



KPMG

ESG FRAMEWORK REPORT 2021

TECOM GROUP

DISCLAIMER

Some of the data presented in the following document reflect data from DHAM LLC, which owned TECOM Group prior to listing and will continue to be the majority shareholder following the IPO.

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OVERVIEW

ABOUT THE ESG FRAMEWORK REPORT

Welcome to the TECOM Group LLC (“TECOM”) ESG Framework Report

This document sets out our current environmental, social and governance (ESG) performance; as well as commitments, priorities and initiatives we shall take on our journey to an ESG-centric business model, aligned with national mandates and the United Nations’ Sustainable Development Goals (“UN SDGs”).

This report includes:

- Our materiality assessment based on external and internal stakeholder consultation
- Our ESG Framework
- Our ambitions and future commitments as we move to an ESG-centric business model

As part of our journey, we will continue to review and, where necessary, modify our ESG policies, practices and programmes with the aim of meeting the highest possible ESG standards.



LETTER FROM CEO

At TECOM Group, we are committed to providing vibrant world-class business communities to match the changing needs of our customers. In this post-COVID era, where offices are transforming into more collaborative venues to meet co-workers and exchange ideas, TECOM Group will continue to build on its unique community culture by creating opportunities for more co-worker engagement and collaboration. We will continue to enhance our service offerings and engage our business partners to achieve sustainable growth.

In order to future-proof our business and capture emerging opportunities across key industries as well as in attracting international companies and talent, sustainability needs to be at the centre of our business. We acknowledge the pivotal role we play in spearheading Environmental, Social and Governance (ESG) and are committed to delivering wider benefits to our stakeholders to build a strong, long-term foundation for the creation of shared value in the local economy and the wider region.

To that end, we launched a materiality assessment exercise in 2022 to gauge the ESG topics that are important to our stakeholders and business partners; and those that are vital to our operations. We will enhance our service offering and initiatives to impactfully address the issues which are material to our stakeholders and ensure that progress on the key performance indicators are monitored and reported each year.

To be able to deliver on these initiatives we depend on our talented workforce, who have been the greatest catalyst for our success over the years. We continue to enhance policies and benefits to ensure we attract and retain brilliant minds, benchmarking our performance in line with global and national strategies such as the UN SDG 5 Pledge to Accelerate Gender Balance in the UAE Private Sector. Consequently, we have enhanced our human capital policies and set up processes to review promotions to ensure fairness, implemented 'blind' recruitment processes and enhanced training for women returning from maternity leave. One-third of our current staff is female, and to ensure gender balance across our organisation, are looking to increase representation of females across all levels with a focus on senior and middle management.

We contribute to our local communities by galvanising our business communities into raising funds for pressing social causes, such as improving healthcare and accessibility for People of Determination and those with rare diseases, as well as supporting education for the needy through our annual fundraiser WeWalk. TECOM Group's contribution to CSR initiatives has helped over 4,600 beneficiaries since 2019 and has led to it being recognised by Dubai Chamber of Commerce through the 'Advanced CSR Label' award, with a high score up from 72.3%.

We also took advantage of some of the restrictions during the COVID-19 pandemic to bring about significant enhancements across our facilities, providing safer and resource-efficient spaces for our tenants through either upgrading and optimizing our energy systems or increasing the greenery in our communities. We also implemented a portfolio-wide utility monitoring platform to better track energy and water consumption throughout our portfolio and fault detection of critical equipment. We have increased our focus on renewable sources of energy and now generate 6.24 GWh of energy through solar panels. Our initiatives have resulted in 22 of our buildings achieving Leadership in Energy and Environmental Design (LEED) gold and silver certifications. In a vital move towards decarbonisation, we have taken steps to calculate and report our Greenhouse Gas Emissions (GHG) from sources which are currently being tracked across our Group. We aim to create a full inventory of our emissions and meaningfully reduce emissions over time.

All our initiatives are brought together by our strong governance structure, within which we aim to further incorporate ESG by enhancing the roles of our existing committees for ESG oversight and include ESG metrics within business performance assessment.

I'm proud to present this new ESG framework report that sets out our performance, as well as commitments, priorities and initiatives. I believe that this framework represents a pivotal step forward in our journey towards an ESGcentric business model aligned with the UN SDGs.

Abdulla Belhoul
Group CEO
TECOM Group LLC



Abdulla Belhoul
Group CEO
TECOM Group LLC

“We acknowledge the pivotal role we play in spearheading ESG and are committed to delivering wider benefits to our stakeholders to build a strong, long-term foundation for the creation of shared value in the local economy.”

OVERVIEW OF OUR BUSINESS

We are a curator of vibrant business districts in Dubai, we aim to attract leading global and regional companies as well as ambitious start-ups and freelancers to cement our ecosystems as vital hubs for their respective industries.

To do so, we offer the right mix of offices and workspaces, warehouses, worker accommodation, and added-value services. We also provide sector-specific facilities, such as soundstage and studios, prototyping labs, conference centres and much more.

Our Vision

To become a world-renowned curator of innovative ecosystems

Our Mission

To realize Dubai's economic aspirations by creating sustainable sector-focused communities and thriving work environments that enable the success of business and talent in Dubai and the wider region.

Our core values and associated winning behaviours

Core Values			
Authenticity	Collaboration	Innovation	Excellence
Build Relationships	Planning and Organising	Curious and Creative	Customer Focus
Empowerment	Communication Skills	Sense of Urgency	Results Oriented
Problem Solving and Decision Making	Teamwork	Adaptability and Flexibility	Business Awareness
Winning Behaviours			

OVERVIEW OF OUR BUSINESS

Our world-class business districts & business services have attracted several Fortune 500 companies across the technology, media, science, education, design and manufacturing sectors.

Our seamless and efficient digital business set up platform 'axs' offers more than 200 government and corporate solutions under one umbrella. We also provide exemplary customer services through our integrated support centres and dedicated customer care call centre.

We launched the business incubator in5 to provide an enabling platform for startups in tech, media and design with access to mentorship and advisory, creative facilities and investment opportunities. It leverages our community of students and creative talent.

7,800*

Business Partners

81%*

Occupancy rate

28,000*

students

Technology

DUBAI INTERNET CITY

DUBAI OUTSOURCE CITY

Media

DUBAI MEDIA CITY

DUBAI STUDIO CITY

DUBAI PRODUCTION CITY

Education

DUBAI KNOWLEDGE PARK

DUBAI INTERNATIONAL ACADEMIC CITY

Business Services

axs

in5

FREELANCE

QUARTERS

Science

DUBAI SCIENCE PARK

Design

DUBAI DESIGN DISTRICT

Manufacturing

DUBAI INDUSTRIAL CITY

*As at 31 March 2022



**MATERIALITY
ASSESSMENT**

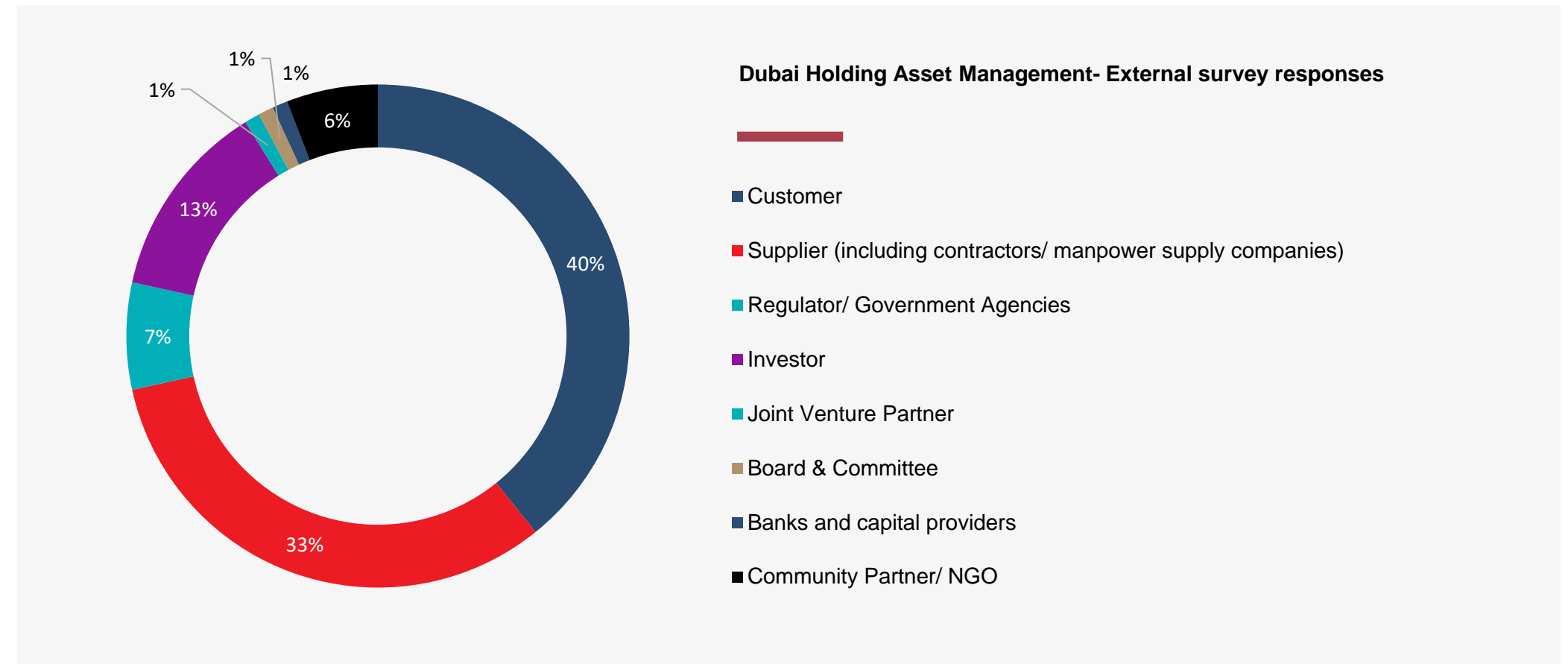
STAKEHOLDER MAPPING AND ENGAGEMENT

Our original ESG framework was developed in 2019, based on a materiality assessment conducted with internal stakeholders of the group. Our business has significantly evolved since, as has the ESG landscape within the Dubai Holding Group and in the wider region. As such, we have elected to refresh and expand our materiality assessment to include both internal and external stakeholders. This will allow us to refresh and realign our ESG priorities and reporting to the needs of our stakeholders.

The cornerstone of a successful materiality assessment is robust stakeholder mapping and engagement to ensure representation across the wider stakeholder group. We've engaged various department heads and other members of management to map the stakeholder ecosystem, and categorise them as follows:



The stakeholder groups were also benchmarked against those engaged by both regional and global peers to ensure completeness.



Due to on the ongoing restrictions around the COVID-19 pandemic, we conducted our materiality assessment through a bespoke survey on Mentimeter, an online voting application that allows users to complete the survey via their smartphones or laptops.

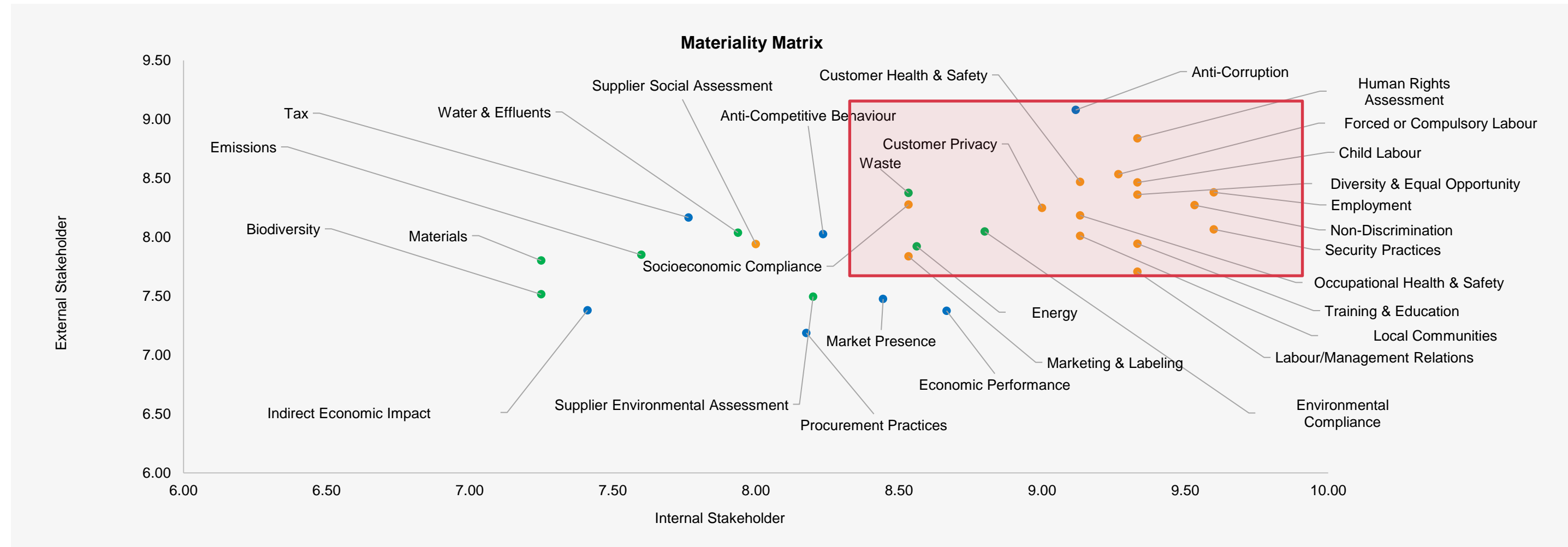
A separate internal and external survey, developed based on 30 relevant core GRI topics, was sent to all relevant stakeholders of the Dubai Holding Asset Management group, an element of which is TECOM Group. Each topic was broken down and explained to ensure stakeholders were educated on the topics prior to any decisions being taken. Following the explanation, each participant was asked to vote on each topic using a scale between 1 and 5. The ranking of topics was based on the significance of each topic from the point of view of the relevant stakeholders. The scale ranged between 1 (least significant) and 5 (most significant).

