

A wide-angle photograph of a long, wooden bridge with railings crossing a calm lake. In the background, two large, modern glass-walled buildings with golden-brown roofs are visible under a bright blue sky with a sun flare. Palm trees and greenery are scattered around the buildings.

Working towards a social and environmentally sustainable future

TECOM Group PJSC | Sustainability Report 2023





Environmental, Social and Governance

**A responsible
corporate
citizen creating
sustainable
value for all our
stakeholders.**

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LETTER FROM THE CEO

2023 was a pivotal year for both the UAE and TECOM Group. It was declared by President His Highness Sheikh Mohamed bin Zayed Al Nahyan as the Year of Sustainability, and all eyes were on Dubai for COP28.

Throughout the year, we continued to build upon strong foundations, making significant strides across our ESG Framework pillars of Economy, Governance, People, Community and Environment. Our holistic approach to sustainability is deeply ingrained in our corporate DNA, and this report serves as a testament to the significant strides we have achieved so far and our path forward, in alignment with the UAE's national strategies and the UN Sustainable Development Goals.

Across our Group, we dedicated ourselves to cultivating a work environment that champions diversity, inclusivity and equity. Embodying this commitment, more than one-third of our current workforce are women, and our dedication to supporting our employees remains steadfast, with tailored career development and upskilling opportunities. Simultaneously, we continued to invest in the well-being of our local communities, contributing almost AED 1.5 million in CSR activities, emphasising our dedication to making a positive impact beyond our business districts. The partnerships and campaigns undertaken, such as WeWalk and The Good Store, reflect our commitment to social responsibility.

As the creators and operators of world-class, vibrant business districts, we recognise the integral role we play in supporting our customers to adopt sustainable practices and reduce waste and utility consumption. In 2023, TECOM Group generated 12.35 GWh of clean energy from our solar sites. The integration of ESG considerations into our Enterprise Risk Management underscores our dedication to being a force for positive change across our business model and our operations.

As we navigate the complexities of our ever-changing world, I want to express my gratitude to all our valued stakeholders — our employees, strategic partners, investors and the communities we serve. Your unwavering support propels us forward, and together, we will continue to drive positive change and shape a more sustainable and equitable future.

Abdulla Khalifa Belhoul
Chief Executive Officer
TECOM Group PJSC

This report not only serves as a reflection of our past accomplishments but also as a roadmap for the ongoing journey towards a more sustainable and equitable future.



Dubai Science Park

ENVIRONMENTAL, SOCIAL AND GOVERNANCE

Our Environmental, Social and Governance (ESG) efforts reflect our ongoing journey towards a more sustainable and equitable future.

Executive Summary

In the pursuit of a sustainable and responsible business approach, our ESG Report provides a comprehensive overview of our progress across five pillars — Governance, Economy, Community, People and Environment.



Governance Pillar

Upholding the highest standards of corporate governance, we emphasise transparency, accountability and ethical conduct at all levels of our organisation. Through our policies, procedures and governance structure, we create a foundation for principled business conduct.



Economy Pillar

Nurturing a vibrant start-up ecosystem is a key focus, with more active start-ups in 2023 and an increased percentage of them being women-led. This ecosystem not only promotes innovation but also contributes to economic growth. As a strategic move, we proudly sponsored the Fortune Global Forum, which was held in the UAE, underlining our dedication to engaging in global economic dialogues.



People Pillar

At the core of our operations is a people-centric approach, reflecting our dedication to diversity, employee well-being, and a secure and inclusive work environment. We achieved a higher Emiratisation rate in 2023 and maintained a balance of one-third female employees across our workforce. Our commitment to employee development is demonstrated through the provision of training and capacity building, ensuring continuous skill enhancement and professional growth.



Community Pillar

Underscoring our commitment to community welfare, in 2023, we allocated almost AED 1.5 million to CSR activities, including impactful donations that address immediate community needs. Notable campaigns including 'The Good Store' and 'Together We Can' showcased our dedication to community engagement, addressing essential needs and fostering a sense of unity. Organising events like the 'WeWalk' walkathon further highlights our commitment to supporting worthy organisations, such as the Dubai Autism Center, contributing to the health of our communities.



