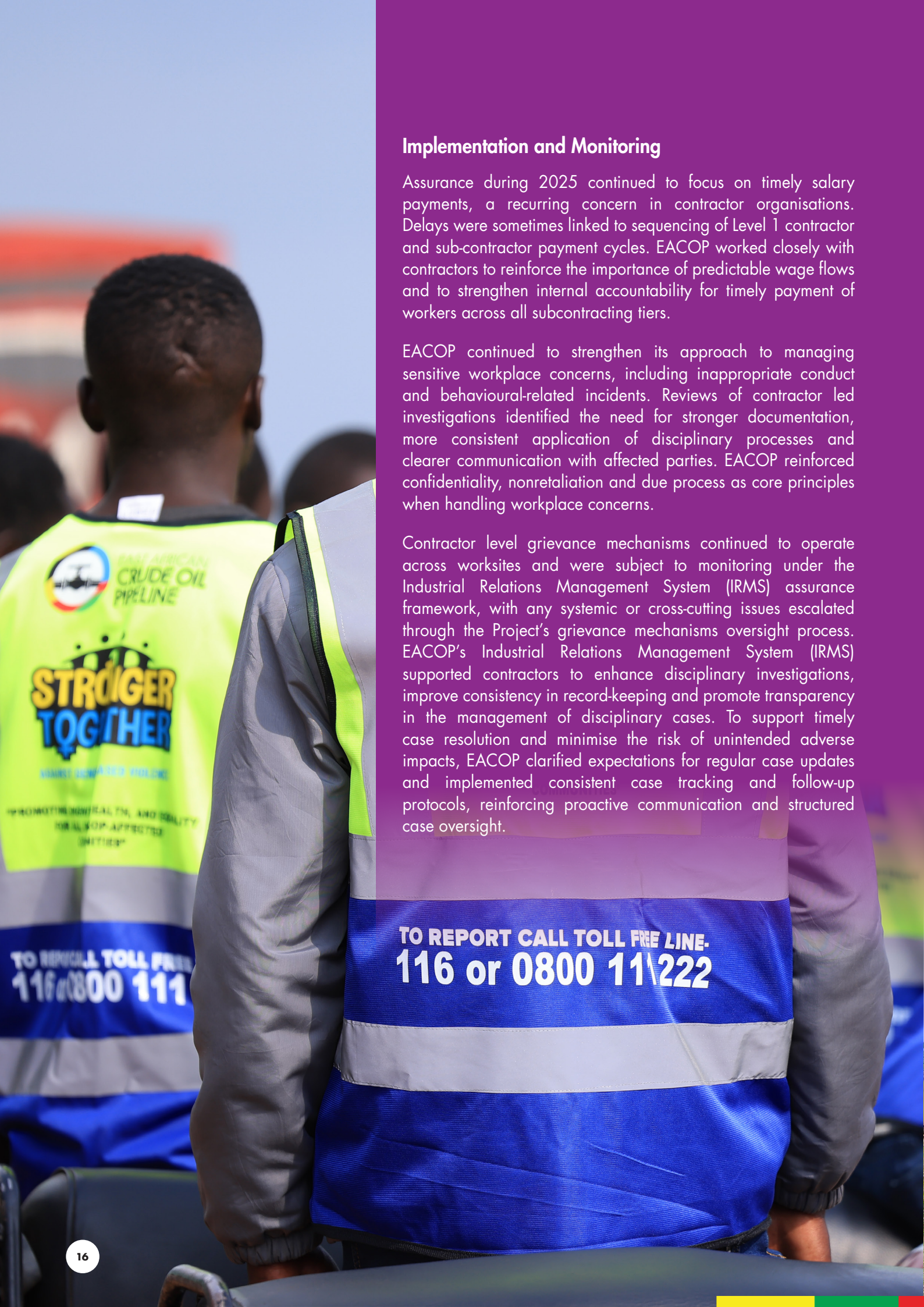


Escalation of selected cases to EACOP's Human Rights Steering Committee (HRSC) to ensure coordinated, cross-functional follow-up where required.



Increased engagement with external and internal stakeholders requesting updates and assurance on workers' welfare conditions.





Implementation and Monitoring

Assurance during 2025 continued to focus on timely salary payments, a recurring concern in contractor organisations. Delays were sometimes linked to sequencing of Level 1 contractor and sub-contractor payment cycles. EACOP worked closely with contractors to reinforce the importance of predictable wage flows and to strengthen internal accountability for timely payment of workers across all subcontracting tiers.

EACOP continued to strengthen its approach to managing sensitive workplace concerns, including inappropriate conduct and behavioural-related incidents. Reviews of contractor led investigations identified the need for stronger documentation, more consistent application of disciplinary processes and clearer communication with affected parties. EACOP reinforced confidentiality, nonretaliation and due process as core principles when handling workplace concerns.

Contractor level grievance mechanisms continued to operate across worksites and were subject to monitoring under the Industrial Relations Management System (IRMS) assurance framework, with any systemic or cross-cutting issues escalated through the Project's grievance mechanisms oversight process. EACOP's Industrial Relations Management System (IRMS) supported contractors to enhance disciplinary investigations, improve consistency in record-keeping and promote transparency in the management of disciplinary cases. To support timely case resolution and minimise the risk of unintended adverse impacts, EACOP clarified expectations for regular case updates and implemented consistent case tracking and follow-up protocols, reinforcing proactive communication and structured case oversight.

Contractor Engagement and Leadership Oversight

EACOP engages Level 1 Contractor Senior Management and EACOP Project Package Managers / Contract Owners weekly to address social and labour related performance issues, assurance open action items, and performance trends. Separate weekly discipline-specific and construction meetings are held with all Level 1 contractors / packages with good support and collaboration from the Package Managers to reinforce Contractor performance expectations. Discussions focused on strengthening contractor human resources and industrial relations functions, clarifying expectations on disciplinary processes, and ensuring that grievance and investigation procedures were understood and applied consistently. Workers' Committees and camp committees continued to be important mechanisms for worker participation.

Contractors were supported to keep these structures active and to engage workers constructively on labour related matters. Grievances were received via Contractor grievance mechanisms, worker and camp committees, through routine assurance and site visits, direct engagement with EACOP Project resources, suggestion / grievances boxes installed at work sites, EACOP's toll-free hotline, EACOP's community grievance mechanism (any received through this platform were directed to the correct IR mechanism to address worker grievances) and the NAVEX tool.

All platforms continue to be available and accessible to encourage raising complaints. Navex is the primary mechanism for anonymous complaints, protecting complainants who wish to remain anonymous or carry concerns regarding fear of retaliation for reporting concerns.

During the reporting period, a limited number of labour related matters were escalated to national authorities. These cases reinforced the importance of robust, accessible internal grievance mechanisms and timely, effective follow up.

In response, EACOP continued strengthening internal escalation pathways, oversight, and follow up practices to ensure concerns are addressed at the earliest possible stage and in line with applicable legal and lender expectations. EACOP's engagement with civil society organisations also increased, with stakeholder questions focusing on wage payment practices, recruitment, working conditions and investigation procedures. Representation from the IR team will be included in future Non-Governmental Organizations (NGO) engagements to ensure timely and accurate information is provided.

Priorities for 2026

As main construction phase is scheduled for completion in mid-2026, the focus shifts toward planning and delivery of a workforce demobilisation process compliant with statutory and EACOP requirements. Priority areas will include close oversight of end of contract procedures, transparent communication with workers, timely settlement of wages and allowances, and monitoring of grievance channels to ensure concerns can still be raised safely. EACOP will also work with contractors to reinforce nonretaliation, safeguard respectful workplace conduct during workforce reductions, and ensure that applicable labour obligations continue to be met throughout the demobilisation period.



Women’s Rights

Women’s rights remained a key priority for EACOP in 2025, building on the foundations set through the Gender & Inclusion Impact Assessments, the Gender & Inclusion Strategy and the Gender Equality and Social Inclusion (GESI) Policy.

Implementation of the Gender Action Plan continued

throughout the year, coordinated across, among others, the Human Rights, Social Performance, Human Resources, Contracts and Procurement and Local and National Content functions, with oversight from the Gender Committee.