To encourage engagement, emails with the surveys were sent by the internal department with the closest relationship to the stakeholder and followed up periodically during the 2 week live-period.

We had responses from 19 internal stakeholders (68%) and 86 external stakeholders. The breakdown of external stakeholders is outlined below.

RESULTS AND FINDINGS

Of the 30 topics surveyed, 14 of them were ranked as material based on the set scoring threshold. Results revealed that stakeholders place a great importance on our governance and social initiatives around diversity & inclusion, human rights, health & safety, employee training, community impact & customer privacy and expect both forward looking plans and transparency on these topics. We have updated our ESG framework accordingly, to reflect the material topics noted in the revised materiality assessment. The findings of the Materiality Matrix below outline the ranking of the topics which is based on an aggregated view of the importance of issues both for the internal and external stakeholders.



Topic *	Rank
Diversity & Inclusion**	1
Human Rights ***	2
Anti-Corruption	3
Employment	4
Security Practices	5
Customer Health & Safety	6
Occupational Health & Safety	7
Training & Education	8
Customer Privacy	9
Local Communities	10
Labour/Management Relations	11
Waste	12
Environmental Compliance	13
Socioeconomic Compliance	14
Energy	15
Marketing & Labelling	16
Anti-Competitive Behaviour	17
Economic Performance	18
Water & Effluents	19
Supplier Social Assessment	20
Tax	21
Market Presence	22
Supplier Environmental Assessment	23
Emissions	24
Procurement Practices	25
Materials	26
Indirect Economic Impact	27
Biodiversity	28

Footnote:

* Definitions of the material topics can be found in the [GRI Standards Glossary](#).

**Topics of 'Diversity & Equal Opportunity' 'Non-Discrimination' have been grouped together under a broader topic termed as 'Diversity & Inclusion'

*** Topics of 'Forced or Compulsory Labour', 'Human Rights Assessment' and 'Child Labour' have been grouped together under a broader topic termed as 'Human Rights'

****External stakeholders include DHAM LLC, which formerly owned TECOM Group and will continue to be a majority shareholder following the IPO.

Legend	
●	Economic topic
●	Environmental topic
●	Social topic
□	Material topics



—
**ESG
FRAMEWORK**
—

ESG FRAMEWORK AT A GLANCE



OUR KEY HIGHLIGHTS

Economy



569M AED

net profit for 2021, 32% margin on Revenue

14%

of new startups were founded by female entrepreneurs

298

active startups, up 17% year-on-year

98.7%

local supplier sourcing

Community



1.35M AED

donated since 2019

4,600+

Beneficiaries of CSR activities since 2019

Dubai Chamber Advanced CSR Label

for increasing scores from 67.4% in 2019 to 72.3% in 2020

11

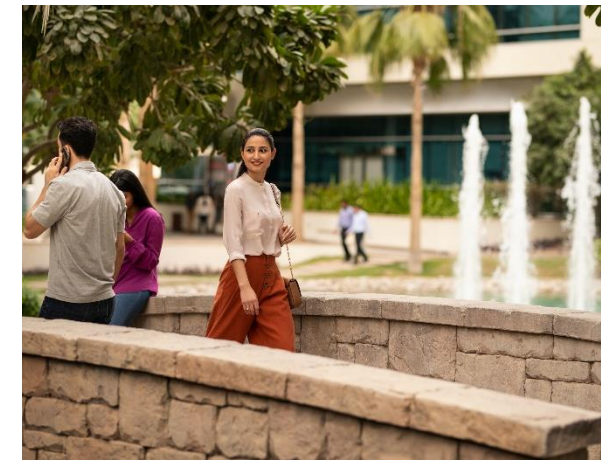
CSR events conducted since 2019

OUR KEY HIGHLIGHTS

People



Environment



22%

Emiratization ratio*

1/3

of employees are female

0

work related injuries or fatalities since 2019

TECOM Group, as part of Dubai Holding, was one of the first organisations to sign the Pledge to Accelerate Gender Balance in the UAE's Private Sector

Energy generation from solar power

6.2 GwH

82% year-on-year increase

Alignment with international ISO certifications such as ISO 14001 Environmental Management Systems

111,726 tCO2e

Scope 1, 2 and 3 GHG emissions in 2021**

22

LEED buildings (16 LEED Gold and 6 LEED Silver)

*Employees which are UAE nationals, as a proportion of total employees (expatriates and nationals).

** External stakeholders include DHAM LLC, which formerly owned TECOM Group and will continue to be a majority shareholder following the IPO.

** The emissions are prepared in accordance with the reporting criteria on slide 65/66

Note: A number of the ESG initiatives currently adopted by TECOM, including gender equality targets, are derived from initiatives which have been implemented by our ultimate parent company, Dubai Holding LLC, and are applied across the Dubai Holding group. We intend to continue to apply such initiatives in the future, but will review and, where necessary, modify them to reflect our own business goals.

NATIONAL MANDATES

Our approach to ESG is guided by the needs and expectations of our stakeholders, as well as national and sub-national mandates.

Over the last few years, we have made efforts to align with these mandates, and they form the basis of our future commitments.

UAE Centennial 2071	2030 Dubai Integrated Energy Strategy	Net Zero 2050	UAE Green Growth Strategy 2015-2030
<p>The UAE Centennial 2071 sets out a long-term vision that extends for 5 decades post the UAE Vision 2021. The plan aims at investing in future generations by preparing them with the skills and knowledge needed to adapt to the rapidly changing macroenvironment and make the UAE the best country in the world by 2071.</p> <p>The goals are for the UAE to have the:</p> <ul style="list-style-type: none">• Best education in the world• Best economy• Happiest communities, and• Best government	<p>The strategy sets Dubai's strategic direction towards securing sustainable energy supplies and enhancing demand efficiency, targeting a 30% reduction in total energy consumption by 2030.</p>	<p>The UAE Net Zero 2050 is a strategic initiative at a national level, aiming to achieve net zero emissions by 2050, in alignment with the Paris Agreement.</p>	<p>The UAE Green Growth Strategy works towards transforming the national economy into a green economy that adopts modern technologies, knowledge and innovation, in addition to reducing carbon emissions.</p> <p>The three pillars of the UAE Green Agenda are:</p> <ul style="list-style-type: none">• Green Technology and Market Development• Integrated Social and Spatial Development• Clean Energy and Sustainable Use of Resources
<p>Relevant focus areas</p> <ul style="list-style-type: none">• Investing in local communities• Training & development• Incubating innovation	<p>Relevant focus areas</p> <ul style="list-style-type: none">• Energy efficiency	<p>Relevant focus areas</p> <ul style="list-style-type: none">• Reducing GHG emissions• Incubating innovation	<p>Relevant focus areas</p> <ul style="list-style-type: none">• Incubating innovation• Investing in local communities• Reducing GHG emissions

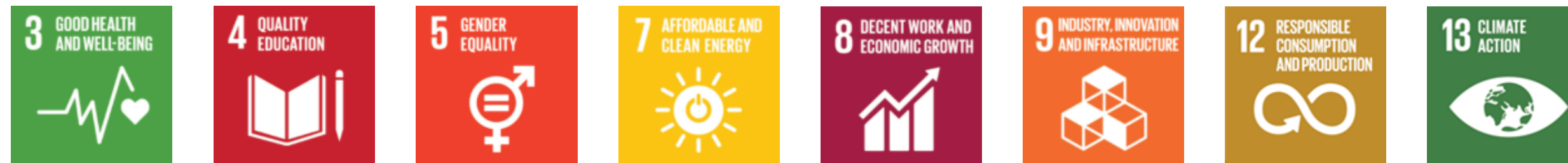


INTERNATIONAL MANDATES - UN SDGs



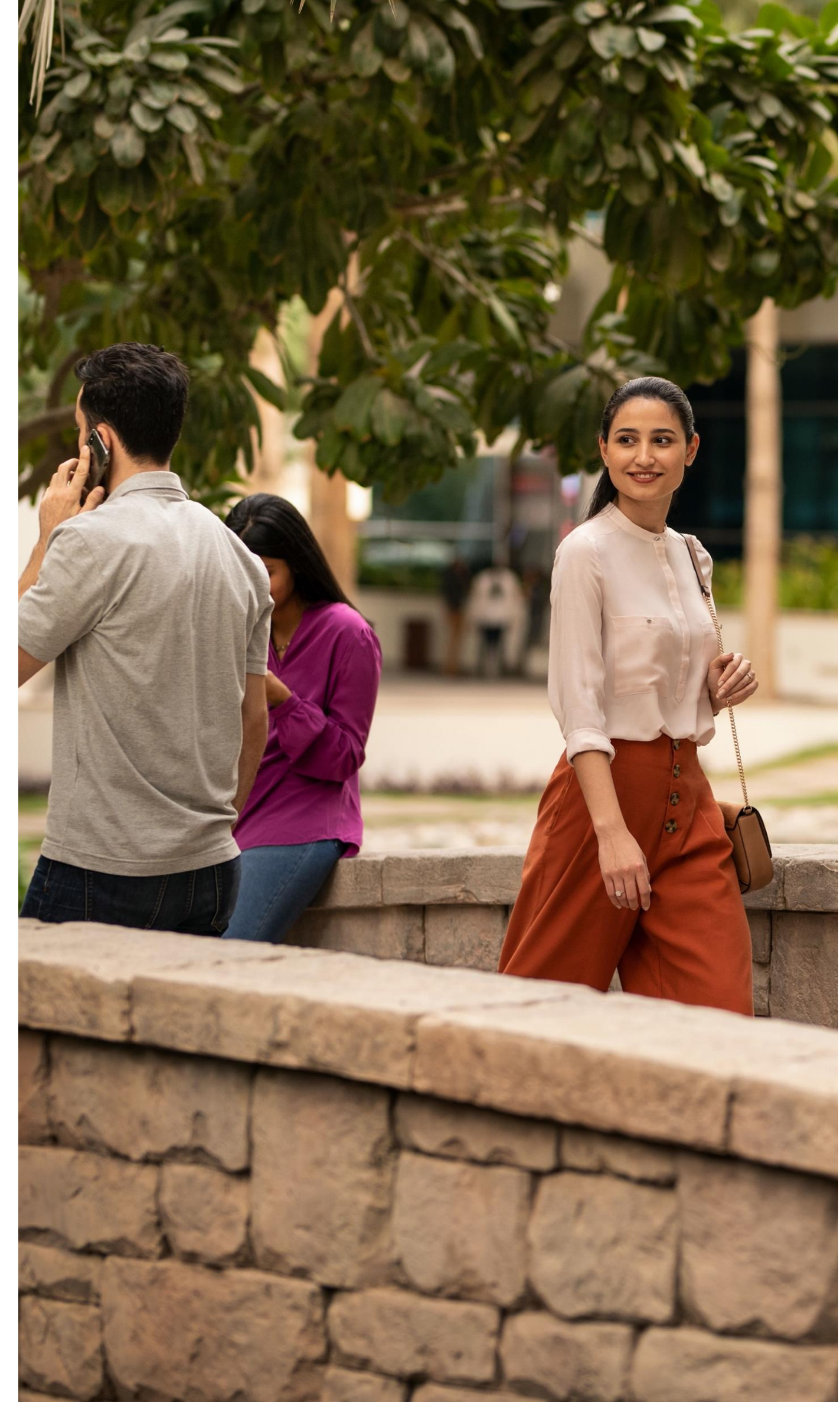
The UN SDGs represent 17 interlinked global goals designed to be a 'blueprint to achieve a better and more sustainable future for all' and address the most significant challenges faced by humanity, including those related to poverty, inequality, climate, environmental degradation, prosperity, and peace and justice.