Environment Pillar







Our commitment to environmental sustainability is highlighted by achievements in clean energy generation, waste reduction and sustainable infrastructure, amongst others. From energy-saving initiatives to LEED certifications of our buildings, we continued our efforts to minimise our environmental footprint and enhance the sustainability of our operations.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

TECOM Group has been developing strategic, sector-focused business districts across the Emirate of Dubai since 1999. Today, our portfolio consists of 10 business districts catering to six vital knowledge-based economic sectors: technology, media, education, science, design and manufacturing.

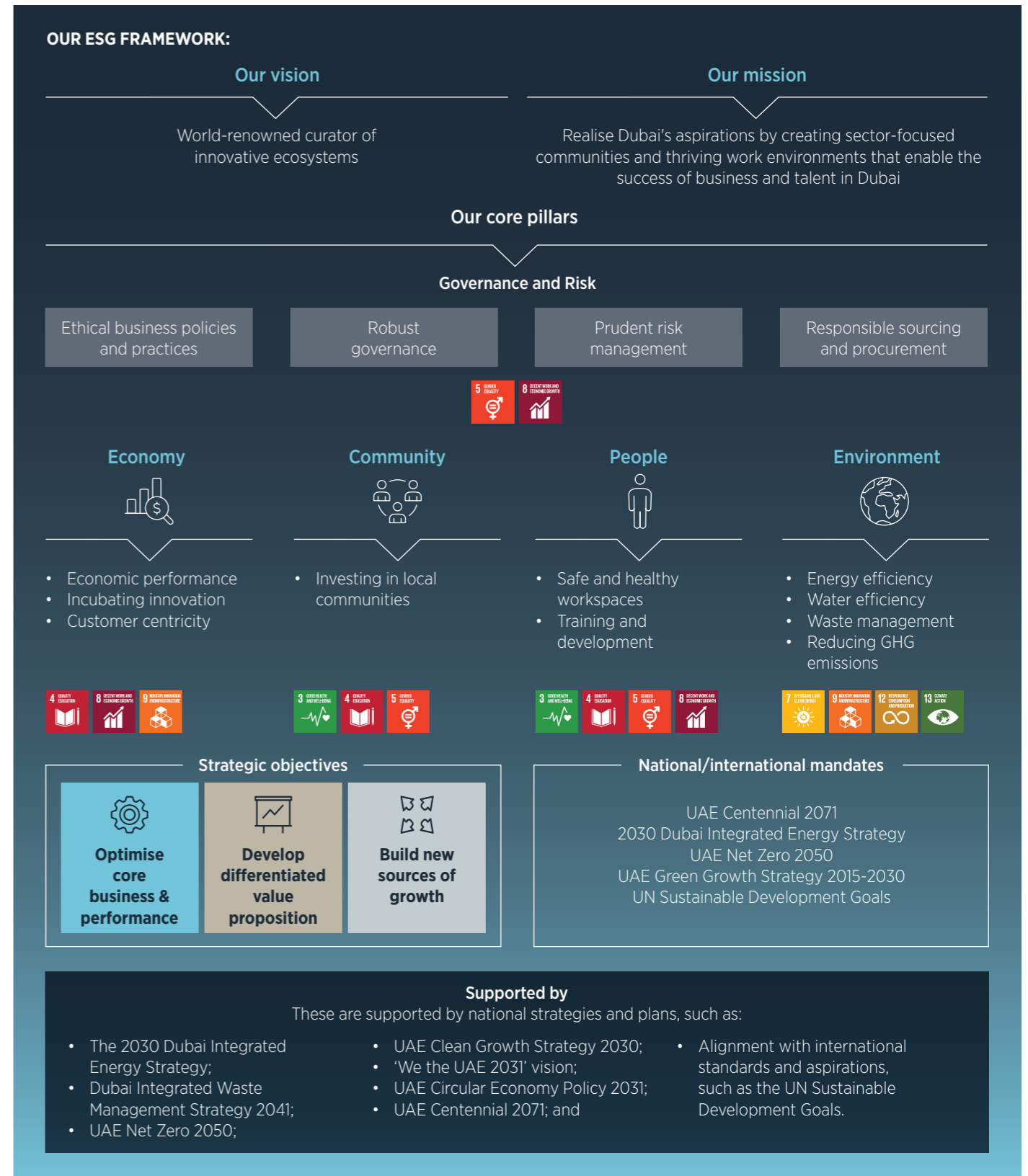
2023 ESG HIGHLIGHTS

As we present this year's ESG Highlights, we take pride in the strides that we have made in our ESG implementation across the pillars of Governance, Economy, Community, People and Environment. These highlights embody our dedication to ensuring transparent governance, driving economic growth, making meaningful contributions to the communities we serve, nurturing a diverse and inclusive workplace, and fostering sustainable practices. We aim not only to create value for our shareholders but also to contribute positively to the well-being of our planet, our communities and our employees.

 <p>People</p> <p>24% Emiratization rate compared to 23% in 2022</p> <p>1/3 female employees</p> <p>4,200 training hours delivered to employees compared to 2,658 hours in 2022</p> <p>0 work related injuries or fatalities</p>	 <p>Environment</p> <p>12.35 GWh clean energy generated compared to 11.14 GWh in 2022</p> <p>235 tonnes of waste recycled compared to 205 tonnes in 2022</p> <p>30 LEED certified buildings 8 buildings certified in 2023 representing a 36% increase compared to 2022</p>	 <p>Community</p> <p>AED 1.5m Invested into CSR activities that delivered initiatives such as 'The Good Store', 'Together We Can' canned food drive, collaboration with Pink Caravan, and the 'WeWalk' walkathon supporting Dubai Autism Center</p> <p>7 CSR events organised during 2023</p>
 <p>Economy</p> <p>380 active start-ups in our incubator in 5, a 9.83% increase from 2022</p> <p>7.32% increase in women-owned start-ups compared to 2022</p>	 <p>COP28 Engagements</p> <p>Active engagements around COP28, with the aim of promoting climate action and showcasing innovations through several initiatives and partnerships, including with Ministry of Industry and Advanced Technology, and Ministry of Climate Change and Environment</p>	 <p>Governance</p> <p>Enterprise Risk Management updated with ESG impacts and mitigation plan</p>

ESG Framework and Material Topics