2025 Highlights: Women’s Rights



Continued implementation of the Gender Action Plan across relevant departments.



Reinforced gender-inclusive workplace practices, including non-discriminatory recruitment and maternity related awareness.



Strengthened women’s participation in community engagement through women only forums and culturally sensitive outreach.



Sexual Harassment Prevention materials translated into local languages, including Swahili and Chinese.



Economic empowerment support through financial literacy activities, savings groups and livelihood-restoration inclusion.



Inclusive workplace events delivered under the EACOP Women’s Initiative, including International Women’s Day and wellbeing activities.



Gender-Based Violence and Harassment (GBVH) and Sexual and Reproductive Health Rights (SRHR) awareness actions delivered by specialist partners in Uganda, with parallel preparations in Tanzania.



Gender oversight maintained through the Gender Committee.



Ongoing collaboration with Parakuiyo Pastoralists Indigenous Community Development Organisation (PAICODEO) and Maasai Women Development Organization (MWEDO) to support community-level GBVH prevention.



Potential Gender Champions identified at selected worksites in Uganda to inform the design of a peer role-modelling initiative.

EACOP advanced a number of gender-responsive initiatives aimed at strengthening women’s participation, leadership and safety across the Project. Awareness efforts, women-only forums and culturally sensitive engagement approaches supported increased visibility and voice for women in project-affected communities. Economic empowerment actions were reinforced through participation in livelihood restoration programmes, financial literacy support and strengthened women-focused outreach, contributing to improved inclusion in community-level initiatives.

Safeguarding remained a central focus. In Uganda, a specialist organisation, Health Promotion International, supported community level Gender-Based Violence and Harassment (GBVH) and Sexual and Reproductive Health Rights (SRHR) awareness, while similar preparations advanced in Tanzania. EACOP also supported Parakuiyo Pastoralists Indigenous Community Development Organisation (PAICODEO) and Maasai Women Development Organization (MWEDO) to expand community level GBVH prevention activities, including within communities Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs). These initiatives aimed to strengthen community protection mechanisms, promote respectful behaviour and improve awareness of referral pathways. Within the workforce and contractor environment, EACOP continued strengthening gender-inclusive practices. Contractors were supported to reinforce non-discriminatory recruitment, promote respectful conduct and apply gender sensitive approaches within their teams. Gender considerations were integrated into ongoing Human Resources policy reviews, and maternity related awareness continued in both countries. Sexual Harassment Prevention materials were translated into additional local languages, including Swahili and Chinese, to support wider accessibility across construction sites.

In 2025, EACOP identified potential Gender Champions across selected worksites, beginning with construction locations in Uganda. At this stage, the focus was limited to mapping and nominating suitable peer role-models to support respectful conduct and inclusion at site level; no programme rollout or training took place in 2025. The identification exercise will inform the design of a light-touch, boundary focused approach to be finalised prior to implementation.

EACOP also commemorated International Women’s Day through an inclusive workplace event that promoted visibility, wellbeing and recognition for women employees. Through the EACOP Women’s Initiative, additional activities were held, including mental-wellbeing discussions aligned with World Mental Health Day and mentoring sessions for EACOP employees. These contributed to a supportive workplace culture centred on respect, inclusion and accountability.

Priorities for 2026

Women’s rights will remain a priority through the next phase of Gender Action Plan (GAP) implementation, with focus on strengthening safeguarding systems, reinforcing gender-inclusive workplace practices and supporting continued engagement with community-based partners during the transition out of peak construction. EACOP will also complete design and initiate training for the Gender Champions model in 2026, with phased implementation across worksites subject to final approval and readiness.



Information & Consultation

The right to information and consultation continued to guide EACOP’s engagement with stakeholders throughout 2025. Building on the comprehensive Stakeholder Engagement Plans (SEPs) in Uganda and Tanzania, EACOP maintained a structured and inclusive approach aligned with national regulations, international standards and the Project’s commitment to transparency and meaningful participation. Engagement activities were carried out at national, regional, district and community levels to ensure that stakeholders remained informed and able to participate throughout the implementation of Project activities.

At the community level, EACOP continued to engage Project-Affected Communities (PACs) through village assemblies, small group meetings, focus group discussions and individual consultations with Project-Affected Persons (PAPs). Dedicated, culturally appropriate engagements were held with Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs) to promote inclusion, ensure that rights and entitlements were clearly communicated and support access to relevant public services. EACOP also maintained consistent coordination with government institutions at multiple administrative levels to support effective oversight, information sharing and alignment with regulatory requirements. These engagements helped strengthen relationships with local government authorities and ensured that emerging concerns were communicated and addressed in a timely manner. Constructive engagement with Civil Society Organisations (CSOs) continued throughout the year.

EACOP participated in national level dialogues, thematic forums and on demand discussions with Non-Governmental Organizations (NGOs) and Civil Society Organisations (CSOs) in both countries. These platforms enabled open exchange on issues including land acquisition, gender equality, human rights defenders, employment opportunities, biodiversity and community safety. EACOP continued to respond to requests for information and supported dialogues with external stakeholders, helping to ensure access to accurate and updated information about Project activities.

EACOP supported construction contractors to maintain engagement with communities in accordance with EACOP stakeholder engagement principles. Contractor social teams conducted weekly discussions with Project Affected Communities (PACs) and collaborate with EACOP’s social resources to reinforce messaging and expectations, including on human rights topics. EACOP Project Community Relations Supervisors (CRSs) assure Contractor stakeholder engagement and social risk, and impact identification and mitigation meet EACOP Project social performance minimum requirements at all construction work sites in Uganda and Tanzania. To support these engagement activities, EACOP continued producing Information, Education and Communication (IEC) materials in accessible formats and local languages. These materials, including newsletters, brochures and topic-specific guidance, were used across both countries to help stakeholders understand Project processes, mitigation measures and available grievance channels.

2025 Highlights: Right to information and Consultation



Continued implementation of comprehensive Stakeholder Engagement Plans (SEPs) aligned with national regulations and international standards.



Thousands of stakeholder engagement sessions conducted across Uganda and Tanzania, reaching a wide and diverse group of project-affected individuals and communities.



Strong engagement with Project-Affected Communities through village assemblies, small group meetings and household consultations.



Dedicated consultations with Vulnerable Ethnic Groups-Self Identifying as Vulnerable.



Ongoing dialogue with Civil Society Organisations (CSOs) through national level meetings, thematic forums and targeted discussions.



Strengthened oversight of contractor engagement and social-performance practices.



Updated information materials produced in accessible formats and local languages.



Engagement approaches contributed to stronger trust, timely issue resolution and increased inclusion of vulnerable groups.

Partnerships and Collaborations

EACOP and Enabel, the Belgian Development Agency, formalised a strategic partnership through a Memorandum of Understanding (MoU) to advance Business and Human Rights (BHR) standards in Uganda’s energy sector. The collaboration, under the EU-funded Advancing Respect for Human Rights by Businesses in Uganda Project implemented with the Ministry of Gender, Labour and Social Development, aims to strengthen responsible business conduct and human rights due diligence in line with Uganda’s National Action Plan on Business and Human Rights (BHR).

The partnership focuses on capacity-building for staff, government stakeholders, and Small and Medium Enterprises (SMEs), integration of human rights safeguards into project implementation, and promotion of inclusive, sustainable development. As of the end of 2025, 41 contractors and suppliers in Uganda have been trained in Business and Human Rights, strengthening their ability to apply Business and Human Rights (BHR) principles in corporate decision-making. This engagement reinforces EACOP’s commitment to ethical corporate leadership, transparency, and embedding human rights principles within large-scale infrastructure development.

Overall, EACOP’s stakeholder engagement efforts in 2025 contributed to strengthened trust, improved information flow and increased inclusion of vulnerable groups. The approach supported early identification and resolution of concerns, enhanced collaboration with public institutions and civil society, and reinforced the Project’s commitment to transparent and rights respecting engagement.