The UAE was a strong advocate for the formulation of Agenda 2030 and is committed to the UN's 2030 Agenda for Sustainable Development. We support the UAE's commitment to the Agenda and have mapped our ESG framework to identify the 8 areas, where we believe we can make the most meaningful contribution:



“As we enhance our business, there is a real opportunity to do so in a sustainable manner- making a meaningful contribution to the UN Sustainable Development Goals”

Abdulla Belhoul
Group CEO
TECOM Group LLC



ALIGNMENT WITH SDGS

<p>3 GOOD HEALTH AND WELL BEING</p>	Ensure healthy lives and promote well-being for all at all ages	
	SDG target alignment	Our initiatives
	<p>3.4 Reduce mortality from non-communicable diseases and promote mental health By 2030, reduce by one third premature mortality from non-communicable diseases through prevention and treatment and promote mental health and well-being.</p>	<p>People Safe & healthy workspaces</p> <ul style="list-style-type: none"> • Introduction of hybrid/ flexible working model during COVID-19 • Employees were provided with vaccinations, health camps, mental health programmes • ISO 14001 on Environmental Management Systems and ISO 45001 on Occupational Health and Safety Management <p>Community Investing in local communities</p> <ul style="list-style-type: none"> • Dubai Industrial City offered its warehouses free of charge to store COVID-19 PPE and medical aid during the COVID-19 pandemic • Hosted events to raise funds for health-related causes (WeWalk) • In5 startups manufactured 3D-printed face shields for healthcare workers during the peak of the COVID-19 pandemic • Communities incorporate infrastructure such as sport courts/ co-working spaces
<p>3.8 Achieve universal health coverage Achieve universal health coverage, including financial risk protection, access to quality essential health-care services and access to safe, effective, quality and affordable essential medicines and vaccines for all.</p>	<p>People Safe & healthy workspaces</p> <ul style="list-style-type: none"> • Medical and life insurance benefits are provided to employees 	
<p>4 QUALITY EDUCATION</p>	Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all	
	SDG target alignment	Our initiatives
	<p>4.1 Free primary and secondary education By 2030, ensure that all girls and boys complete free, equitable and quality primary and secondary education leading to relevant and effective learning outcomes.</p>	<p>Community Fundraising for education</p> <ul style="list-style-type: none"> • Monetary and in-kind donation towards education programmes <p>People Safe & healthy workspaces</p> <ul style="list-style-type: none"> • Launched a 30% employee discount scheme from one of the largest nursery operators in the UAE

ALIGNMENT WITH SDGS

<p>4 QUALITY EDUCATION</p>	<p>Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all</p>	
	<p>SDG target alignment</p>	<p>Our initiatives</p>
<p>4.4 Increase the number of people with relevant skills for financial success By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship</p>	<p>Economic <i>Economic performance</i></p> <ul style="list-style-type: none"> Our offerings include commercial space to internationally acclaimed universities and development centres through Dubai International Academic City (DIAC), Dubai Knowledge Park (DKP) and in5 <p>Community <i>Investing in local communities</i></p> <ul style="list-style-type: none"> Organised a Young Financial/ Entrepreneur Programme for Kids Organised a robotics championship In5 hosts events centered around networking and capacity-building <p>People <i>Training & Development</i></p> <ul style="list-style-type: none"> Offered training and development programmes to our employees (DH Coaching Program, Al Reyadah Program) Offered 'The Design Thinking Programme' to our UAE national staff 	
<p>4.8 Build and upgrade inclusive and safe schools Build and upgrade education facilities that are child, disability and gender sensitive and provide safe, non-violent, inclusive and effective learning environments for all.</p>	<p>Community <i>Investing in local communities</i></p> <ul style="list-style-type: none"> Conducted fundraising for school infrastructure update (education uninterrupted campaign) <p>Economic <i>Economic performance</i></p> <ul style="list-style-type: none"> Provided scholarships through Dubai Institute of Design & Innovation 	
<p>4.A Increase the supply of qualified teachers in developing countries By 2030, substantially increase the supply of qualified teachers, including through international cooperation for teacher training in developing countries, especially least developed countries and small island developing States.</p>	<p>Community <i>Investing in local communities</i></p> <ul style="list-style-type: none"> In 2018, 130,000 AED was raised through TECOM's WeWalk fundraising event. Of this, 77% was donated to Al Jalila Foundation's Ta'alouf program, which aims to train teachers and parents on managing children of determination. 	

ALIGNMENT WITH SDGS

<p>5 GENDER EQUALITY</p>	<p>Achieve gender equality and empower all women and girls</p>	
	<p>SDG target alignment</p>	<p>Our initiatives</p>
<p>5.1 End discrimination against women and girls End all forms of discrimination against all women and girls everywhere.</p>	<p>People Safe & healthy workspaces</p> <ul style="list-style-type: none"> Aligned with the parent company's Gender Equity Strategy, which aims to increase representation of females across all levels, with a focus on senior and middle management Human capital policies include specific provisions related to gender discrimination 	
<p>5.2 End all violence against and exploitation of women and girls Eliminate all forms of violence against all women and girls in the public and private spheres, including trafficking and sexual and other types of exploitation.</p>	<p>People Safe & healthy workspaces</p> <ul style="list-style-type: none"> Human capital policies includes and anti-harassment policy & grievance mechanism <p>Governance and risk Responsible sourcing and procurement</p> <ul style="list-style-type: none"> Supplier screening includes review of discrimination policies and grievance mechanism Supplier contracts include specific provisions related to ethical and lawful behaviour and contractors have to review and sign the Code of Conduct 	
<p>5.5 Ensure full participation in leadership and decision-making Ensure women's full and effective participation and equal opportunities for leadership at all levels of decision-making in political, economic and public life.</p>	<p>People Safe & healthy workspaces</p> <ul style="list-style-type: none"> Aligned with parent company's diversity & inclusion target of 30% women in middle & senior management roles by 2025 	


ALIGNMENT WITH SDGS

7 AFFORDABLE AND CLEAN ENERGY	
Ensure access to affordable, reliable, sustainable and modern energy for all	
SDG target alignment	Our initiatives
<p>7.2 Increase global percentage of renewable energy By 2030, increase substantially the share of renewable energy in the global energy mix.</p>	<p>Environment Energy efficiency/ Reducing GHG emissions</p> <ul style="list-style-type: none">• Increased solar capacity through onsite solar generation projects
<p>7.3 Double the improvement in energy efficiency By 2030, double the global rate of improvement in energy efficiency.</p>	<p>Environment Energy efficiency/ reducing GHG emissions</p> <ul style="list-style-type: none">• Increased solar capacity through onsite solar generation projects• Installed LED lighting systems• Installed smart meters

ALIGNMENT WITH SDGS

<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all</p>	
	<p>SDG target alignment</p>	<p>Our initiatives</p>
	<p>8.3 Promote policies to support job creation and growing enterprises Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services.</p>	<p>Economy <i>Incubating innovation</i></p> <ul style="list-style-type: none"> in5 serving as an incubator for startups and small- and medium-sized enterprises across tech, media and design.
	<p>8.7 End modern slavery, trafficking and child labour Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms.</p>	<p>People <i>Safe & healthy workspaces</i></p> <ul style="list-style-type: none"> Human capital policies align with the UAE labour law, which prohibits trafficking and child labour <p>Governance and risk <i>Responsible sourcing and procurement</i></p> <ul style="list-style-type: none"> Supplier contracts and Code of Conduct prohibits trafficking and child labour
	<p>8.8 Protect labour rights and promote safe working environments Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment.</p>	<p>People <i>Safe & healthy workspaces</i></p> <ul style="list-style-type: none"> Human capital policies align with the UAE labour law, which prohibits forced labour and includes anti-harassment policy & grievance mechanism ISO 14001 on Environmental Management Systems and ISO 45001 on Occupational Health and Safety Management <p>Governance and risk <i>Responsible sourcing and procurement</i></p> <ul style="list-style-type: none"> Supplier screening includes review of discrimination policies and grievance mechanism

ALIGNMENT WITH SDGS

<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p> 	<p>Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation</p>	
	<p>SDG target alignment</p>	<p>Our initiatives</p>
	<p>9.4 Upgrade all industries and infrastructures for sustainability By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries taking action in accordance with their respective capabilities.</p>	<p>Environment <i>Energy efficiency/ reducing GHG emissions</i></p> <ul style="list-style-type: none"> • Increased solar capacity through onsite solar generation projects • Installed LED lighting systems • Installed smart meters • Installed automated water fixtures • Obtained LEED accreditation for certain buildings
	<p>9.7 Support domestic technology development and industrial diversification Support domestic technology development, research and innovation in developing countries, including by ensuring a conducive policy environment for, inter alia, industrial diversification and value addition to commodities</p>	<p>Economy <i>Incubating innovation</i></p> <ul style="list-style-type: none"> • in5 serving as an incubator for startups who are involved in technological development, among other things • Freelance programmes that promote new talent and development of new ideas

ALIGNMENT WITH SDGS

<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	Ensure sustainable consumption and production patterns	
	SDG target alignment	Our initiatives
	<p>12.5 Substantially reduce waste generation By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse.</p>	<p>Environment Waste management</p> <ul style="list-style-type: none"> • Tracked recycling rates through smart dashboards • Provided separate recycling receptables • Worked with waste management partners to deliver recycling campaigns


<p>13 CLIMATE ACTION</p>	Take urgent action to combat climate change and its impacts	
	SDG target alignment	Our initiatives
	<p>13.2 Integrate climate change measures into policies and planning Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle.</p>	<p>Environment Reducing GHG emission</p> <ul style="list-style-type: none"> • Reported emissions from sources that are being tracked

ALIGNMENT WITH OUR CORPORATE STRATEGY

We've revised our corporate strategy in 2022 to align with the revised outlook for the Group.

The strategic objectives of the Group embed ESG elements, reflecting the importance of ESG to the Group and its future plans.

Stabilize core business	Develop differentiated value proposition	Build new sources of growth
<p>Strategic objectives</p> <ul style="list-style-type: none"> Retain and strengthen relationships with business partners Focus on prudent cost, cashflow and capital management Deliver ongoing commercial build-to-suit and infrastructure programme Refine pricing to align with market conditions Develop and strengthen strategic partnerships 	<p>Strategic objectives</p> <ul style="list-style-type: none"> Revitalize and reposition selected commercial assets Maximise synergies across TECOM Group ecosystem Develop a compelling value proposition around services Deliver best-in-class customer experiences Develop and strengthen strategic partnerships 	<p>Strategic objectives</p> <ul style="list-style-type: none"> Drive new opportunities in high-growth industry segments Develop new product offerings in emerging office asset classes Expand and challenge existing commercial business models Support development of Dubai economy and strategic sectors Develop and strengthen strategic partnerships
<p>Relevant focus areas</p> <ul style="list-style-type: none"> Customer centricity Economic performance Responsible sourcing and procurement Energy efficiency Water efficiency Waste management 	<p>Relevant focus areas</p> <ul style="list-style-type: none"> Incubating innovation Customer centricity Responsible sourcing and procurement Training & development Safe & healthy workspaces Energy efficiency Water efficiency 	<p>Relevant focus areas</p> <ul style="list-style-type: none"> Economic performance Incubating innovation Customer centricity Responsible sourcing and procurement Safe & healthy workspaces Energy efficiency Water efficiency



Abdulla Belhouli
Group CEO
TECOM Group LLC

“We will continue to enhance our service offerings and collaborate with our business partners to achieve sustainable growth”



We aim to implement a strong corporate governance structure in accordance with our core values and the highest standards of corporate governance emphasizing transparency, accountability, integrity and ethical business across all levels. Processes and policies will promote anti corruption, legal and regulatory compliance and ensure cyber security and data protection.



GOVERNANCE AND RISK

ETHICAL BUSINESS POLICIES & PRACTICES

Our business is guided by the highest standards of ethical business conduct. We act with honesty, integrity and in compliance with the law to meet our stakeholders' expectations and to be a good corporate citizen.

Our Code of Conduct sets out the expected standards of ethical and personal conduct for employees. It also helps them to understand and to comply with applicable laws and rules.

Reporting a concern (Whistleblowing)

We encourage all employees to report any breaches of the code, laws or rules, internal policies and procedures, or other misconduct related to our business.

We have policies in place to protect persons, who make a good faith report and are not involved in misconduct, from any intimidation or retaliation. Information reported is treated discretely and with confidentiality.

We are in the process of updating our whistleblowing mechanisms and will ensure that the new one is communicated out to all affected stakeholders. The mechanism above will run in parallel to the new one during the initial phases of implementation, to ensure that no reports are missed.



ETHICAL BUSINESS POLICIES & PRACTICES

Fraud, theft, loss and damage

We have zero tolerance for fraud, theft and deliberate damage to assets. Our assets include:

- Physical assets such as property, furniture, equipment, supplies, inventory etc.
- Technology assets such as computers, hardware, software and information systems etc.
- Financial assets such as investments, bank deposits, and cash etc.
- Information assets such as intellectual property, customer information, data and records etc.

Data protection & privacy

Data is to be kept private, used for legitimate business purposes only and in compliance with our policies.

Personal data is not to be disclosed, except as permitted by law or our policies and, before sharing it, we ensure that the recipient knows the information is confidential and understands how it is to be used or disseminated. There are separate data privacy policies that cover these requirements.

Bribery and corruption

Gifts and entertainment should only be offered or received if they are within the authorized limits set out in our policies.

Any gift(s) (whether individually or collectively) which has a value exceeds 500 AED (or local currency equivalent) must be declared and approved in writing by the recipient's line manager followed by final written approval given by the human capital department.

Anti-money laundering

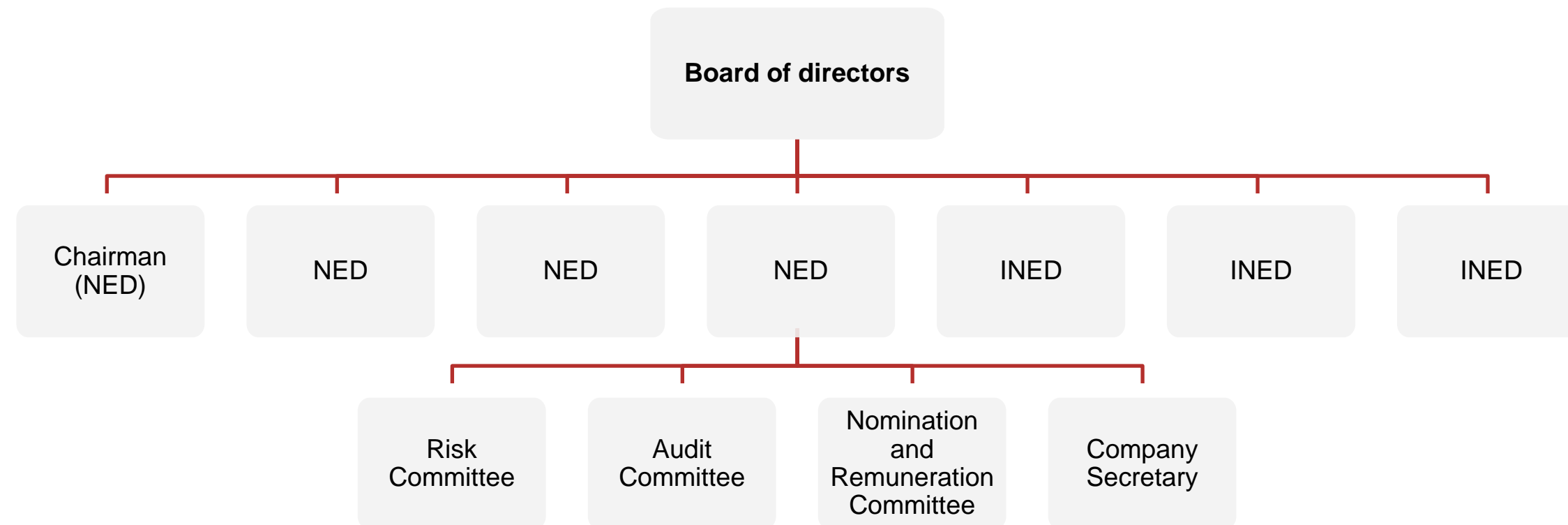
It is mandatory for our employees to understand their legal obligations to prevent money laundering.