TECOM Group's robust governance and ESG Framework are at the core of our operating model. Our approach to ESG is centred around our five ESG pillars: Governance and Risk, Economy, Community, People and Environment.



ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

ESG Policies and Governance

Our commitment to ESG principles is upheld through a suite of comprehensive policies governing our operations:

Human Capital (HC) Manual

- Recruitment Policies
- Leave Policies
- Compensation Policies
- Benefits and Allowances Policies
- Employee Development Guidelines
- Code of Conduct
- Grievance Mechanism

Health, Safety and Environmental (HSE) Policy

- Ensures the highest standards of occupational health and safety, as well as environmental responsibility, across our operations
- Meets all applicable HSE regulatory requirements, as well as our own HSE management standards

We are actively enhancing the integration of ESG and increasing alignment on ESG issues and initiatives across various levels of TECOM Group. This will allow us to ensure that there is accountability to achieve our ESG ambitions and commitments.

Underscoring our commitment to sustainable and responsible business practices, a specialised ESG Policy will be developed in 2024 in order to govern and guide all the ESG initiatives across the Group.



Dubai Knowledge Park



Dubai Internet City

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Governance and Risk

Our objective is to implement a robust corporate governance structure that aligns with our core values while upholding the highest standards of transparency, accountability, integrity and ethical business across all levels. Our policies and procedures promote anti-corruption, legal and regulatory compliance, and ensure cyber-security and data protection.



SDG Alignment:



Ethical Business Practices and Policies

Our business is guided by the highest standards of ethical business conduct. We act with honesty and integrity, in full compliance with applicable laws and regulations, to meet our stakeholders' expectations and maintain our standing as a responsible and respected 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. Encompassing key elements, such as Business Ethics, Regulatory Compliance, Market Misconduct, Anti-bribery and Corruption, Anti-competitive Behaviour, Conflict of Interest, Gifts, Responsible Communication, Anti-money Laundering, and Data Protection, our Code of Conduct establishes a clear standard for principled business conduct.

We are proud to report that 100% of our employees have been educated and briefed on our Code of Conduct, ensuring a deep understanding of, and adherence to, these critical principles.