Priorities for 2026

In the next period, EACOP will continue strengthening access to clear, timely and inclusive information for Project Affected Communities (PACs) and other stakeholders. Priorities include maintaining transparent communication during demobilisation, construction scope completion and the closure of all project construction related community grievances, remediation and reinstatement of construction sites including areas of private land temporarily rented by Level 1 contractors for the purposes of aiding construction activities, removal of all temporary crossings required during pipeline construction as part of Right-of-Way (ROW) reinstatement, final community engagements by Contractor and EACOP Project at final scope completion and demobilisation; transition activities, enhancing targeted outreach to vulnerable groups. EACOP will also continue deepening engagement with public institutions and civil society partners to ensure that information flows remain reliable, culturally appropriate and aligned with community needs.

Land & Resettlement

Land and resettlement continued to be a significant salient human rights issue for EACOP in 2025, building on the extensive land acquisition, compensation and housing construction activities completed during the earlier phases of the Project. In line with the approved Resettlement Action Plans (RAPs) and Livelihood Restoration Plans (LRPs), 2025 focused on consolidating the outcomes of these processes, supporting households as they rebuilt their livelihoods, and ensuring ongoing alignment with International Finance Corporation (IFC) Performance Standard (PS) 5. With the major land acquisition phase complete, EACOP’s emphasis shifted toward supporting PAPs through transitional assistance, livelihood restoration programming and ongoing welfare monitoring.

By the end of the year, 99% of all compensation had been completed and verified with government authorities, and all replacement houses had been constructed and handed over to eligible households. Participation in livelihood restoration remained very high across both countries, with most eligible households engaged in agricultural or alternative livelihood options.

EACOP also continued engaging with the small number of households whose compensation agreements remained under discussion, supporting constructive dialogue and ensuring concerns were addressed transparently and in line with established procedures.

2025 Highlights: Land and Resettlement

- 

All replacement house completed and handed over to eligible households.
- 

Strengthened agricultural and non-agricultural livelihood interventions.
- 

99.5% of compensation completed and verified.
- 

Livelihood Restoration Evaluation Tool piloted to assess progress.
- 

Land acquisition for the noise exceedance buffer zone at Pump Station 2 (PS2), Sembabule district undertaken in Uganda, no new Project Affected Persons (PAPs).
- 

Continued independent monitoring by the Lenders’ Environmental and Social Consultant (LESC).
- 

Land Acquisition for the Main Line Block Valves (MLBVs) access routes, noise exceedance buffer zone at pumping stations commenced.
- 

Land-related grievances tracked and resolved through established procedures.
- 

High participation in livelihood restoration activities across both countries.
- 

Coordination with authorities on safe community use of the pipeline corridor during operations.
- 

Tailored welfare monitoring and support for vulnerable households.
- 

Unsigned escrow cases tracked, allocated and signed compensation agreements.



Livelihood restoration support continued through improved agricultural practices, input distribution, extension services and planting verification, complemented by non-agricultural options such as poultry, beekeeping, livestock husbandry, enterprise development and vocational skills training. Households with specific vulnerabilities received additional support, including more frequent welfare visits and tailored monitoring. Transitional support services were largely completed across both countries, and livelihood restoration participation remained high, with additional efforts made to monitor and assist households requiring more tailored support. EACOP continued refining its monitoring indicators to better assess livelihood progress and inform targeted follow-up.

Monitoring and evaluation of livelihood outcomes was strengthened through the pilot of a Livelihood Restoration Evaluation Tool designed to support the assessment of livelihood progress and identify areas requiring further attention. Independent monitoring by the Lenders’ Environmental and Social Consultant (LESC) continued to validate the effectiveness of Resettlement Action Plan (RAP) and Livelihood Restoration Plan (LRP) implementation and alignment with international standards.

Contractor level grievance mechanisms continued to operate across sites and were monitored as part of EACOP’s assurance processes for land and resettlement, with any broader or cross-cutting issues referred to the Project’s dedicated grievance-mechanisms oversight process. Close coordination with government authorities reinforced consistency in compensation verification and helped strengthen community confidence in the process.

EACOP also continued engaging with national partners to identify safe and appropriate approaches for potential community use of sections of the pipeline corridor during operations. While certain restrictions will apply, this collaborative work aims to support long-term community resilience and land productivity. Opportunities to diversify and strengthen sustainable livelihoods also continued to be explored in collaboration with Project Affected Persons (PAPs), including community-driven options in agriculture and small enterprise development.

Priorities for 2026

As the Project transitions toward demobilisation, EACOP’s focus will shift from completion of resettlement activities to demonstrating the effectiveness and sustainability of livelihood restoration measures. Priorities for 2026 include supporting households as they consolidate income generating activities, maintaining targeted assistance for vulnerable households, and strengthening the monitoring of livelihood outcomes using established evaluation tools. Continued coordination with government authorities will ensure that any remaining land-related matters are appropriately verified and closed, while collaboration on community use of the pipeline corridor during operations remains a key area of planning. EACOP will also maintain grievance oversight and work closely with implementing partners to ensure that outstanding issues are resolved transparently throughout the demobilisation period.

Marine Livelihoods

Marine livelihoods continued to be an important salient issue in 2025, particularly for communities in Chongoleani and Putini who depend on fishing, gleaning and coastal resource use.

Building on the commitments outlined in the Resettlement Action Plan (RAP) and Livelihood Restoration Plan (LRP), EACOP worked with affected households, community institutions and government partners to support income restoration and strengthen resilience in coastal areas surrounding the Marine Storage Terminal (MST).

2025 Highlights: Marine Livelihood

-  Continued implementation of marine and coastal livelihood restoration activities in Chongoleani peninsular, Tanga region.
-  Strengthened community-based financial groups to support small enterprise development and institutional governance.
-  Market-informed livelihood diversification supported through value-chain work on honey, seaweed and reef fish.
-  Preparatory measures advanced to enhance marine safety and support vulnerable gleaners.
-  Environmental and ecosystem-health monitoring maintained to support sustainable coastal resource management.
-  Ongoing coordination with government authorities on options for controlled access beneath the jetty during operations.
-  Continued collaboration with district authorities on potential replacement agricultural land for affected households.
-  Sustained engagement with household-level and community-level structures to support long-term resilience.
-  Integrated approach combining livelihood support, community engagement and environmental stewardship.
-  Marine livelihoods reaffirmed as a priority issue in engagements with authorities and community leaders.

During 2025, EACOP advanced a range of marine and coastal livelihood restoration activities designed to support long-term economic stability. These included strengthening community-based financial groups, supporting diversification through market-aligned livelihood options and enhancing local capacity to manage marine and coastal resources sustainably. The establishment and support of Eco-Credit (MKUBA) groups helped reinforce community-level financial governance and provided opportunities for households to develop or expand small enterprises, including those linked to selected value chains such as honey, seaweed and reef fish. Value chain assessments undertaken during the year informed the prioritisation of these activities and supported the design of tailored guidance to improve productivity, value addition and market access. Targeted support for vulnerable marine users, particularly gleaners, remained an important focus. Preparatory efforts were undertaken to strengthen marine safety interventions and promote safe resource use practices. Environmental and ecosystem health monitoring also continued as part of broader efforts to support sustainable coastal resource management.

EACOP continued implementing the marine livelihood monitoring programme associated with the Marine Exclusion Zone (MEZ), which includes proactive engagement with affected communities and coordination with relevant authorities. Engagement also continued with government counterparts, including the Tanzania Ports Authority (TPA) and the Tanzania Shipping Agencies Corporation (TSAC), on options for controlled

access beneath the jetty during operational periods. These discussions are intended to support community needs while ensuring safety and security requirements associated with Marine Storage Terminal (MST) operations are met. Progress was also made toward securing replacement agricultural land for marine affected households. EACOP worked with the Tanzania Petroleum Development Corporation (TPDC) to advance the allocation of suitable land close to Chongoleani Peninsula. This initiative aims to provide additional livelihood opportunities for households whose marine access has changed due to project development, complementing existing coastal livelihood support.

Marine and coastal livelihood initiatives were further supported by ongoing engagement with district and city authorities, as well as continued dialogue with the Lenders' Environmental and Social Consultant (LESC). Feedback from these engagements helped strengthen programme design, reinforce institutional coordination and maintain alignment with international good practice.