Our employees must conduct reasonable due diligence checks on customers to: identify them (and their owners, if it is a legal entity), understand their business and purpose of the business relationship, understand the origin of their funds and to whom payments are being made and monitor transactions for suspicious activity.

CORPORATE GOVERNANCE STRUCTURE

The board of directors of TECOM Group comprise 7 members- 4 non- executive directors (NEDs) and 3 independent, non- executive directors (INEDs), out of which one is a female member. The board is further subdivided into a number of board level committees including the audit committee, risk committee, nomination and remuneration committee and a company secretary. The risk committee, consisting of the chairman of the board of directors, one INED and one NED, has overall accountability for overseeing ESG initiatives and programs. The responsibility is cascaded down to the ESG champions within the various facets of the business, who are responsible for implementation of ESG policies and tracking performance in their respective areas.

Below is a summary of the ESG governance structure:



Abdulla Belhouli
Group CEO
TECOM Group LLC

“Our ESG strategy is driven by a holistic approach that guides our company, through our policies and programmes. We seek to provide effective solutions that benefit not only us and our investors, but all our stakeholders.”

RESPONSIBLE SOURCING AND PROCUREMENT

At TECOM Group, we are committed to sourcing responsibly and locally. Our procurement process puts great emphasis on ensuring a fair and transparent selection process for our suppliers.

Our supplier selection criteria includes all policies and certifications required to be met by suppliers bidding to work with us. We have adopted an integrated online supplier onboarding process. Prior to participating in any Request for Proposal (RFP), suppliers are required to complete an online prequalification questionnaire which captures their commitment, process and adherence to TECOM Group's HSE regulations. This includes information about each supplier's HSE policy, certifications and records of past violations with the remedial measures that were taken to address any future non-compliance.

We also select suppliers based on their commitment to corporate social responsibility (CSR). Our suppliers are required to provide us information on their involvement in CSR activities to ensure their alignment with our CSR objectives. The selection process is undertaken along the prequalification stage to understand market structure, key differentiators, financial health, capacity as well as assess CSR and due diligence.

At TECOM Group, we continuously strive to increase our spending on local suppliers to help ensure a stable local economy and maintain community relations. This year, 98.7% of the procurement was sourced from local suppliers.

We recognize the impact of supporting in-country value to boost the economy. We have developed a programme that focuses on promoting small and medium-sized enterprises (SME) mainly registered under the umbrella of the Mohamed Bin Rashid Establishment for Small and Medium Enterprises to encourage emerging businesses in the UAE. We regularly engage with local companies such as SMEs within the infrastructure and technology, events and media as well as host promotional and entertainment events promoting local talents.

98.7%

Local supplier sourcing



FORWARD LOOKING PLAN

Governance & risk management

- We will further embed ESG throughout the organization and will ensure a function is fulfilling the mandate.
- We will develop a sustainability team responsible for:
 - Identifying and managing material ESG issues
 - Implementing the ESG strategy and targets
 - Monitoring ESG performance
 - Collating ESG data and preparing ESG reporting
- We will incorporate material ESG risks into existing governance mechanisms such as risk management frameworks, policy manuals, process maps etc
- We will work towards achieving 100% coverage and training on our Code of Conduct for employees
- We will work towards further strengthening our mechanisms for data privacy

Responsible supply chain & procurement

- We will enhance the supplier evaluation criteria to include environmental practices, responsible sourcing, labour practices, human rights assessments etc. in addition to the current health and safety assessment
- We will maintain ongoing communication with suppliers to understand challenges and risk to better equip leadership to de-risk the business where this is significant reliance on specific suppliers





We aim to make decisive contributions to Dubai's economic diversification, competitiveness and global positioning by maximizing revenue and return on investment, and enhancing the ease of doing business by exploring integrated, innovative technology solutions for connecting communities. This also includes enabling talent and supporting entrepreneurs to play active, productive, and creative roles across all aspects of Dubai's society, to develop grassroots expertise and drive the innovation economy.

Key Highlights:

569M AED

net profit for 2021, 32% margin on Revenue

298

Active startups in our in5 platform, up 17% year-on-year

8M AED

Spend in climate related infrastructure

83%

Customer satisfaction rating*



ECONOMY

* Customer satisfaction is ascertained based on 9,047 interviews, where customers voted on their experience across touchpoints such as onboarding, fit-out, axs, customer case, facilities management, lease renewals, DI land lease etc.

ECONOMIC PERFORMANCE

One of our main objectives is to deliver sustainable growth by attracting talent and investment to Dubai. We aim to do so by implementing our revised 2022 corporate strategy which outlines the strategic objectives we shall pursue.

At our core, we are a strategic business enabler contributing to the realisation of Dubai's economic aspirations through the creation of sector-focused ecosystems and innovative business solutions. Our 10 sector-focused ecosystems cover critical areas strengthening the non-oil economy, which allows business partners to capture synergies across our communities.

As part of our ongoing commitment to provide the best services for our partners and community members, we have a range of offerings that act as a platform to improve the ease of doing business, nurture talent and create an enabling environment for innovation to thrive.



axs, the smart services by TECOM Group, facilitates access to more than 200 government and corporate solutions under one umbrella. It was introduced to improve ease of doing business in Dubai by providing convenient and efficient commercial setup to partners with sophisticated online services, integrated support centres and a dedicated customer care call center to seamlessly access visa, leasing and other setup services.



TECOM Group launched startup incubator in5 in 2013. It is one of the nation's leading incubators uniquely positioned to provide an enabling platform and thriving ecosystem geared to nurturing a growing community of students, creatives, entrepreneurs and professionals across tech, media and design.

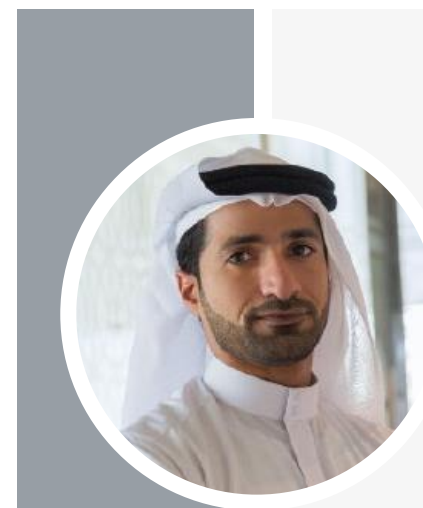


D/Quarters is a future-focused co-working space, launched in 2022, that provides companies at multiple stages of development a collaborative community in which to thrive. More than just a space to work, D/Quarters is an agile, scalable solution that accommodates a rapidly-evolving global work culture.

Key performance highlights

Revenue	Investment in infrastructure	Net Profit
1.8B AED	8M AED in climate related infrastructure, resilience	569M AED Net profit for 2021, 32% margin on Revenue

For further details on economic performance, refer to our annual financial statements.



“We are committed to providing vibrant world-class business communities to match the changing needs of our customers”

Abdulla Belhoul
Group CEO
TECOM Group LLC

INCUBATING INNOVATION

We strive to nurture talent and creativity by hosting a wide range of expert-led industry events and networking opportunities to share knowledge and expertise. These opportunities are accessible by everyone from multinational corporations to small and medium sized enterprises (SMEs).

In our efforts to support innovation, we launched our startup incubator, in5 in 2013. As Dubai's leading, fully integrated incubator, in5 acts as a platform for entrepreneurs and startups and is designed to enable new ideas to reach the marketplace. It is uniquely positioned to provide an enabling platform and thriving ecosystem geared to nurturing a growing community of students, creatives, entrepreneurs and professionals across tech, media and design. in5 fulfils TECOM Group's mandate of attracting and nurturing talent in the UAE and across the region. TECOM Group strongly believes in freelance talent and its ability to transform our economy by infusing diverse skills into the community.

In 2021, we continued to increase the number of incubated startups by generating new licenses as well as renewals for existing members. We organized 185 events for In5 members in 2021. Mentorship and networking opportunities are fundamental to the operations at in5. The number of homegrown innovators joining in5 year-on-year, coupled with investment growth, demonstrates our continued commitment to attract and develop talent in Dubai that can transform the technology, media and design landscapes.

TECOM Group's GoFreelance package offers the ability for a qualified individual to operate as a freelance professional, which is critical and plays a very important role in our target industry segments, such as Media, Technology, Design and Education. The permit identifies the individual as a sole practitioner and enables holders to conduct business with their personal name as opposed to a brand name. To further support the freelance community, TECOM Group created Marketplace.ae, an online platform that connects freelance talent to businesses in the UAE. It provides freelancers with an opportunity to bid on projects and grow their network.

As a member of the GoFreelance community, freelancers get exclusive opportunities to seek commission, bid on projects and grow their network via Marketplace.ae.

298

Active startups in our In5 platform,
up 17% year-on-year

14%

of new startups were founded by
female entrepreneurs



CUSTOMER CENTRICITY

We prioritise ease of doing business and satisfaction of our current and prospective partners to support their needs and aspirations.

In order to provide flexibility, we have moved from our Built-to-Lease development model in favour of a sustainable Built-to-Suit (BTS) framework. This model is based on demand for bespoke real estate requirements. We analyse requests from new business partners looking for anything from an office building, laboratory, factory or a university campus and study the market demand and financial feasibility to present an initial proposal from our Property Investment Committee (PIC).

The PIC reviews the proposal and, if approved, the customer is offered a minimum 10-year lease based on an all-inclusive rent for a location tailored to their exact requirements. BTS projects enhance sustainability for us and positively contribute to the Dubai real estate market by ensuring funds are allocated to approved projects that meet the required rates of return and ensure customer satisfaction.

Launched in 2019, our Voice of Customer programme has modified the lengthy annual customer surveys to short post-transactional surveys. The programme provides an agile, simple, non-intrusive process that is action driven with an automated feedback process. The programme automatically escalates any low satisfaction ratings directly to the person or department responsible.

In 2021, we engaged with over 4,000 companies that are our business partners, securing their real estate requirements as per their demands. Our commitment to ensuing excellent service was evident as we managed to achieve a customer satisfaction rate of 83%.

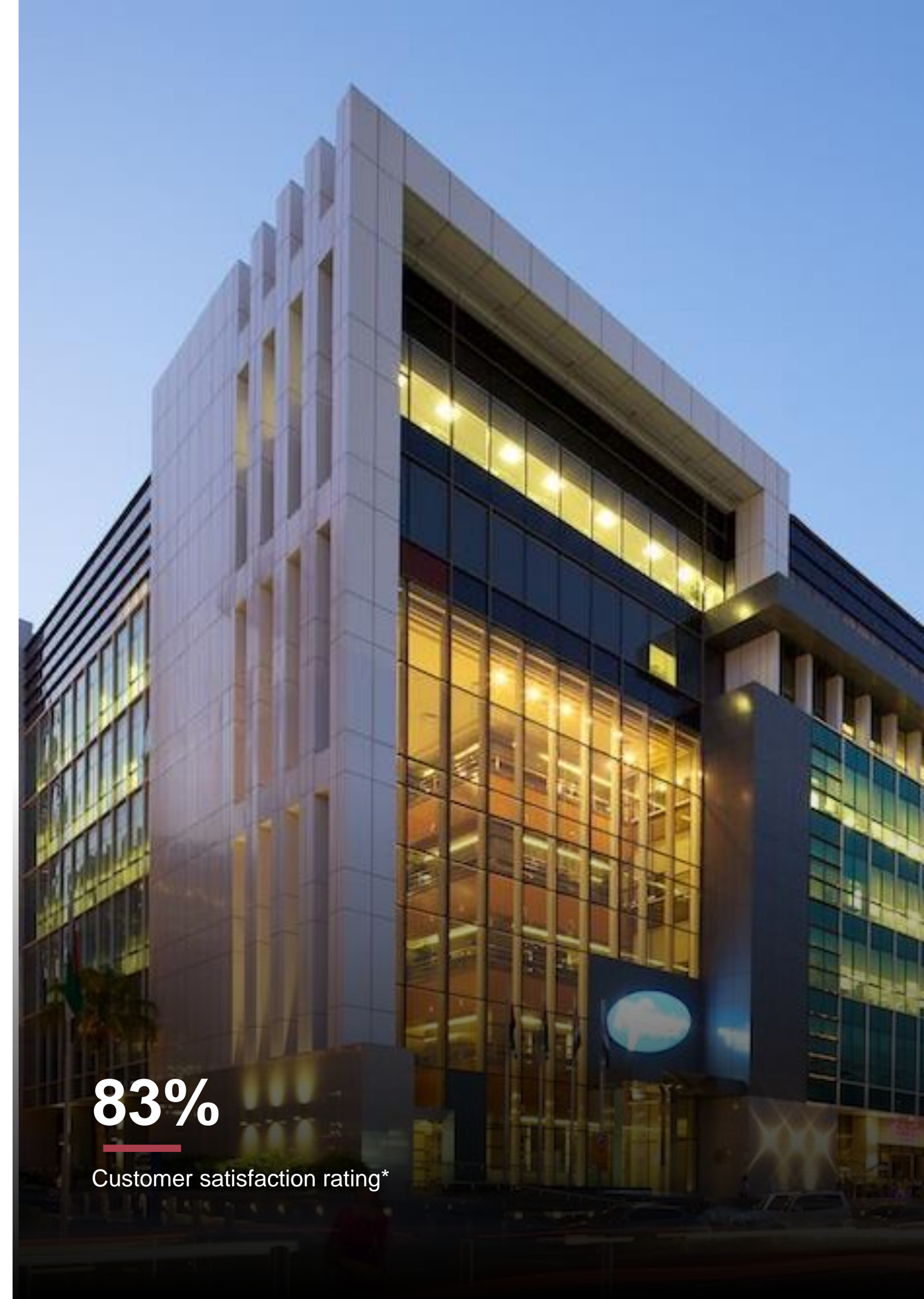


“Ensuring our customer needs sit at the heart of our organisation and striving to improve our customer satisfaction, we are determined to continue improving their experience and raising the bar from previous years.”