Additionally, our dedication to transparency and accountability is exemplified by the presence of a confidential whistleblowing hotline, providing a secure avenue for employees to voice concerns and uphold the highest standards of ethical conduct within our business.

Robust Governance

Our commitment to strong governance continues to be a cornerstone of our corporate strategy, fostering trust and confidence among our investors and partners.

Robust governance structures are essential to operating sustainably. We are actively enhancing our governance structure to integrate ESG into all levels of the Group's operations, ensuring transparency, accountability and ethical conduct throughout our operations.

The Board of Directors oversees the Group's performance, and our governance structure is designed to align with the interests of shareholders, management and other stakeholders. Our governance structure brings together our ESG initiatives, with oversight from three of our ESG-related risks and opportunities committees.

We have also identified ESG KPIs that are tracked at a leadership level, which measure key indicators including utilities savings, solar capacity and employee training.

Prudent Risk Management

We ensure risks are identified, assessed, mitigated, reported and monitored on an ongoing basis in order to effectively manage and future-proof our organisation. In alignment with our overarching commitment to prudent risk management, TECOM Group embarked on a strategic initiative in 2023 to seamlessly integrate ESG considerations into our Enterprise Risk Management (ERM) Framework.

Building on this initial progress, TECOM Group is now actively engaged in further enhancing the integration of ESG considerations into our ERM Framework. This entails developing detailed and feasible mitigation activities for all identified risks from an ESG perspective. This approach not only strengthens our risk management capabilities but also aligns seamlessly with our broader commitment to sustainability.

Responsible Sourcing and Procurement

We seek to consciously source and procure products and services for our operations in an ethical and sustainable way.

We wholeheartedly acknowledge our responsibility in managing the impact of our operations on global supply chains. As such, we have embarked on a journey towards sustainable procurement, recognising the imperative to integrate ESG principles seamlessly into our procurement procedures.

Our short-term goal is to embed ESG requirements and management practices across all procurement processes, while our long-term vision is to foster positive ESG impacts not only within our supply chains but also through the products and services we deliver to the market.

We have a Supplier Code of Conduct, which has been sent out to all our suppliers and must be acknowledged by them. We have also conducted assessments of high-risk suppliers through the best-in-class EcoVadis supplier rating system.

CASE STUDY 1: ESG Integration in ERM

TECOM Group embarked on a strategic initiative in 2023 to seamlessly integrate ESG considerations into our Enterprise Risk Management (ERM) framework. The primary objective was not only to support the incorporation of ESG principles across all business operations, but also to proactively manage any associated risks arising from these factors. During the risk assessment process, every identified risk underwent a thorough assessment from an ESG perspective, shedding light on the nuanced impacts that these risks may have on our ESG commitments. This approach not only strengthens our risk management

capabilities but also aligns with our broader commitment to sustainability, ensuring that ESG considerations are woven into the fabric of our organisational resilience and growth. The results of the risk assessment highlighted that 63% of the identified risks have moderate to significant inherent impact from an ESG standpoint. In addition, ESG management itself emerged as one of our principal risks, underscoring the importance of strengthening our ERM processes in this domain. Additionally, in 2023, we have provided TECOM group employees with Training and awareness on Risk Management.



Dubai International Academic City

We increased our spending on Small and Medium Enterprises (SMEs) and customers in our business districts by 13.51% from 2022. Sustainable procurement is still in its early stages of development in the UAE, so we aspire to become pioneers in setting industry standards and leading the way for others to follow suit.

Future initiatives in this domain include due diligence through audits, verifying the alignment of our suppliers with our ESG requirements. Moreover, we are actively engaging with our suppliers to provide support in aligning with our sustainability ambitions, fostering a collective and collaborative approach.

CASE STUDY 2: Sustainable Procurement

EcoVadis is the world's largest and most trusted provider of business sustainability ratings, using the respected methodology of international sustainability standards, including the Global Reporting Initiative (GRI) and the United Nations Global Compact.

As a foundational step in establishing our Sustainable Procurement System, we conducted a rigorous risk assessment utilising EcoVadis ratings and Supplier Assessment Questionnaires (SAQs) for our high-risk suppliers, focusing on Facilities Management, IT, Marketing, Food & Beverage, Operating Supplies & Equipment, and Professional Services. The questionnaires and assessments cover environment, labour and human rights, ethics, and sustainable procurement. To date, more than half of these high-risk suppliers have undergone assessments, setting the stage for an annual evaluation to ensure ongoing adherence to our sustainability standards.