Overall, the 2025 programme reflected a more integrated and community rooted approach to marine livelihood restoration. By combining livelihood diversification, institutional strengthening, environmental stewardship and sustained engagement with authorities and affected communities, EACOP continued to support the resilience and long term wellbeing of households whose livelihoods depend on the marine environment.

jetty during operations, while ongoing coordination with national institutions and development partners will help ensure that cumulative impacts on the Chongoleani Peninsula are proactively managed. Monitoring of marine users and coastal ecosystems will also remain a central element of due diligence, supporting evidence-based decision-making and helping to ensure that affected communities can continue to rely on marine resources safely and sustainably during the operational phase.

Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs)

Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs) remained a key human rights priority for EACOP in 2025, consistent with the Project's commitments under IFC PS7 and the EACOP Plan for Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs). Engagement with the Akie, Barbaig, Maasai and Taturu communities continued throughout the year, emphasising culturally appropriate consultation, protection of cultural identity, and inclusion of women and youth in project related dialogue. EACOP maintained regular structured engagements with Vulnerable Ethnic Groups Self-Identifying as Indigenous People (VEG-IP) communities through community meetings and traditional leadership forums.

These culturally appropriate platforms supported informed consultation, encouraged open dialogue and ensured that elders, women and youth were meaningfully included in discussions. Preparations also continued for upcoming traditional leaders' and influential women's forums, which remain central platforms for dialogue, cultural recognition and shared decision-making.

An annual evaluation process for the Vulnerable Ethnic Groups Self-Identifying as Indigenous People (VEG-IPs) Plan was also initiated in 2025, supporting continuous improvement and ensuring that implementation remains aligned with community priorities and cultural expectations.

Participatory community benefits validation was initiated as part of the preparations for implementing socio-economic investment programmes. Programme implementation will commence in 2026.

Capacity-building initiatives continued across project-affected districts, helping strengthen community leadership structures, increase awareness of rights and improve access to essential public services. EACOP continued supporting Vulnerable Ethnic Groups Self-Identifying as Indigenous People (VEG-IP) communities to access civil registration services, including national identification and birth registration, by working with government partners to strengthen administrative inclusion.

Community-based groups also advanced their participation in economic programmes, with several groups successfully accessing government support schemes for small-scale enterprise development. These efforts contributed to improved interaction between Vulnerable Ethnic Groups Self-Identifying as Indigenous People (VEG-IP) communities and government authorities and supported long-term social inclusion.



Priorities for 2026

As marine related construction activities wind down, EACOP's focus in 2026 will shift toward consolidating the foundations laid for long-term marine and coastal livelihood resilience. Priorities will include supporting the continued strengthening of community-based institutions, advancing value-chain initiatives that show potential for sustainable income generation, and refining support for vulnerable groups such as gleaners. EACOP will continue working with government authorities to finalise safe and practical arrangements for access beneath the

2025 Highlights: Vulnerable Ethnic Groups self-identifying as Indigenous People



Continued implementation of the EACOP Plan for Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs) in line with IFC PS7.



Regular community meetings and traditional leadership forums supporting culturally appropriate consultation.



Preparations for quarterly leadership and women's forums to strengthen dialogue and shared decision-making.



Ongoing capacity-building to support access to public services, including civil registration and national identification.



Tailored welfare monitoring and support for vulnerable households.



Community based groups strengthened, including those accessing government support schemes for small-scale enterprise development.



Formalisation of customary land rights for a culturally significant site in collaboration with community leaders and district authorities.



Continued support for participation in employment opportunities and youth skills development programmes.



Role-model networks strengthened to promote women's leadership and inclusive community engagement.



Validation of community identified development priorities to inform future Social Investment Programme planning.

Safeguarding cultural heritage remained central to EACOP's approach. In collaboration with community leaders and district authorities, EACOP supported the formalisation of customary land rights for a culturally significant area, contributing to long term protection of sacred sites in line with international standards. This initiative demonstrated continued commitment to rights-based cultural heritage protection. EACOP also continued supporting livelihood opportunities for Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs) households through targeted engagement with contractors and relevant partners. This included facilitating access to local employment opportunities, promoting youth participation in technical training and supporting women's involvement in community-level initiatives and decision-making through established role-model networks.

EACOP also advanced preparations for additional community support initiatives focused on land management, strengthening women's groups and reinforcing local governance structures. Towards the end of 2025, EACOP undertook a culturally appropriate validation and prioritisation exercise to update development needs identified by Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs) communities. The process reaffirmed ongoing priorities such as water access, health services, education and culturally appropriate community infrastructure. These findings provide a strong basis for aligning future social investment efforts with community-defined aspirations and long-term wellbeing. Throughout the year, EACOP maintained its focus on supporting culturally appropriate engagement, strengthening leadership participation and ensuring that Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs) communities can benefit from opportunities linked to the Project.

Priorities for 2026

In 2026, EACOP will continue supporting culturally appropriate engagement with Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs) communities and advance implementation of the EACOP Plan. Priorities include strengthening women's participation in decision-making processes, enhancing collaboration with traditional leadership, and progressing community-identified development priorities through the Social Investment Programme.

Continued coordination with government authorities will remain essential to ensure access to public services, uphold cultural heritage protections and help sustain long-term outcomes for Vulnerable Ethnic Groups Self-Identifying as Indigenous Peoples (VEG-IPs) communities.

A key focus in 2026 will be the implementation of socio-economic investment programmes for Vulnerable and Ethnic Groups and Indigenous Peoples (VEGIPs), including initiatives to improve access to water, healthcare, education, and sustainable livelihood opportunities.

Engagement with Non-Governmental Organizations (NGOs) and Civil Society Organisations (CSOs) will also be prioritised to provide updates on the implementation of the EACOP VEGIP Plan and strengthen collaboration with key stakeholders. Target organisations include Pastoralists Indigenous Non-Governmental Organizations (PINGOs) Forum, Haki Rasilimali, Haki Ardhi, Policy Forum, and the Northern Coalition for Extractives and Environment (NCEE).



Road Safety

Road safety remained an important human rights priority for EACOP in 2025, given continued construction related traffic and the potential risks for communities, pedestrians, and road users along the pipeline corridor. Building on the strong foundations established through the Community Road Safety Management Plan and the Transport Management Plan, EACOP continued implementing a structured, risk-based approach focused on prevention, awareness, and coordination with relevant authorities.

EACOP maintained partnerships with Traffic Police, district authorities, and specialised road-safety organisations in Uganda and Tanzania. These partnerships supported coordinated, evidence-informed interventions designed to reinforce safe-driving practices among contractors and promote safer interactions between construction vehicles and community road users. Engagements continued to prioritise children, roadside communities, motorcycle taxi riders, “boda boda” and other high-risk groups.

2025 Highlights: Road Safety

- 

Continued implementation of the Community Road Safety Management Plan and Transport Management Plan.
- 

Integration of road safety within broader community health and safety approaches.
- 

Strong coordination with Traffic Police, district authorities and specialised road safety organisations.
- 

Gender responsive engagement approaches consistently applied.
- 

School based sessions and community dialogues delivered in project-affected areas.
- 