Abdulla Belhoul
Group CEO
TECOM Group LLC

83%

Customer satisfaction rating*



FORWARD LOOKING PLAN

Economic performance

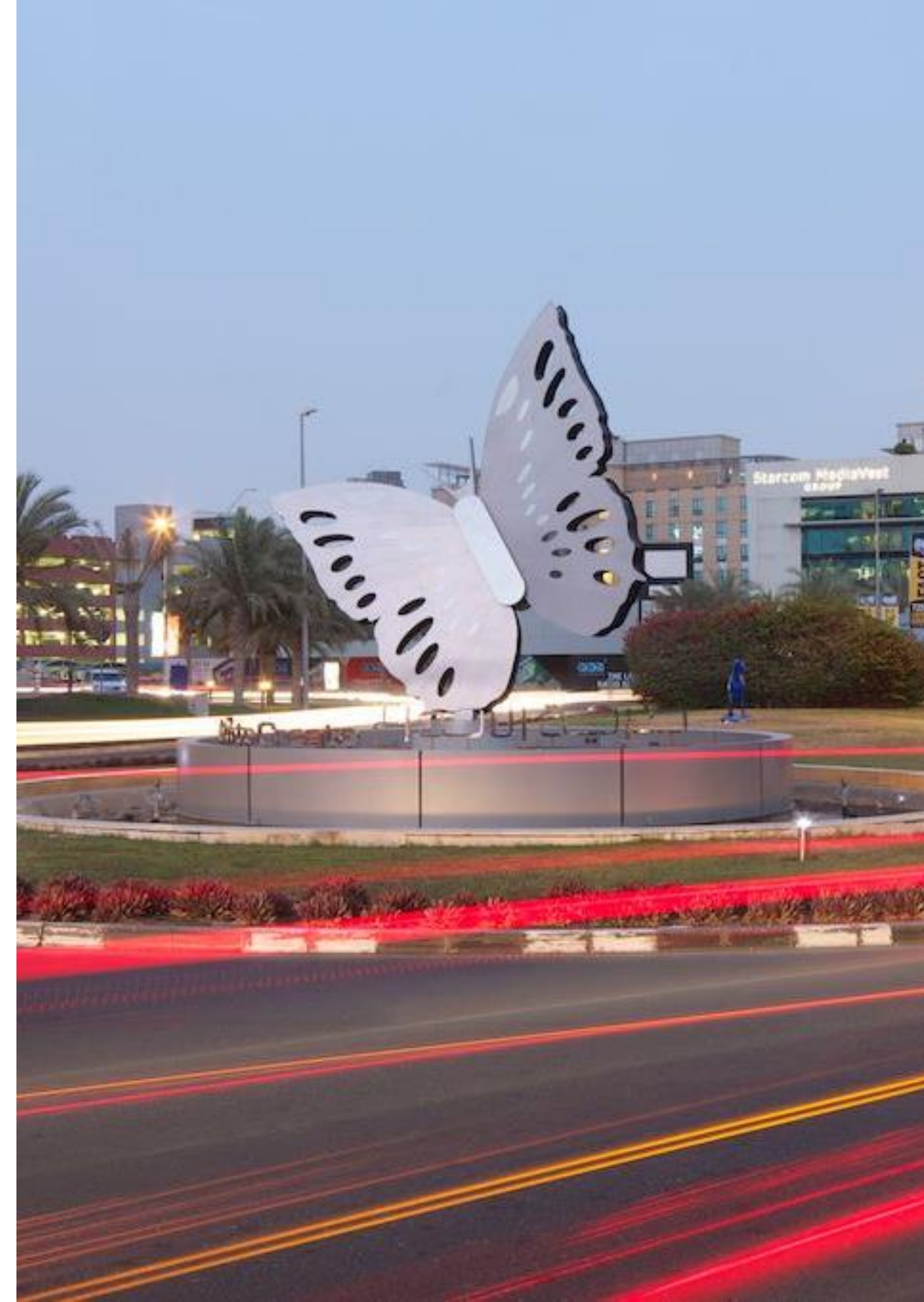
- Refer to our corporate strategy for the forward looking plan on economic performance
- We will work towards developing a business plan that creates synergies between furthering wider ESG objectives and our financial performance
- We will consider aligning our practices with a global standard such as the Global Real Estate Sustainability Benchmark (GRESB) to benchmark ESG performance of commercial real estate

Incubating innovation

- We will continue to serve as an incubator for social impact start-ups / innovation and increase the number of start-ups year-on-year

Customer centricity

- We will continue to adhere to our robust and unified Voice of Customer tracking system to gather feedback from all tenants and set targets
- We will upgrade our online service platform to ensure a faster and more integrated experience for customer queries and feedback resolution





We aim to enable sector-focused communities and facilitate a thriving work environment that promotes the growth and health of communities and encourages increased participation of customers and business partners in supporting local causes.

Key Highlights:

11

CSR events conducted since 2019

**Dubai Chamber
Advanced CSR Label**

for increasing scores from 67.4% in 2019 to 72.3% in 2020

4,600+

beneficiaries of CSR activities since 2019

1.35M AED

donated since 2019



COMMUNITY

INVESTING IN LOCAL COMMUNITIES

TECOM Group is an integral part of the communities in which it operates and we are committed to contributing to their long-term sustainability and growth. We enhance the spaces around our buildings and organise community events to ensure we meet needs and create vibrant communities.

Galvanising communities toward social causes

We organise several CSR events through the year to encourage employees, customers, and business partners to contribute their time and money towards important local social causes and international humanitarian needs. Blood donation drives, book and eyeglass frame donation drives were some of the initiatives organised in 2019. During COVID-19, Dubai Industrial City offered its warehouses free of charge to The International City for Humanitarian Services, World Health Organization, UNICEF, United Nations High Commissioner for Refugees and the United Nations World Food Programme to store COVID-19 PPE and medical aid.

For all CSR initiatives, we carefully select our community partners and ensure they are accredited by Islamic Affairs and Charitable Activities Department. Before organizing CSR initiatives or volunteering programmes, we conduct a thorough risk assessment of the event venue through our HSE team, following which our advertising team acquires permits for the event.

Due to COVID-19 restrictions, we had to scale down our in-person CSR and fundraising initiatives in 2020 & 2021.

WeWalk



WeWalk is our annual charitable walkathon event that offers an opportunity for people to support and be inspired by individuals and groups within our communities. All proceeds and funds raised are donated to charitable organizations in support of their cause.

<http://www.wewalk.ae/>

In 2018, 130,000 AED was raised, of which 77% was donated to Al Jalila Foundation's Ta'alouf program, which aims to train teachers and parents on managing children of determination, while the rest was donated to Dubai Club For People of Determination. In 2019, 50,000 AED was raised for Dubai Autism Centre and Emirates Red Crescent. As part of the community event, live entertainment, prize draws, refreshments and a host of other fun-filled family activities were organised. Due to COVID-19 restrictions, the walkathon had to be cancelled in 2020 & 2021. The 2022 edition of WeWalk raised 720,000 AED supporting UAE Rare Disease Society through the engagement of more than 41 government and non-government partners.

INVESTING IN LOCAL COMMUNITIES

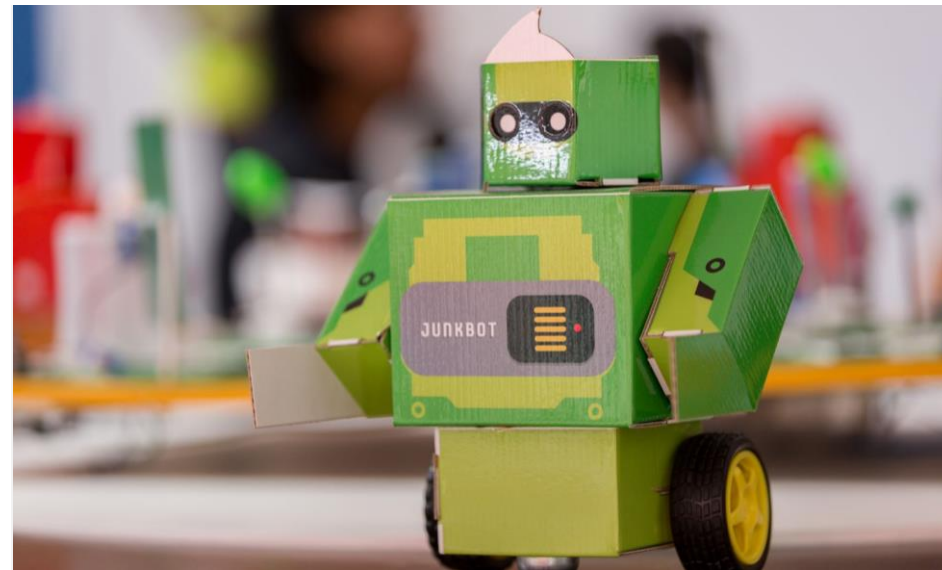


Ramadan Iftar meal donation

TECOM Group sponsored daily Iftar meals to workers working on projects across its portfolio in 2019 & 2020. We also participated in the 'Share the Meal' Ramadan online fundraising campaign organised by the parent company in partnership with the UN World Food Programme. We used our channels to promote the campaign and encourage employees and business partners to donate towards the campaign to help provide school meals to war-displaced children.

4,124

beneficiaries to the Iftar meal donation



Corona robotics championship

We partnered with our in5's entrepreneur 'Junkbot' to organize online robotics tournament to fight the pandemic. The aim of this programme is to engage students to fight COVID-19 by encouraging them to create inventions related to health, awareness, and prevention of COVID-19 by pairing them with volunteers. Students (10 years and above) attending this tournament received a robotic kit, sponsored by TECOM Group, delivered to their homes and 10 video lessons hosted by volunteers, and they built projects related to awareness and prevention of the virus.

2020

55 students and 55 volunteers to the robotics championship



Face shield in5 design

in5, in cooperation with some of the incubator's affiliated companies, manufactured a 1,000 face shields made with 3D printing technology, and assembled and distributed them to the Dubai Health Authority to protect front line medical workers during the peak of the COVID-19 pandemic.



Young Financial /Entrepreneur Programme for kids

Designed for children entering high school all the way to graduation (13-18 years), TECOM Group organized a two-day 'Youth Entrepreneurship' programme. Participants learned valuable skills from experts to open their mind to diverse opportunities, from critical thinking and self-driven learning to problem solving and communications. The expert-led modules covered: The Entrepreneurial Mindset, Critical Success Factors, Purpose vs. Passion and Managing Money.

2020: 51 students received online training

2021: 25 students received training at In5 media

Education Uninterrupted Campaign

Education Uninterrupted Campaign was a partnership between TECOM Group, Dubai Cares and the UAE Ministry of Education to provide the necessary electronic devices for students from low-income families to help them learn remotely. In 2021, the campaign raised 17,500 AED.

FORWARD LOOKING PLAN

Investing in local communities

- We will continue building a tolerant and inclusive society and improve the health & well-being of communities.
- We will invest strategically in sector-aligned community projects that deliver lasting impact long-term partnerships with select community partners.
- To enhance volunteering culture, we will promote skill-based volunteering through an incentivized corporate volunteering program.
- To further employee participation in charitable causes we will continue to encourage their participation in charitable initiatives such as WeWalk etc.
- We will monitor and analyse the impact of our initiatives and fundraising activities across all business districts and entities.





We aim to build a diverse workforce by nurturing talent, developing skills and inspiring our people to achieve their highest potential in a collaborative and rewarding culture that ensures the health and safety of our people and their work environment while delivering our strategic objectives and promoting equality, non-discrimination, inclusion and diversity.

Key Highlights:

22%

Emiratisation ratio**

1/3

of employees are female

0

Work related injuries or fatalities since 2019

TECOM Group, as part of Dubai Holding, was one of the first organisations to sign the Pledge to Accelerate Gender Balance in the UAE's Private Sector

15 hours

of training on average, per employee in 2021



PEOPLE

*Includes personnel from shared services from Dubai Holding Asset Management.

** Employees which are UAE nationals, as a proportion of total employees (expatriates and nationals)

SAFE & HEALTHY WORKSPACES

We believe that investing in developing our people is key to the success of our business and we are committed to ensuring the health and safety of our employees in all work areas.

Employee engagement & recognition

We undertake an extensive survey, in partnership with Gallup, to monitor the level of engagement across the organisation and implement enhancements to the areas that require improvement. Each department receives a report based on its employees' survey results and an action plan is developed to undertake the corrective action required to enhance the satisfaction level of employees. We also launched an inter-departmental survey to foster an efficient and collaborative environment. Our annual employee recognition programme recognizes the contributions made by our employees.