Looking ahead to 2024, we will be developing ESG criteria for prequalification, and working to increase suppliers that are locally owned and women owned, in line with GRI.

This initiative is part of our overarching commitment to shaping a procurement landscape that prioritises ethical, social and environmental considerations.

Key Highlights from 2023

	2022 Performance	2023 Plans	2023 Achievements
Ethical Business Policies & Practices	98% employees briefed on Code of Conduct.	Work towards achieving 100% coverage and training on our Code of Conduct for employees.	Achieved: 100% of employees briefed and educated on Code of Conduct.
Robust Governance		Work towards further strengthening TECOM Group's mechanisms for data privacy.	Achieved: We are working towards developing a Data Privacy Policy.
Responsible Sourcing & Procurement	8.52% of procurement spend on SMEs and customers in our business districts	Further embed ESG throughout our business and will set up ESG Champions to identify, collate and manage material ESG issues and implement the ESG strategy and targets.	Achieved: ESG initiatives being tracked (e.g.: utilities, solar, employee training, etc.).
		Achieve a 5% increase in procurement with SMEs and TECOM Group's existing customers.	Achieved: In 2023, our procurement spend on SMEs and TECOM Group customers was 7.31%. We achieved a 13.51% increase in absolute procurement spend between 2022-23.

Plans for 2024

	2024 Plans
Robust Governance	Restructure and enhance our ESG governance framework to embed sustainability in our decision-making process.
Responsible Sourcing & Procurement	Undertake ESG assessment for high-risk suppliers. Support local sustainable sourcing with a focus on SMEs and women-owned businesses.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Economy

We understand the importance of sustainable and inclusive economic growth to drive progress.



SDG Alignment:



Economic Performance

We aim to deliver sustainable growth by attracting talent and investment to Dubai.

We align ESG principles with our Corporate Strategy, and account for ESG planning and considerations at every level. Our Group's Business Plan 2024-28 has ESG factors embedded within our strategic objectives, reflecting the importance of ESG to TECOM Group and our future plans.

TECOM Group has demonstrated robust financial health in 2023. Our total revenue reached AED 2.17 billion, a testament to our operational excellence and market presence. Our strong financial performance is further underscored by our total EBITDA of AED 1.65 billion, reflecting efficient cost management and operational efficiency. Additionally, we are pleased to report a total net profit of AED 1.08 billion, showcasing our commitment to delivering value to stakeholders, while maintaining a sound financial foundation for future endeavours. These financial indicators collectively signify our Group's strategic financial management, reinforcing our position as a sustainable and economically resilient business.

Incubating Innovation

We strive to nurture talent and creativity by providing a home for social impact start-ups and innovation, and by hosting a wide range of expert-led industry events and networking opportunities.

In 2013, we launched our start-up incubator, in5. This has acted as a platform for nurturing talent in the UAE through start-ups and encouraging a community

of students, creatives, entrepreneurs and professionals across technology, media, design and science. in5 has provided access to mentorship and advisory, creative facilities and investment opportunities.

Year-on-year, the number of start-ups within our incubator has increased, with a total of 380 active start-ups in 2023, including a noteworthy 9.83% increase compared to 2022. There was a 34.15x increase in in5 graduates in 2023 compared to 2022, evidencing demand for and value gained from in5 incubations. Additionally, there was a 7.32% increase in women-owned start-ups compared to 2022. This growth signifies our commitment to fostering innovation and diversity within the entrepreneurial landscape. By providing a supportive environment for start-ups, we contribute to the economic vibrancy of our community.

During 2023, we expanded our innovation capacity and offerings for customers with the launch of in5 Science and D/Quarters at Dubai Science Park. in5 Science will enable entrepreneurs to engage a world-class community of researchers and industry leaders and inject innovation and competitiveness to take the UAE's science ambitions to the next level. Meanwhile, D/Quarters' new location in Dubai Science Park will offer future-focused co-working solutions for entrepreneurs, SMEs, and global corporations in the science sector.