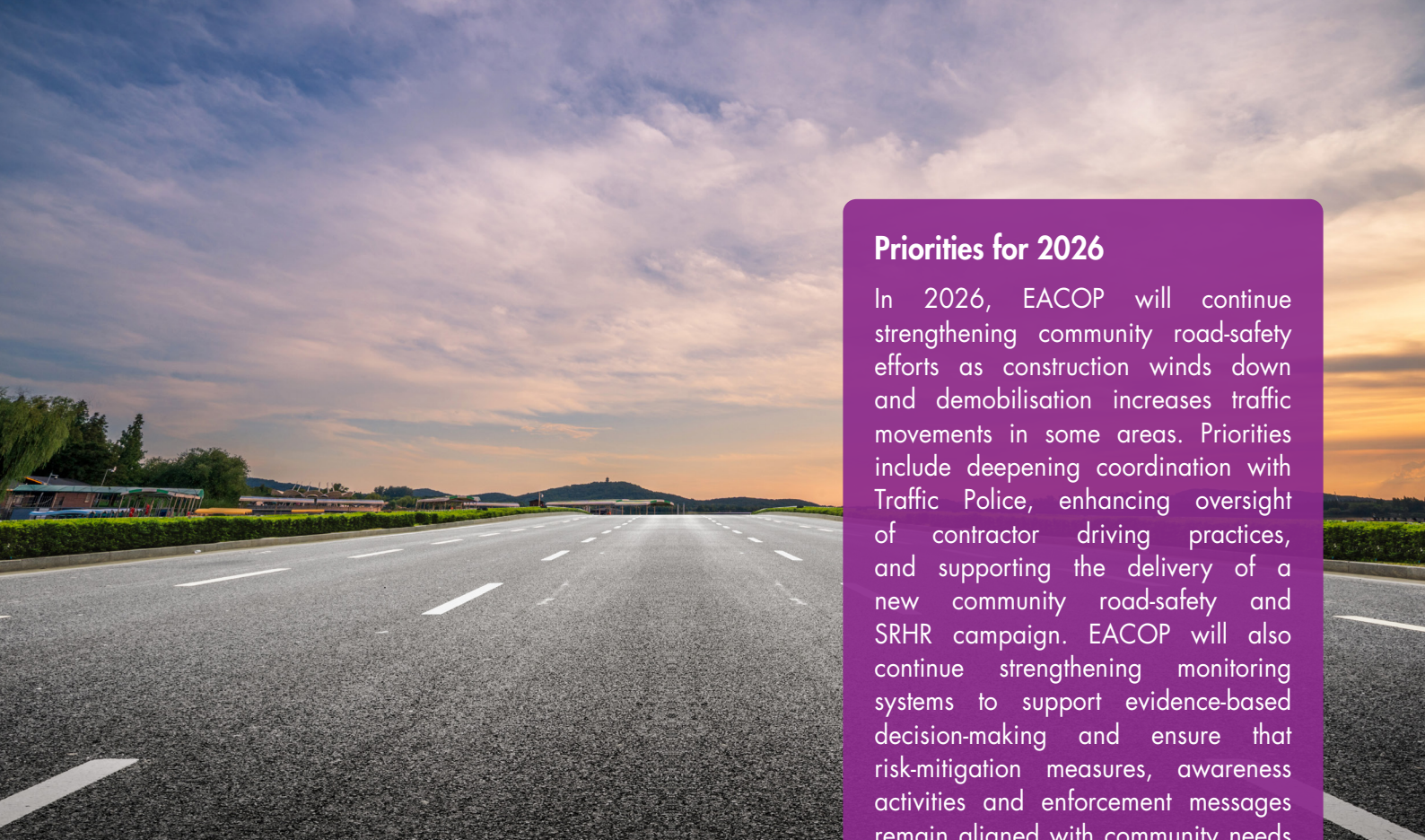
Contractor oversight reinforced through journey-management, driver-qualification and vehicle-inspection processes.
- 

Targeted engagement with “boda boda” riders and other high-risk road users.
- 

Road Safety Project launched in Uganda in June 2025.
- 

Evidence informed planning used to identify priority locations for awareness and mitigation.
- 

Preparations initiated for a new community campaign on road safety and Sexual and Reproductive Health Rights (SRHR).



Priorities for 2026

In 2026, EACOP will continue strengthening community road-safety efforts as construction winds down and demobilisation increases traffic movements in some areas. Priorities include deepening coordination with Traffic Police, enhancing oversight of contractor driving practices, and supporting the delivery of a new community road-safety and SRHR campaign. EACOP will also continue strengthening monitoring systems to support evidence-based decision-making and ensure that risk-mitigation measures, awareness activities and enforcement messages remain aligned with community needs and emerging traffic patterns.

Activities included sensitisation sessions in schools and roadside communities, engagement with motorcycle “boda boda” riders, community dialogues and targeted awareness efforts in locations identified as higher risk. Capacity-building sessions supported Traffic Police and community actors to strengthen understanding of safe road use, documentation practices and local enforcement processes.

In Uganda, EACOP advanced its road-safety efforts through its partnership with Safe Way Right Way (SWRW), including the launch of the EACOP Community Road Safety Project in June 2025. The launch reinforced a structured approach to promoting safer road use along the pipeline route through school and community sensitisation, engagement with high-risk road users, and strengthened collaboration with authorities. Awareness activities and capacity-building supported consistent understanding of safe road practices, contributing to a coordinated and sustainable road-safety programme.

In Tanzania, EACOP worked with Amend and district-level authorities to deliver integrated community road-safety activities aligned with national and district systems. Engagements included school-based education, discussions on pedestrian safety and child protection, and targeted outreach to high-risk road users around construction zones. Coordination forums with authorities, civil society, and contractors

supported shared understanding of emerging risks and strengthened alignment between community awareness, enforcement messages and operational planning.

Monitoring and evidence-based planning continued to guide implementation in both countries. Road-safety incidents and grievances were tracked and reviewed to support learning and targeted mitigation, while coordination with Traffic Police informed improvements such as signage, speed-management measures and structured awareness campaigns. Oversight of contractor compliance with journey-management requirements, vehicle-inspections and driver-qualification standards also continued throughout the year. EACOP began preparing for the next phase of community road-safety and Sexual and Reproductive Health Rights (SRHR) awareness activities, including the engagement of a specialist organisation to support delivery. Monitoring and tracking of awareness activities were strengthened to ensure continuous improvement and alignment with emerging risk patterns. Across both countries, road-safety activities were integrated within broader community health and safety efforts, reinforcing safe behaviour around construction sites and promoting shared accountability. Gender-responsive approaches ensured that women, girls and other vulnerable groups were consistently included in outreach efforts.

Interaction with public and private security forces

In 2025, Government Security Forces (GSF) and Private Security Providers (PSPs) continued to play a critical role in safeguarding people, assets, and infrastructure around EACOP operations. The Project maintained a structured, risk based, and human rights respecting approach to security management, aligned with the Voluntary Principles on Security and Human Rights (VPSHR), applicable national legislation, and the security provisions set out in the Host Government Agreements (HGAs) in Uganda and Tanzania.

Following the signing of Security Memorandums of Understanding (MoUs) with the Government of Uganda in 2024 and with the Tanzania Police Force in February 2025, EACOP continued working closely with public authorities to ensure clear expectations regarding professional conduct, accountability, coordination, and the proportional use of force. These MoUs also provide a framework for ongoing cooperation on training, oversight, and coordination between EACOP and public security institutions deployed in project affected areas. In parallel, private security operations in both countries continued to be managed in line with recognized international standards. All Private Security Providers (PSPs) contracted through Engineering, Procurement and Construction (EPC) contractors are required to comply with Voluntary Principles on Security and Human Rights (VPSHR), maintain auditable Voluntary Principles on

Security and Human Rights (VPSHR) implementation and training plans, and hold membership with the International Code of Conduct Association (ICoCA), ensuring robust systems for training, use of force, grievance handling, and incident management.

In 2025, EACOP strengthened the implementation of Voluntary Principles on Security and Human Rights (VPSHR) by promoting leadership stability and continuity within public and private security forces, supporting improved community understanding and more consistent application of responsible security practices. Human rights aligned training and oversight continued for both Government Security Forces and Private Security Providers, with particular emphasis on refresher training in Uganda to address frequent personnel rotations. Voluntary Principles on Security and Human Rights (VPSHR) requirements for private security were reinforced through contractual obligations, mandatory training, and ongoing oversight. EACOP also advanced plans to expand Voluntary Principles on Security and Human Rights (VPSHR) training through an International Code of Conduct Association (ICoCA) certified external provider and maintained continuous dialogue with authorities, including on marine security arrangements and engagement protocols with fishers, to ensure sustained alignment with human rights commitments.

2025 highlights: Interaction with Public and Private Security Forces



Voluntary Principles on Security and Human Rights (VPSHR) implementation strengthened in Uganda and Tanzania through structured engagement with public and private security forces.