Benefits

Annual leave	Maternity leave	Additional maternity benefit
Statutory: 24 days	Statutory: 60 days of maternity leave, 45 of which are at full pay and the remaining 15 days at half pay	Statutory: None
TECOM Group: 25 days for staff up to grade 7; 30 days for staff from grade 8 and above	TECOM Group: 90 days maternity leave with the option of an additional 90 days at 50% pay and a further 15 days at no pay	TECOM Group: Option to work remotely for a period of 1 month post maternity leave
Paternity leave	Life insurance	Medical insurance
Statutory: 5 days	Statutory: Mandatory	Statutory: Mandatory
TECOM Group: 5 days paternity leave with the option of an additional 15 days at no pay	All employees are eligible for life insurance	All employees are eligible for medical insurance

*Includes shared services personnel from Dubai Holding Asset Management.



622

Total number of employees, including shared services personnel

155

employees being awarded for their efforts and achievements

SAFE & HEALTHY WORKSPACES

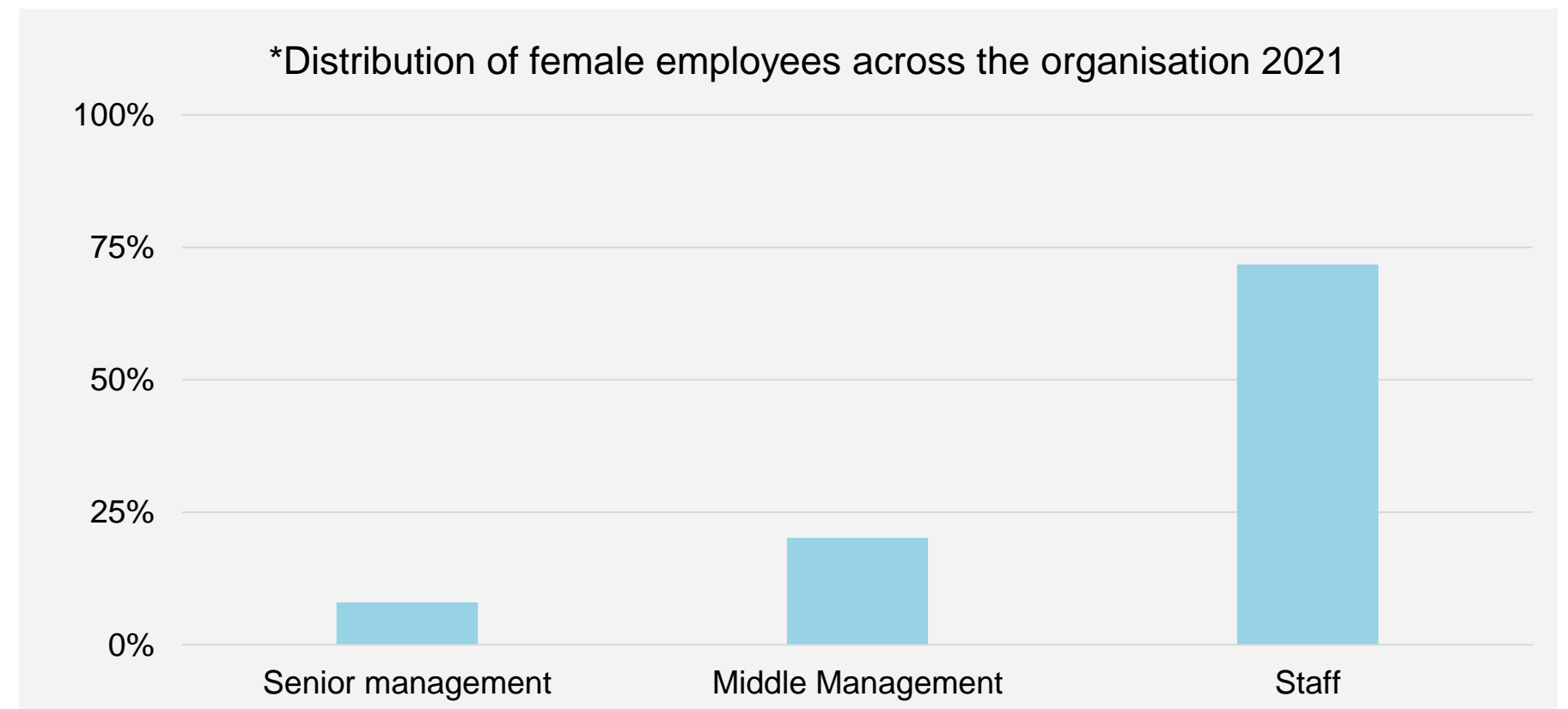
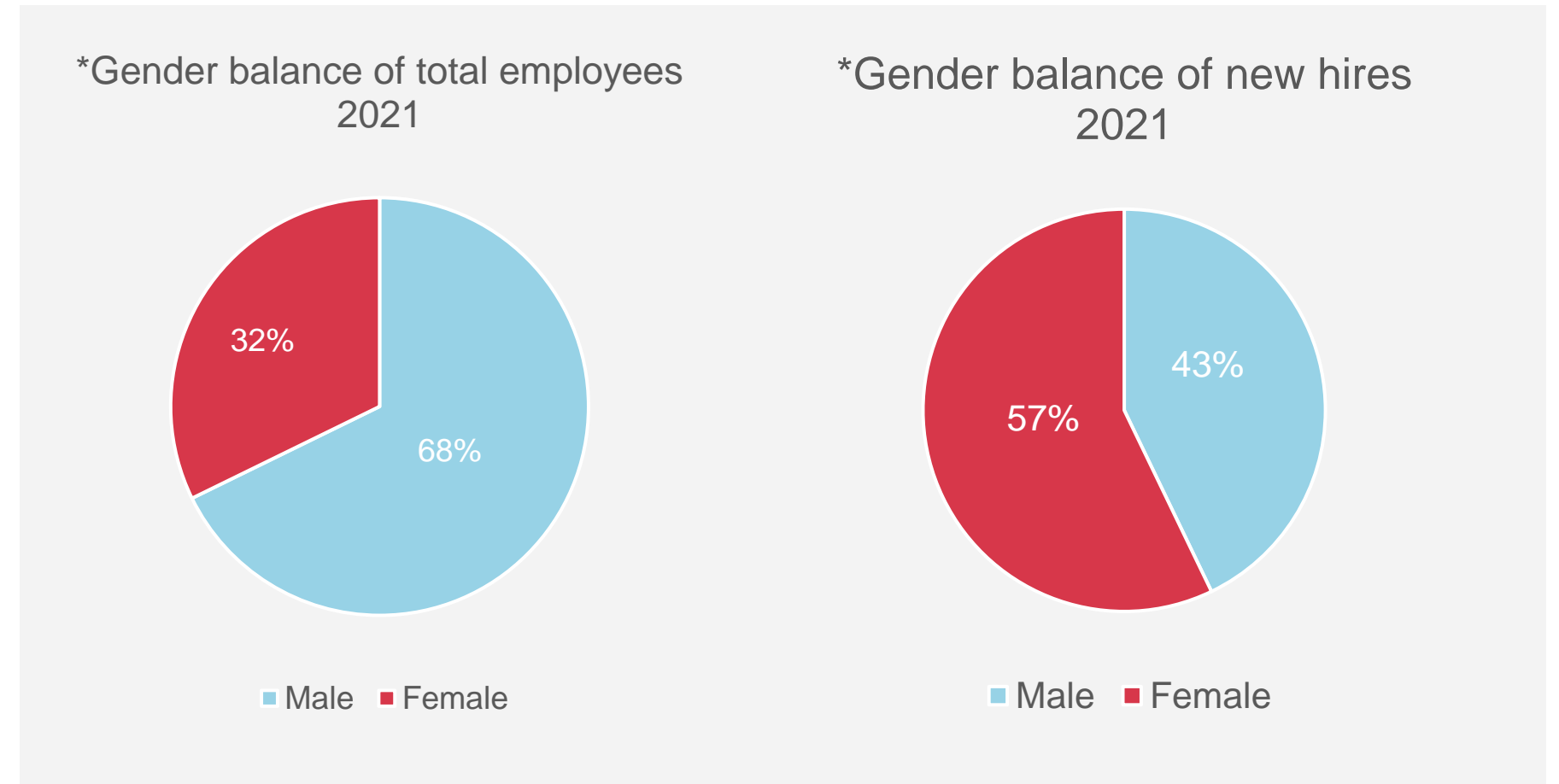
Diversity, inclusion & equity

Our Human Capital Policy & Code of Conduct includes a non-discrimination policy that includes prohibition on any unfair or inappropriate treatment based on an individual's nationality, language, religion, race, culture, gender, physical ability, education, age or other legally protected status.

Further, in 2022, TECOM Group adopted Dubai Holding's Gender Equity and Inclusion Framework and Gender Equality Strategy, which provides a roadmap for achieving greater diversity and inclusion, facilitates governance, and sets metrics and accountability for leaders at all levels, including an aim of achieving 30% female representation in senior and middle management across the Dubai Holding Group by 2025. It covers the implementation of:



Two females from TECOM Group have been selected to participate in the recently launched Directors Development Programme, targeting senior female leaders across the Group. The programme is organised in partnership with Hawkamah – Middle East Institute for Corporate Governance and is geared to provide the skills necessary to achieve accredited directorship and become board-ready. This includes certified training on good corporate governance practices, board composition, roles and duties, financial stewardship, strategic leadership and planning.



*Includes personnel from shared services from Dubai Holding Asset Management.

SAFE & HEALTHY WORKSPACES

Emiratization*

Our strategy focuses on attracting and developing local talent through internship opportunities as well as dedicated graduate and leadership programmes.

TECOM Group adopted Dubai Holding's Graduate Trainee Programme 'Leaders of Tomorrow' to attract passionate young Emirati talent and advance their careers within various business entities. It seeks to expand business, technical, leadership and communication skills of the graduates by supporting their development through exposure to formal and informal learning opportunities.

'The Design Thinking in Action' programme was rolled out in 2021 for a batch of UAE Nationals. The Design Thinking programme aims to teach delegates conceptual thinking and ideation methodology and provides them with thought generation aimed at sustainable business growth and improved operational efficiency.

Additionally, internships programmes are developed specifically for UAE Nationals. We also sponsor UAE National employees' education and provide them with corporate discounts across leading universities for themselves and their family members to pursue higher education.

Case Study: Al Reyadah programme

A dedicated leadership programme designed for Emirati employees to gain insights into their strengths and development areas supported by personalized development plans, coaching. Employees undergo thorough training needs analysis as part of the pre-assessment phase of the programme and the continuous feedback and coaching sessions help unlock their potential. Around 22 Emiratis from mid-to-senior levels participated in Al Reyada Programme in 2021.

Case Study: Coaching programme

TECOM Group participated in the DH Coaching programme which was designed to provide career coaching and assistance to UAE National employees at mid and senior level in order to aid their professional growth and ultimately advocate for their advancement. Around 6 Emirati employees underwent the training through a structured coaching framework that assessed their strengths and areas of improvement in 2021. The program in its first phase focused on high performing female Emirati employees with males included in subsequent phases.

*Includes shared services personnel from Dubai Holding Asset Management.

** Employees which are UAE national staff, as a proportion of total employees (expatriates and nationals)



22%*

of employees are UAE National staff**

SAFE & HEALTHY WORKSPACES

Employee health & safety

We ensure that strict health and safety standards are observed throughout our facilities. Our policy encourages all employees and other stakeholders to report unsafe acts and conditions, as well as to stop any work that endangers life. The HSE department organizes and conducts workshops and training sessions on basic first aid and fire safety as well as incident management training, all of which are available to all employees and is part of the induction training.

We have a well-established Health, Safety and Environmental management System (HSEMS) that is aligned with ISO 14001 on Environmental Management Systems and ISO 45001 on Occupational Health and Safety Management. Our HSE management system is audited annually by the British Safety Council. HSEMS covers employees, visitors and contractors, and includes policies on critical and non-critical activities such as working at height and confined space, excavations, demolitions, 'hot' works, constructions, fit outs, maintenance and repair.

We have established HSE committees under each of our entities, which are chaired by the head of the entity. The committee meets on a regular basis to review HSE statistics, develop strategies and take actions on health & safety improvement initiatives.

Employee wellbeing

We develop activities to support the health and wellbeing of our employees, thereby leading to a positive impact on increased productivity, reduced absenteeism and on-the-job injuries, improved morale, and quality of life.

Every year, we organise annual physical examinations, vaccination programmes, basic health screening and other health checks to our employees and business partners. We promote healthy lifestyles through subsidized gym memberships and encourage participation in the Dubai Fitness Challenge*.

With our focus on human capital development, we were able to achieve a low turnover rate of 8.68% in 2021 and lost time injury frequency rate (LTIFR) of 0 during 2021.

*In 2020, due to COVID-19 restrictions, we had to scale down our wellbeing initiatives.

** Includes shared services personnel from Dubai Holding Asset Management.



150

employees received internal training on health & safety

160

employees received external certified training on first aid, fire marshal, ISO 45001 awareness

TRAINING & DEVELOPMENT

In line with the changing needs of our employees, we offer flexible working arrangements. To align our training and development to the emerging hybrid work model, we leveraged external digital and on-demand learning and development programmes to encourage employees to learn at their pace and convenience. The new learning platform was launched in 2022 to equip all employees with the tools to improve their competencies. Through a partnership with Skillssoft, employees have access to over 3,000 courses. Courses are all available through the Learning Management System, which eases assignment, recommendation between peers and tracking of progress.

240

training programmes offered

15 hours

of training on average, per employee

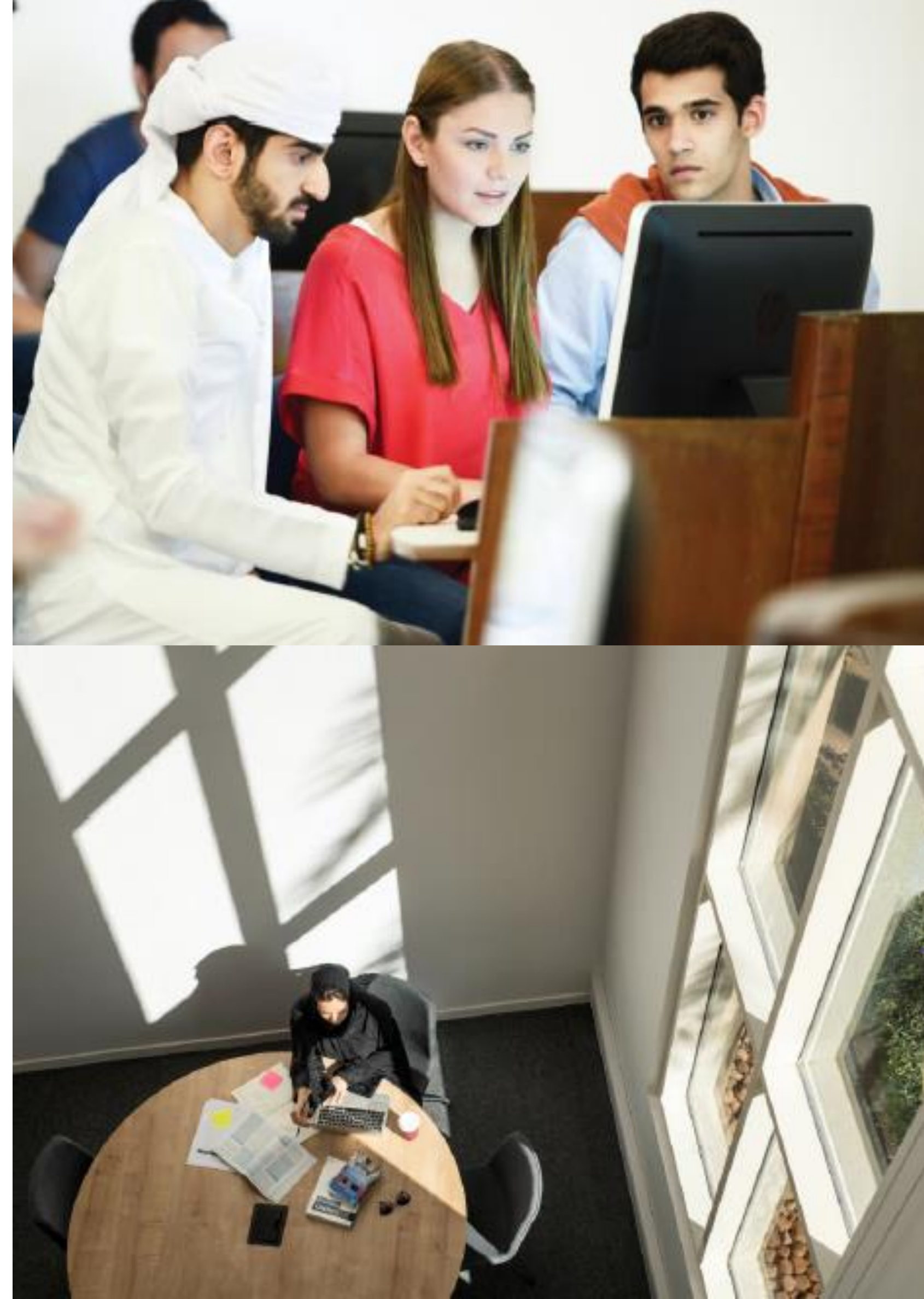
9,613 hours

of training completed in 2021

97%

of employees receive regular performance reviews and career development*

*New employees who join part way through the year may not receive a performance review during the first year performance cycle.



FORWARD LOOKING PLAN

Safe & healthy workspaces

- We will continue to enhance our policies to attract and retain the best local and international talent
- To continue furthering our endeavors towards diversity, equity and inclusion through various initiatives
- We will adopt a gender-lens approach through inclusive policies and strategies to ensure equal pay for work of equal value and perform non-discriminatory assessment of promotions and equal representation during the decision-making process as well as 'blind' recruitment programmes
- We will look to enhance the existing HSE management system through more training inspection programmes and audits to our employees, contractors and suppliers

Training & development

- We plan to enhance to upskill existing employees with ESG focused training on material topics relevant to their departments





We aim to manage our environmental impact through eco-friendly business practices, thus supporting national and international efforts to preserve natural resources and ensure appropriate management of environmental resources in line with our sustainability objectives. This means implementing innovative methods to optimize resource efficiency, measure and control our carbon footprint and promote green building design.

Key Highlights:

6.2GwH

Energy generation from solar power with a 82% year-on-year increase

111,726

tCO₂e
Scope 1, 2 and 3 GHG emissions in 2021**

ISO 14001

Alignment with international ISO certifications such as ISO 14001 Environmental Management Systems

22

LEED buildings (16 LEED Gold and 6 LEED Silver)



ENVIRONMENT

** The emissions are prepared in accordance with the reporting criteria on slide 65/66

ENERGY EFFICIENCY

We believe that the real estate sector will play a vital role in advancing the UAE's transition to a low-carbon economy. We are committed to protecting the environment by operating sustainable infrastructure and reducing our carbon emissions through increasing our dependence on non-renewable sources of energy, investing in climate-resilient and efficient facilities and collaborating with our suppliers to ensure resource efficiency and lower our environmental footprint across the supply chain.

Energy efficiency

We will strive to reduce our energy consumption in alignment with the 2030 Dubai Integrated Energy Strategy, which aims to reduce the demand for electricity and water by 30% by 2030. We promote the use of energy efficient systems, including, but not limited to, generating electricity from solar power, installing LED lighting systems, automating water fixtures and installing smart meters. Our objective through this pillar is to deliver our energy saving commitments with the aim of enhancing our internal approach to green buildings, water, energy and waste management which shall, in turn, significantly reduce our carbon footprint.

We have achieved a 2.5% reduction in overall electricity consumption compared to 2019 through the installation of energy-efficient LED lights, generation and utilization of solar energy, and integration of Building Management Systems to ensure usage based on occupancy.

We also implemented a portfolio-wide utility monitoring platform to help real-time monitoring of energy and water consumption throughout our portfolio and fault detection of critical equipment.

ISO 14001:2015

Environmental Management
System certification

83

Energy intensity metric
MWH/Revenue in M AED

Case Study: Increasing onsite renewable energy generation

To diversify our energy sources across our commercial portfolio, we are investing in on-site solar generation projects. We currently have solar panels installed at D3, Dubai International Academic City & Dubai Outsource City generating 6.24 GWH of clean energy. A 2.99 MWP capacity rooftop solar PV system is currently being installed at Dubai Production City and Dubai Industrial City.

Improving resource efficiency

We have embarked on a large-scale project across our portfolio aimed at reducing utility consumption that may result in potential savings of 21,500,000 AED.

Potentials savings vs 2019 baseline:

- Electricity : 35,833,180 kWh
- Water : 69,967 m³

WATER EFFICIENCY AND WASTE MANAGEMENT

Water Efficiency

We have installed on-site sewage treatment plants at several business districts and utilize the treated wastewater in landscaping to reduce usage of untreated water for irrigation. As part of our resource-saving initiatives, we've also installed slow-flow taps and enhanced water audits to identify leaks and take corrective action.

Due to the initiatives undertaken, we have seen a 2% reduction in water consumption per squared meter of leasable area between 2021 and the 2019 baseline.

Waste Management

We continuously seek areas to improve our waste collection process and increase our recycling rate. We rely on the smart dashboard of our service providers to track recycling rates and waste generated. In 2021, around 8,000 tonnes of waste was generated, 70% higher than 2019 baseline, mainly due to the additional footprint of the Group.

We ensure provision of sufficient recycling receptacles in common areas to encourage recycling and will leverage our waste management partners recycling campaigns to encourage higher recycling rates across our organization.



226

Tones of waste recycled
in 2021

REDUCING GHG EMISSIONS

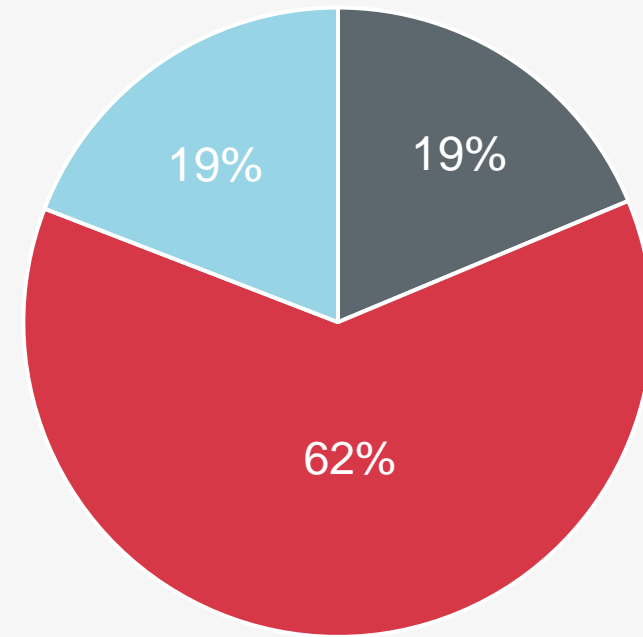
GHG emissions

Across TECOM Group, we are working with asset managers to assess environmental performance of assets to prioritise areas for improvement. We are also looking at setting a representative baseline and continuing to improve the quality of our data, to help us adapt our strategic approach and focus on the areas where we can have the largest impact. A key work stream for us over the next year will be to begin measurement of emissions from sources which aren't currently being tracked and develop a full carbon inventory so we can better understand their quantum and our level of influence over our GHG emissions.

Scope 1 calculations include direct emissions from diesel and LPG consumption, which is calculated for just a single location at Dubai Industrial City and does not cover all entities in the Group.

Scope 2 calculation includes indirect emissions from purchased electricity, while Scope 3 calculations include emissions from third-party disposal & transmission of waste and emissions associated with the supply of water consumed. The majority of our emissions come from waste and utility consumption, a significant portion of which is from our tenants. In 2021, emissions from electricity consumption was 69,449 tCO₂e, a decrease of 2.5 % against 2019. Scope 3 emissions were 21,366 tCO₂e, an 11% increase from 2019.

We have sought assurance over our Scope 2 and Scope 3 emissions for 2021. A comprehensive Scope 2 and 3 calculation is being considered for the future, as there may be underestimation due to low data availability and tracking across all entities currently.



■ Scope 1 ■ Scope 2 ■ Scope 3

111,726
tCO₂e

Scope 1, 2 and 3 GHG emissions in 2021*



Abdulla Bahroozyan
SVP of Engineering
TECOM Group LLC

“We plan to widen the tracking of the consumption data across all entities to calculate a full carbon inventory.”

FORWARD LOOKING PLAN

Environmental stewardship

- As we work towards fulfilling the goals set by national mandates on energy, water and carbon emission reduction, we aim to increase the percentage of electricity source for customers and common areas from renewable areas through on-site generation.
- We will also continue to undertake retrofitting projects, adopting best practices of green building standards such as Estidama or LEED.
- We will continue to implement a utilities consumption saving program across the business.
- To improve recycling rates and decrease the amount of waste generated, we will be improving recycling infrastructure.
- We plan to continue introducing climate change initiatives that strives to lowering our carbon footprint and engage with our contractors and suppliers to explore how to support them in reducing their impact.
- Our next step would be to develop a plan to establish a full carbon inventory by tracking all our emission sources together with ambitious decarbonization targets.
- We would then plan on calculating Energy Use Intensity (EUI) and Water Use Intensity (WUI) for our buildings and strive towards establishing a net zero target tracked by the Science Based Target Initiative.





All data mentioned in this section is prepared in accordance with the reporting criteria on page 65/66.

ESG FACT SHEET

DISCLOSURES

Core Pillar	Focus Area	Key Performance Indicators	Unit	2019	2020	2021
Economy	Economic performance	Total revenue (Total economic value generated)	M AED	1,841	1,767	1,766
		Total EBITDA	M AED	1,235	1,216	1,171
		Total net profit	M AED	634	579	569
		Total leasable area	M sq. ft	19.7	20.2	20.5
		Occupancy rate	%	77	75	78
		Total business partners	Unit	6,569	7,179	7,964
	Incubating innovation	No. of new registered start-ups	Unit	73	121	128
		No. of women-owned start-ups	Unit	10	28	18
		No. of in5 graduates	Unit	10	12	41
		No. of events organised for in5 members	Unit	271	215	400
		No. of renewed start-ups	Unit	117	133	170
		No. of start-ups that did not succeed	Unit	35	30	63
		Net active start-ups	Unit	190	254	298
	Customer centricity	Customer satisfaction	%	87.6%	86.9%	83.2%

DISCLOSURES

Core Pillar	Focus Area	Key Performance Indicators	Unit	2019	2020	2021
Community	Investing in local communities	Total value of monetary donations or sponsorships	AED	861,142	472,075	23,750
		No. of CSR events	Unit	4	5	2
		Value of funds raised	AED	50,000	N/A	17,200
		No. of beneficiaries	Unit	3,051	1,506	86
		No. of community partners	Unit	4	6	1
		No. of volunteers	Unit	150	55	N/A

DISCLOSURES

Core Pillar	Focus Area	Key Performance Indicators	Unit	2021
People*	Safe & healthy workspaces	No. of employees	Unit	622
		No. of female employees	Unit	201
		No. of male employees	Unit	421
		% of female employees	%	32
		% of male employees	%	68
		Age split (#)		
		15-17	Unit	N/A
		18-30	Unit	43
		31-40	Unit	268
		41-50	Unit	232
		50+	Unit	79
		Total new hires	Unit	42
		Females hired	Unit	24
		Males hired	Unit	18

*Due to organizational restructuring and acquisitions across the TECOM Group, comparative [people](#) information is not available for the January 1 2019- December 31 2020 period.