Voluntary Principles on Security and Human Rights (VPSHR) training sustained in Uganda in 2025, with 211 Government Security Force personnel and with 1,748 private security personnel trained on Voluntary Principles on Security and Human Rights (VPSHR) in 2025, ensuring compliance with international standards.



Clear institutional framework in place, supported by bilateral Security Memorandum of Understanding (MoUs) with both governments.



Agreement reached in 2025 to develop Police district level Voluntary Principles on Security and Human Rights (VPSHR) training plans for 2026, with an external training supplier, supporting sustained, context specific capacity building and improved continuity at local level.

Priorities for 2026

In 2026, EACOP and government partners will continue to develop clear district level Voluntary Principles on Security and Human Rights (VPSHR) training plans covering both public and private security forces. The commencement of Tier 1 contracts between EACOP and security providers will further strengthen oversight, compliance, and control mechanisms. These plans aim to ensure regular, context specific training, reflecting local needs and supporting continued alignment with international good practice in responsible security management.

2025 Road safety Engagements: Attendees Breakdown

Country	Contractor	Stakeholder category	Attendees
Uganda	SWRW	Bodaboda riders & taxi drivers	865
Uganda	SWRW	Community, religious & Local Government Leaders	11,678
Uganda	SWRW	Students	4,667
Tanzania	AMEND	Community, religious & Local Government Leaders	13,346
Tanzania	AMEND	Students	95,182
TOTAL			125,738

Figures by country, contractor and stakeholder group

Grievance Mechanisms

EACOP continued to prioritise accessible, transparent, and rights-respecting grievance mechanisms in 2025 as an essential component of its human rights due diligence. Grievance channels remained available to workers, communities, and other stakeholders, offering structured processes for concerns to be raised and addressed without fear of retaliation. During the year, EACOP strengthened awareness of these mechanisms across Uganda and Tanzania through expanded outreach, village level sensitisation

efforts, and targeted engagement with groups that may face barriers to raising concerns. Efforts also continued to harmonise procedures, templates, and documentation to support consistent tracking and follow up across all grievance streams. These improvements formed part of EACOP’s broader commitment to ensuring that concerns are raised early and managed effectively throughout the project lifecycle.

2025 Highlights: Grievance Mechanisms



Expanded sensitisation on grievance procedures, integrated targeted engagement with women and other groups with limited access to reporting channels.



Enhanced integration of digital tools to support timely case tracking and consistent reporting.



Strengthened village-level and household-level engagements through Community Relations Coordinators (CROs) and Village Liaison Officers (VLOs).



Ongoing oversight of contractor grievance systems, including improved reporting under Industrial Relations Management System (IRMS).



Continued harmonisation of grievance categories, documentation and processes across Uganda and Tanzania.



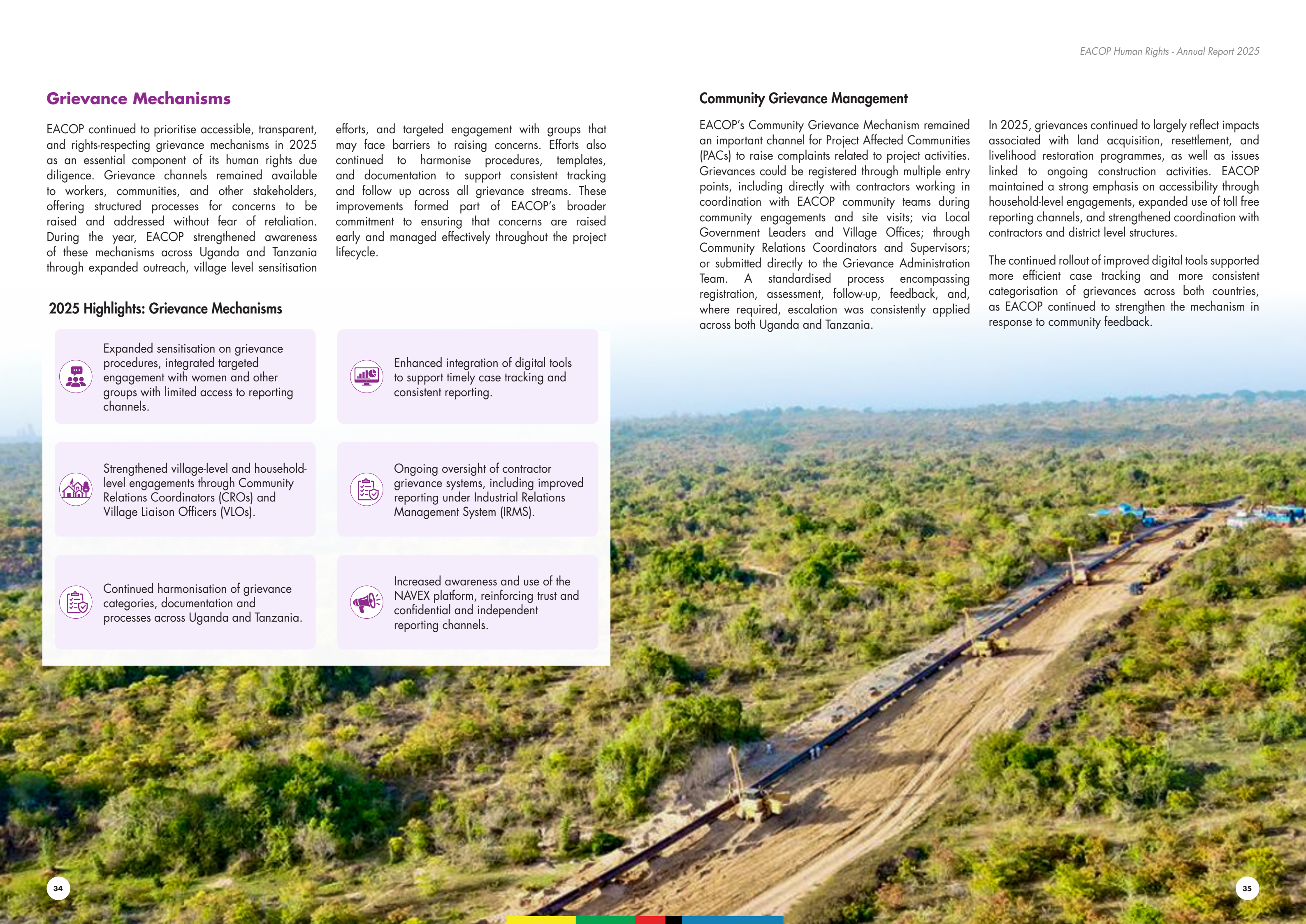
Increased awareness and use of the NAVEX platform, reinforcing trust and confidential and independent reporting channels.

Community Grievance Management

EACOP’s Community Grievance Mechanism remained an important channel for Project Affected Communities (PACs) to raise complaints related to project activities. Grievances could be registered through multiple entry points, including directly with contractors working in coordination with EACOP community teams during community engagements and site visits; via Local Government Leaders and Village Offices; through Community Relations Coordinators and Supervisors; or submitted directly to the Grievance Administration Team. A standardised process encompassing registration, assessment, follow-up, feedback, and, where required, escalation was consistently applied across both Uganda and Tanzania.

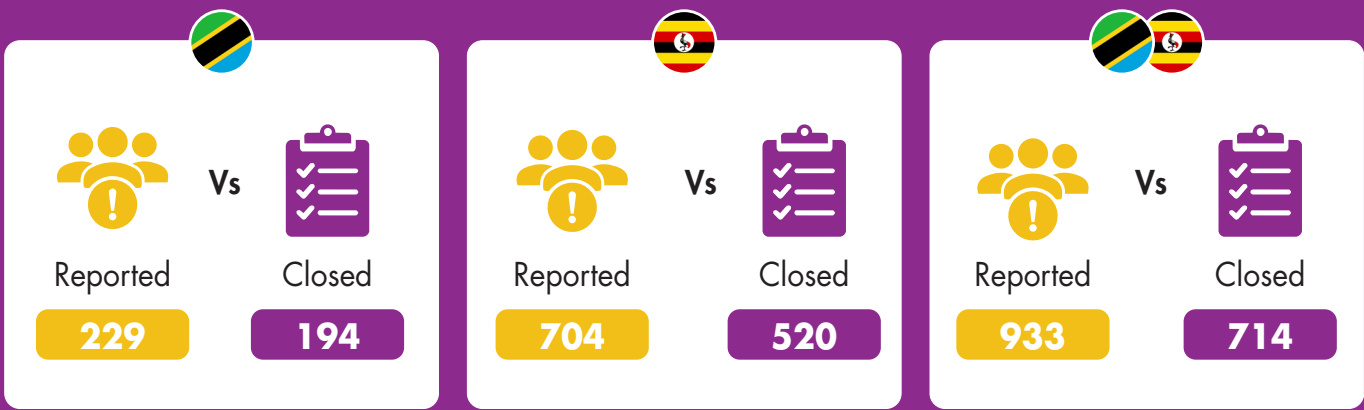
In 2025, grievances continued to largely reflect impacts associated with land acquisition, resettlement, and livelihood restoration programmes, as well as issues linked to ongoing construction activities. EACOP maintained a strong emphasis on accessibility through household-level engagements, expanded use of toll free reporting channels, and strengthened coordination with contractors and district level structures.

The continued rollout of improved digital tools supported more efficient case tracking and more consistent categorisation of grievances across both countries, as EACOP continued to strengthen the mechanism in response to community feedback.



As illustrated in the volume of grievances reported in 2025 reflects continued access to, and use of, the Community Grievance Mechanism across both countries.

Reported Vs Close Grievances (2025)



Contractor Workers' Grievance Mechanisms

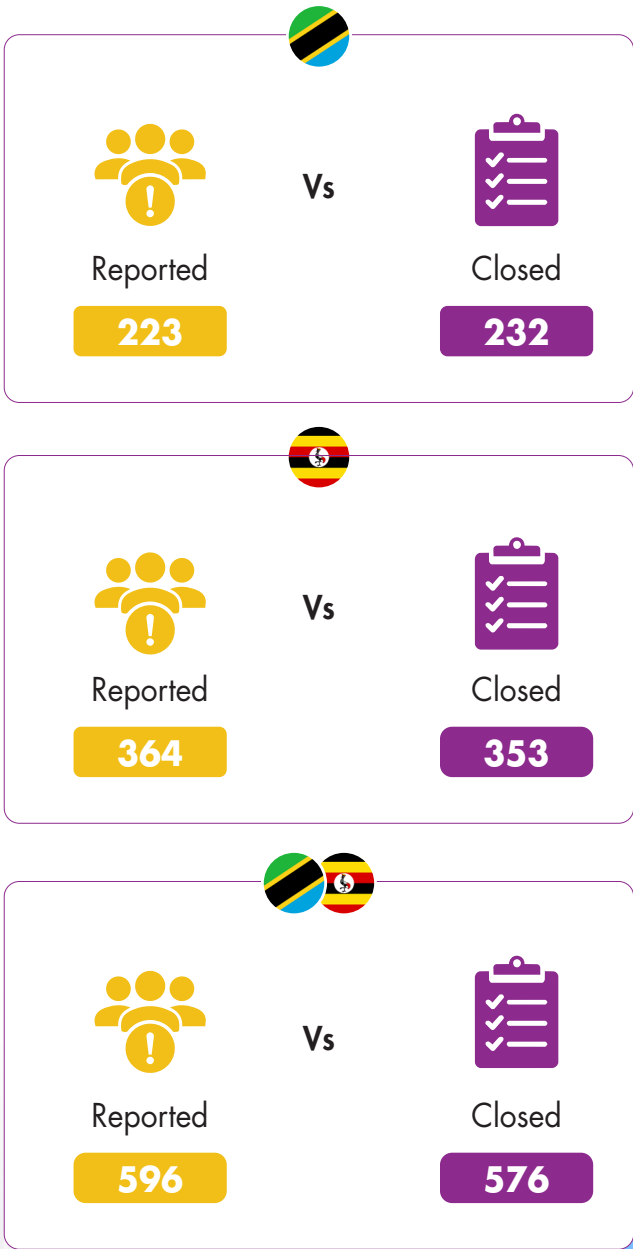
Consistent with the Labour Management Plan and IRMS, all construction contractors and suppliers operated worker grievance mechanisms in 2025. These procedures allow contractor and subcontractor workers to raise workplace concerns in a worker grievance mechanism that meets the principles and objective of the EACOP worker's grievance mechanism. EACOP continued receiving monthly IR reports from contractors, which supported oversight and identification of patterns requiring attention. Engagement with contractors focused on reinforcing the visibility of grievance procedures, ensuring

A substantial proportion of cases were addressed within the reporting period, underscoring the effectiveness of case management processes and ongoing attention to timely resolution and follow up.

timely handling of cases, and improving consistency in reporting. As construction activities expanded, these mechanisms remained essential for maintaining a fair and transparent working environment across all sites.

Figure 3 summarises grievance reporting and closure outcomes recorded through contractor level worker grievance mechanisms during 2025, which informed EACOP's oversight and assurance activities under the Labour Management Plan and Industrial Relations Management System (IRMS).

Contractor Worker Grievance Reporting and Closure Overview (2025)



EACOP Workforce Grievance Mechanism

EACOP's internal grievance mechanism for its direct employees remained operational throughout 2025, providing a channel for employees to raise workplace concerns in line with established internal procedures.

In 2025, EACOP recorded twenty (20) workforce grievances of which six (6) were concluded within the reporting period. The remaining cases continued to be addressed beyond year end.

Since inception, a total of 31 workforce grievances has been recorded.

EACOP continued to promote awareness of grievance rights and processes among its workforce in 2025, including through regular internal communications, refresher discussions during staff meetings, updated guidance materials, and integration of grievance information into onboarding and induction activities.

NAVEX Platform

The NAVEX Ethics Point platform continued to complement EACOP’s internal and contractor grievance mechanisms in 2025. Managed by an independent service provider, NAVEX provides a confidential reporting channel and enables anonymous reporting through the EACOP website and dedicated toll-free lines in Uganda and Tanzania. The platform is accessible to both internal and external stakeholders, offering an additional avenue for raising concerns. This channel plays a particularly important role in handling sensitive matters that require impartiality and discretion.

As part of EACOP’s broader grievance framework, NAVEX strengthens accessibility and trust by providing an independent reporting option, particularly for stakeholders who may not feel comfortable using standard channels.

It also supports early identification of potential risks by enabling concerns to be raised confidentially and, where necessary, anonymously. Awareness of NAVEX increased throughout the year through continued sensitisation efforts led by the EACOP Compliance and Human Rights teams, in collaboration with contractors and community engagement structures. NAVEX case management is overseen by a designated EACOP administration team, comprising representatives from Compliance and Human Rights, who support the review, timely follow-up, and closure of cases. EACOP continues to coordinate closely with the independent NAVEX service provider to strengthen timely case handling, ensure appropriate escalation of sensitive matters, and reinforce confidence in this reporting channel. The table below provides an overview of reports received through the NAVEX EthicsPoint platform in 2025, including reporting and closure outcomes.

Priorities for 2026

EACOP will continue strengthening the accessibility and consistency of its grievance mechanisms across Uganda and Tanzania. In the next period, priorities include:

- ▶ Enhancing awareness of grievance procedures among communities, workers and employees, with targeted sensitisation for women and other groups who may face barriers to raising concerns.
- ▶ Maintaining village-level, workplace level and household-level engagement to ensure all stakeholders understand available channels and how to use them safely.
- ▶ Further harmonising grievance categories and documentation across all mechanisms and both countries.
- ▶ Strengthening digital case management systems to support timely follow-up and consistent reporting.
- ▶ Continuing engagement with contractors and local structures to reinforce clarity on grievance pathways, roles and expectations, including the use of independent channels such as NAVEX.