** Includes shared services personnel from Dubai Holding Asset Management.

N/A – Not applicable/ Not available

DISCLOSURES

Core Pillar	Focus Area	Key Performance Indicators	Unit	2021
People*	Safe & healthy workspaces	Turnover	Unit	54
		Female turnover	Unit	25
		Male turnover	Unit	29
		Total maternity leave	Unit	12
		Return to work after maternity leave	Unit	12
		No. of female still employed after 12 months of taking maternity leave	Unit	9
		Total paternity leave	Unit	11
		Return to work after taking paternity leave	Unit	11
		No. of male still employees after 12 months of taking paternity leave	Unit	10
		Total female in senior management	Unit	23
		Total females in middle management	Unit	57
		Total females in staff	Unit	201
		Total countries of origin	Unit	46
		Employees with special needs	Unit	0
		Total No. of Emiratis employed	Unit	137
		Total No. of female Emiratis employed	Unit	62
Total number of incidents of discrimination	Unit	0		

*Due to organizational restructuring and acquisitions across the TECOM Group, comparative [people](#) information is not available for the January 1 2019- December 31 2020 period.

** Includes shared services personnel from Dubai Holding Asset Management.

DISCLOSURES

Core Pillar	Focus Area	Key Performance Indicators	Unit	2019	2020	2021
People*	Safe & healthy workspaces	No. of employee fatalities as a results of work-related injury	Unit	0	0	0
		Total number of high-consequence work-related injuries (excluding fatalities)	Unit	0	0	0
		No. of recordable work-related injuries	Unit	0	0	0
		No. of Employee fatalities as a result of work-related ill health	Unit	0	0	0
		No. of Employee cases of recordable work-related ill health	Unit	0	0	0
		No. of staff certified on HSE (External training)	Unit	100	12	160
		No. of staff training on H&S (Internal training)	Unit	35	0	150
		No. of subcontracted employees covered by H&S system	Unit	1,065	1,713	2,021
		No. of employee fatalities as a results of work-related injury	Unit	0	0	0
		No. of subcontracted high-consequence work-related injuries (excluding fatalities)	Unit	0	0	0
		No. of recordable work-related injuries for subcontracted employees	Unit	0	0	0
		No. of hours worked by subcontracted Employees	Unit	1,907,878	3,146,071	3,917,198
		No. of subcontracted employee fatalities as a result of work-related ill health	Unit	0	0	0
		No. of subcontracted employee cases of recordable work-related ill health	Unit	0	0	0

*Due to organizational restructuring and acquisitions across the TECOM Group, comparative [people](#) information is not available for the January 1 2019- December 31 2020 period.

** Includes shared services personnel from Dubai Holding Asset Management.

DISCLOSURES

Core Pillar	Focus Area	Key Performance Indicators	Unit	2021
People*	Training & development	Total no. of training programmes	Unit	240
		Total no. of training hours offered	Unit	9,613
		Hours of training provided to male staff	Unit	6,265
		Hours of training provided to female staff	Unit	3,348
		Average hours of training provided to senior management	Unit	14
		Average hours of training provided to middle management	Unit	18
		Average hours of training provided to other staff	Unit	15
		No. of males that receive regular performance and career development reviews	Unit	412
		No. of females that receive regular performance and career development reviews	Unit	192
		No. of senior-management that receive regular performance and career development reviews	Unit	98
No. of middle-management that receive regular performance and career development reviews	Unit	155		
No. of staff (professional, operational and administrative) that receive regular performance and career development reviews	Unit	351		

*Due to organizational restructuring and acquisitions across the TECOM Group, comparative [people](#) information is not available for the January 1 2019- December 31 2020 period.

** Includes shared services personnel from Dubai Holding Asset Management.

DISCLOSURES

Core Pillar	Focus Area	Key Performance Indicators	Unit	2019	2020	2021
Environment	Energy efficiency	Diesel consumption	Litres	N/A	N/A	131,031
		LPG consumption	Cubic Metres	N/A	N/A	17,801
		Electricity consumption	GWH	176.3	161.1	171.9
		Electricity consumption	AED	75,819,610	69,260,232	73,898,916
		Electricity generation and consumption from Solar	GWH	1.4	3.4	6.2
		No. of LEED certified buildings	Unit	22	22	22
		No. of TECOM Group buildings	Unit	209	235	236
		Energy intensity	MWH/ Revenue in M AED	80	76	83
	Water efficiency	Water consumption	MIG	294.2	271.3	306.1
		Water intensity	MIG/M sq. ft	15.2	13.5	14.8
	Waste management	Total waste generated (A+B)	Tonnes	4,671.3	7,768.7	8,001.6
		Total general waste generated– A	Tonnes	4,408.9	7,512.1	7,775.3
		Total recyclable waste generated– B	Tonnes	262.4	256.6	226.3
		Paper recycled	Tonnes	245.5	234.7	208.8
Plastic recycled		Tonnes	15.0	10.4	3.7	
Metals recycled		Tonnes	1.8	0.6	0.1	
	Mixed recyclables	Tonnes	N/A	10.9	13.6	

N/A – Not applicable/ Not available

DISCLOSURES

Core Pillar	Focus Area	Key Performance Indicators	Unit	2019	2020	2021
Environment	Reducing GHG emissions	Scope 1	tCO2e	N/A	N/A	20,911
		Scope 2	tCO2e	71,251	65,088	69,449
		Scope 3	tCO2e	19,105	19,229	21,366

DISCLOSURES

Core Pillar	Focus area	Key Performance Indicators	Unit	2019	2020	2021
Governance and risk	Ethical business policies & practices	No. of internal audits planned & complete	Unit	17	7	10
		% Senior management employees received training on organization's Code of Conduct	%	45	63	97
		% other levels employees received training on organization's Code of Conduct	%	58	53	97.7
		% Overall employees received training on organization's Code of Conduct	%	55	55	97.6
		Incidents of non-compliance with laws and regulations	Unit	2	0	2
		No. of violations/ fines incurred	Unit	0	0	0
	Responsible sourcing and procurement	Percentage of the procurement budget spent on local suppliers	%	97.4%	98.7%	98.7%



REPORTING CRITERIA

REPORTING CRITERIA

This reporting criteria sets out TECOM Group's definitions and measurement methodology for key performance metrics in our 2021 Framework Report, prepared in alignment with Global Reporting Initiative (GRI) Standards: Core option (2016).

Reporting period

The reporting period for most of our key performance indicators is January 1 2019 – December 31 2021.

Due to organizational restructuring and acquisitions across the TECOM Group, comparative [people](#) information is not available for the January 1 2019- December 31 2020 period. Data relating to 'Safe and healthy workplaces' (excluding health and safety) and 'Training and development' are disclosed are for the period January 1 2021 – December 31 2021 only.

Completeness & boundaries

Unless otherwise stated below, the boundaries of our reporting covers TECOM Group's operational scope which includes TECOM Group's business districts - Dubai Internet City, Dubai Outsource City, Dubai Media City, Dubai Studio City, Dubai Production City, Dubai Knowledge Park, Dubai International Academic City, Dubai Science Park, Dubai Industrial City, Dubai Design District, TECOM Group's services businesses such as axS, In5 and services provided to freelancers.

Exceptions to the completeness and boundaries above are:

- *Human capital & Health and Safety*

[People](#) related data, specifically those relating to '[Safe and healthy workplaces](#)' and '[Training and development](#)', include employees within TECOM Group and those Dubai Holding Asset Management (DHAM) employees providing shared service functions to TECOM Group excluding Retail, Residential, D-Marin (Marina Assets), Emirates Towers District and DIDI.

- *Energy and water consumption*

Energy and water consumption are obtained from communal and non-metered areas within our communities. Figures for [energy consumption](#) do not include electricity consumed from solar generation.

- *Diesel and LPG consumption*

[Diesel and LPG consumption](#) is calculated for Dubai Industrial City only.

- *No. of employee fatalities as a results of work-related injury and no. of recordable work-related injuries*

These metrics are reported on an operational control basis covering TECOM Group commercial business districts and TECOM Group services businesses such as AXS, In5 within these business districts and Emirates Towers excluded.

- *Percentage of male and female employees*

Percentage of male and female employees is reported on an operational control basis covering DHAM including TECOM Group, excluding Retail, Residential, D-Marin (Marina Assets), Emirates Towers District and DIDI.

We acknowledge that the scope of some of our metrics do not cover the full TECOM Group due to data not being tracked but we aim to improve tracking of relevant ESG metrics across all entities.

Accuracy & reliability

Data assumption are mentioned within this reporting criteria.

Balance & comparability

Previous years' trend data is presented alongside current year data for comparison where available. Emphasis on reporting topics have been informed by the group-wide materiality assessment.

REPORTING CRITERIA

Stakeholder engagement and materiality

We engaged various department heads and other members of management to map the stakeholder ecosystem and conducted and engaged with relevant stakeholders through the [materiality survey](#) to determine our material topics. The material topics have been validated through benchmarking, review of the Sustainability Accounting Standards Board sector level materiality maps and aligned with the leadership at TECOM Group.

Fuel and LPG consumption

Fuel and LPG consumption is based on actual consumption data.

Energy and water consumption

We have estimated electricity and water consumption by taking the total AED value invoiced to us by utility providers and divided that by the standard tariff rate.

Absolute energy consumption

Absolute Energy consumption includes, where available:

- Scope 1 fuel consumption
- Scope 1 consumption of LPG
- Scope 2 purchased electricity consumption (reflected in [energy consumption](#))
- Scope 2 electricity consumption from solar generation (reflected in [Electricity generation and consumption from Solar](#))

GHG emissions

Scope 1 calculations include direct emissions from diesel and LPG consumption. Scope 2 calculation includes indirect emissions from purchased electricity. Scope 3 calculations include emissions from third-party disposal & transmission of waste and water consumption.

We acknowledge that this does not represent a complete carbon inventory as data related to other sources are not currently being tracked. We plan to widen the tracking of the consumption data across all entities to calculate a full carbon inventory.

For the calculation of GHG emissions, the following methodologies and guidance were used:

- DEFRA guidance was used to determine the emission factors for LPG, waste and diesel ([New 2021 DEFRA Carbon Emissions Conversion Factors - Compare Your Footprint](#))
- DEWA 2020 Emission intensity (refer to Table 1.1 for extract for DEWA ESG report) was used as the emission factor for electricity. Electricity emission factors account for generation, transmission and distribution.
- International Energy Agency statistics and the 3rd GHG Inventory prepared by the Abu Dhabi Energy Agency 2018 was used to determine the emission factor for water consumption ([International Energy Agency statistics](#)). Water emission factors account for desalination and distribution.

Energy Intensity

Energy intensity is calculated as the ratio of absolute energy consumption (MWh) divided by revenue (M AED).

Carbon emission intensity, tCO₂e/MWh of electricity generated, 2018-2020

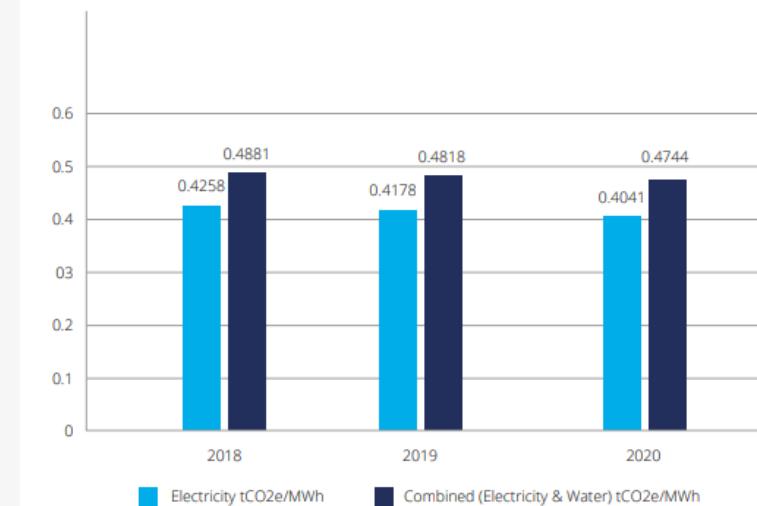


Table 1.1 – DEWA 2020 Emission Intensity

REPORTING CRITERIA

No. of employee fatalities as a results of work-related injury

- A workforce fatality is defined as any death of a full-time employee as a result of a work-related incident. A full-time employee is an employee whose working hours per week, month, or year are defined by TECOM Group, in accordance to the UAE labour law.
- The data is collected through a Digitalized Incident Management System (IMS) applied for recording, reporting and learning from Health and Safety incidents.

No. of recordable work-related injuries

- The total number of recordable injuries to full-time employee on site. The definition of recordable injury is aligned with the Occupational Safety and Health Administration (OSHA) definition.
- The data is collected through a Digitalized Incident Management System (IMS) for recording, reporting and learning from Health and Safety incidents.

Percentage of Male and Female Employees

- The KPI is the percentage from the total number of Full Time Male and Female Employees.
- The total number of full time female or male employees is divided by the total number of full time employees recorded through the HRMS.

Percentage % of spend under Management on local suppliers

- The percentage of the money in AED spent by TECOM Group and managed by the TECOM Group procurement team on local suppliers. Local suppliers are defined as suppliers who have offices in Dubai and provide services in Dubai, with a valid UAE trade license.
- The Spend managed by procurement for TECOM Group is identified based on Purchase Order spend data sourced from the TECOM Group e-procurement platform. For this indicator, the total spend in AED from companies mentioned in the PO with a valid UAE trade license is divided by the total spend in AED by TECOM Group managed by procurement team from companies in the eProcurement platform.



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**THANK
YOU**
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