GRIEVANCE MECHANISMS



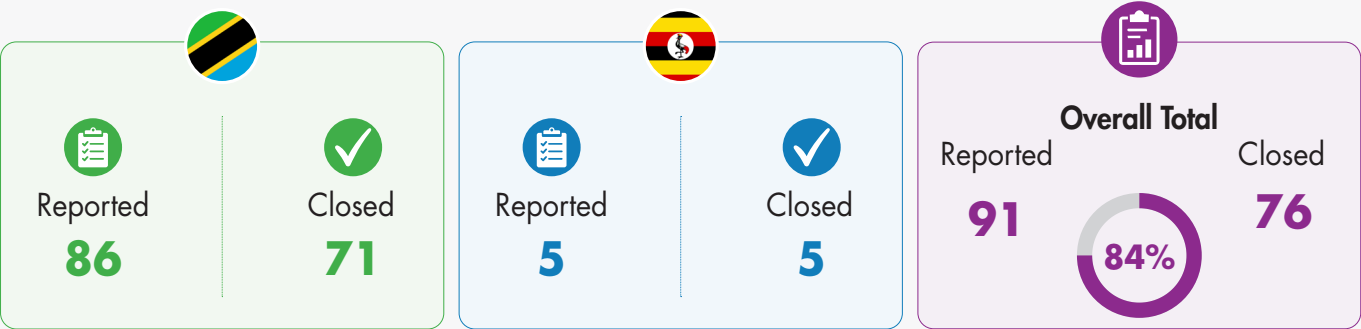
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Table 1: NAVEX Reporting Channel



Social Economic Investment and Corporate Social Responsibility



Social Economic Investment and Corporate Social Responsibility

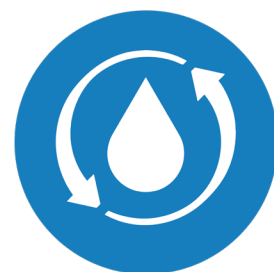
EACOP implements Social and Economic Investment (SEI) initiatives as part of its commitment to respect human rights and contribute to the sustainable development of communities along the pipeline corridor in Uganda and Tanzania. Social and Economic Investment (SEI) activities are designed to create shared value by strengthening access to essential services, supporting livelihoods, and enhancing community resilience during and beyond the construction phase.

Social and Economic Investment (SEI) implementation is guided by EACOP's Sustainability Policy and structured around five strategic pillars: Future Generations, Water Solutions, Community Health and Safety, Sustainable Energy, and Environment. Across both countries, initiatives are developed in coordination with government authorities, community leaders, and implementing partners, and aligned with national development priorities, the International Finance Corporation (IFC) Performance Standards, and relevant Sustainable Development Goals.

These SEI initiatives are being implemented under five key pillars:



Future Generation



Water Solutions



Community Health and Safety



Sustainable Energy



Environment



Water Solutions

Access to clean and safe water remains a critical challenge in many Project Affected Communities (PACs), with disproportionate impacts on women, children, and vulnerable groups. In response, EACOP has supported the development and rehabilitation of community water infrastructure along the pipeline corridor in both Uganda and Tanzania.

In Uganda, this has included the construction of new boreholes, rehabilitation of existing water sources, and the installation of rainwater harvesting systems, improving access to safe water for rural households.

In Tanzania, pilot water supply initiatives were launched in areas experiencing acute water scarcity, enhancing access for both domestic use and livestock through partnerships with government water authorities. These interventions contribute to improved health outcomes, reduced time burdens, and enhanced dignity and wellbeing at household level.



The water harvest tanks in Sembabule District.



Future Generations and Livelihoods

Recognising the importance of youth economic inclusion, EACOP has supported skills development and livelihood initiatives aimed at improving access to decent work, entrepreneurship, and self-employment opportunities in Project Affected Communities.

In Tanzania, youth economic empowerment programmes were implemented across multiple regions, combining vocational skills training, support to youth savings and loan associations, and rehabilitation of vocational training facilities. These initiatives are designed to equip young people with market relevant skills, enhance financial literacy, and promote longer-term economic participation beyond the construction phase of the Project.





Community Health and Safety

Social Economic Investment (SEI) initiatives also addressed community identified health and safety priorities linked to Project activities and existing service gaps. Investments included improvements to local road infrastructure to enhance safety and accessibility, support to specialist health institutions providing care to vulnerable children, and targeted school based interventions aimed at reducing barriers to education.

In both countries, road rehabilitation initiatives improved mobility, reduced travel risks, and strengthened access to markets and essential services. Education focused interventions included support for school infrastructure and programmes designed to reduce absenteeism and promote retention, particularly among girls of school going age.



Improved community access road supported through EACOP’s Social Economic Investment (SEI) initiatives to enhance safety, mobility, and access to essential services.

Keep a Girl in School

Programme Progress Summary, Tanzania

Round 1
Singida, Shinyanga and Dodoma

4,596 girls were reached across **36 schools**, including 11 girls with disabilities.

Round 2
Tanga, Manyara and Tabora

4,200 girls were reached across **32 schools**.

Round 3
Kagera and Geita (upcoming)

Distribution begins on **3 November 2026**. This round aims to reach **3,000 girls** in **16 schools**.

Overall progress
As of 21 October 2026, the programme has reached **8,796 girls** in **68 schools** across six regions.

Upon completion of Round 3
The programme expects to have reached about **11,796 girls** in **84 schools** across eight regions.

Programme Progress Summary, Uganda

Round 1
Northern Region

Hoima, Kikuube, Kakumiro, Kyankwanzi, Mubende. **1,782** girls across **20 schools**.

Round 2
Southern Region

Rakai, Kyotera, Lwengo, Sembabule, Gomba. **1,665** girls including **6** with disabilities across **20 schools**.



School based intervention supported through EACOP’s Social and Economic Investment programme to reduce barriers to education and promote dignity and retention among girls of school going age.



Environment and Sustainable Energy

Environmental stewardship forms an integral part of EACOP's SEI approach. In Uganda, EACOP supported national efforts to restore tree cover through large scale tree planting initiatives along the pipeline route, contributing to ecosystem restoration and climate resilience.

In Tanzania, EACOP partnered with the Rural Energy Agency to support rural electrification in underserved hamlets along the pipeline corridor. These initiatives aim to improve access to reliable energy for households and public institutions, stimulate local economic activity, and strengthen community wellbeing.

Contribution to Human Rights

Through its SEI programme, EACOP seeks to support the progressive realisation of economic and social rights, including the rights to water, health, education, and an adequate standard of living. While SEI initiatives do not replace state obligations, they form part of EACOP's broader approach to mitigating project related impacts and contributing positively to the lives of communities affected by its operations.



CLOSING MESSAGE FROM THE DEPUTY MANAGING DIRECTOR

John-Bosco HABUMUGISHA

Respecting human rights is a shared responsibility that extends across every aspect of EACOP's business. During 2025, as the Project advanced through its peak construction phase, we continued to strengthen the integration of human rights into our operational decision-making, project management processes, and contractor oversight. This required close collaboration across functions to ensure that responsible business practices remained central to the delivery of the Project.

Throughout the year, our teams worked together to reinforce systems that support safe and respectful workplaces, responsible labour practices, meaningful stakeholder engagement, and effective management of social and human rights risks. Human rights considerations were increasingly embedded into planning, performance monitoring, contractor assurance, and day-to-day project execution, reflecting our commitment to continuous improvement and accountability. An important area of progress has been the strengthening of cross-functional collaboration. Human rights cannot be delivered by one team alone; they require the collective commitment of every function, contractor, supplier and partner involved in the Project.

I am encouraged by the growing ownership demonstrated across the organisation, where human rights principles are increasingly recognised as an integral part of operational excellence and responsible project delivery.

As the Project transitions towards the next phase, our focus will be on maintaining these standards while preparing for the opportunities and challenges associated with demobilisation and the move towards operations. We will continue to strengthen our governance, enhance our due diligence processes, support our contractors and partners, and engage openly with stakeholders to ensure that respect for human rights remains embedded throughout the Project lifecycle.

I would like to thank our employees, contractors, government partners, civil society organisations and host communities for their continued collaboration and commitment. Together, we are building a Project that not only delivers strategic infrastructure but also demonstrates that respect for human rights is fundamental to sustainable and responsible business.



*It is our collective responsibility
to **respect** human rights in every
step of the business.
Together, we can uphold individual's
dignity while treating everyone
fairly and equally.*

**Scan to View the Human Rights
Progress Report 2024**





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