Customer Centricity

We prioritise ease of doing business and work to ensure the satisfaction of our current and prospective customers to support their needs and aspirations.

With the needs of our customers at the heart of everything we do, we are dedicated to the development of a comprehensive and unified Voice of Customer tracking system.

Since 2018, our Voice of Customer programme has modified the lengthy annual customer surveys to short post-transactional ones. The programme provides an agile, non-intrusive, action-driven process, automatically escalating all low satisfaction ratings directly to the person or department responsible for immediate follow-up.

We also regularly collect feedback from communities on our facilities and make technical improvements within our business districts accordingly. From 2023, TECOM Group has further enhanced its Voice of Customer programme by introducing a new 'Likelihood to Recommend' metric in our surveys and incorporating ongoing in-depth interviews with our customers. These interviews allow us to gain a deeper insight into customer experiences across different segments and communities. Feedback will be integrated within TECOM Group's wider strategy and initiatives will be developed accordingly.

The above is represented in our new score called the Customer Experience (CX) Index. Through the CX Index, we aim to measure the quality of the customer experience, as well as the likelihood of the customer to provide positive referrals. Based on the results from our transactional surveys, we have achieved an increase from 87.7% in 2022 to 87.9% in 2023. When we include the results of our in-depth interviews, our final CX Index is 87.4%.

CASE STUDY 3: Midori

3

Midori, meaning "green" in Japanese, has embarked on a mission to revolutionise the eyewear industry. Part of the in5 community and with nine years of market experience, Midori identified key areas for improvement, focusing on sustainability and social impact.

The company employs innovative materials like recycled plastic and wood, decentralises manufacturing to minimise carbon footprint, shortens supply chains for efficiency, adopts on-demand production to eliminate dead stocks, and prioritises durability and repairability. Midori's strategic initiatives showcase a pioneering commitment to sustainability, making strides in creating a more eco-conscious and equitable future for the eyewear industry and beyond.

CASE STUDY 4: in5 Events

4

Our dynamic start-up incubator, in5, curates a rich tapestry of events aimed at fostering innovation, skill development and networking opportunities for a burgeoning community of entrepreneurs. In 2023, 102 events were organised catering to the start-ups' needs and interests. Below are a few examples of the various types of events and activities organised for in5 start-ups.

- **Skill Development:** Empower founders with hands-on knowledge, enhancing their technical capabilities for their ventures.
- **Technology and Industry Insights:** Bring the latest technological insights and industry trends directly to our start-ups, ensuring they stay at the forefront of innovation.

- **Entrepreneurial Education and Networking:** Offer valuable education and provide a platform for start-ups to connect with industry leaders and potential collaborators.
- **Funding and Investment:** Provide invaluable insights and networking opportunities, connecting start-ups with potential investors and mentors.
- **Creativity and Branding:** Empower start-ups to effectively communicate their brand story and aesthetics.
- **Global Exposure:** Offer start-ups exposure to global markets, fostering international collaborations and partnerships.

These events ensure that in5 start-ups receive tailored support, enabling them to navigate the challenges of entrepreneurship and thrive in an ever-evolving business landscape.

Key Highlights from 2023

	2022 Performance	2023 Plans	2023 Achievements
Economic Performance		Align economic performance targets with the UN SDGs.	Achieved: Currently aligned with SDG 8: Decent Work and Economic Growth, through delivering sustainable growth by attracting talent and investment to Dubai.
		Develop a business plan that creates synergies between wider ESG objectives and TECOM Group's financial performance.	Achieved: As part of Group Business Plan 2024-2028, Strategic objectives embedded with ESG (2024-28), and ESG activity planning and consolidation is a priority (2023).
Robust Governance		Continue alignment with a global standard, such as the Global Real Estate Sustainability Benchmark (GRESB), to benchmark our ESG performance of commercial real estate.	Opportunity: Reporting on GRESB alignment required.
Incubating Innovation	346 net active start-ups in in5	Serve as an incubator for social impact start-ups and innovation, and increase the number of start-ups year-on-year.	Achieved: 9.83% increase in net active start-ups in in5 from 346 in 2022 to 380 in 2023.
Customer Centricity	87.7% Customer Satisfaction Rate (based on feedback across transactional surveys only).	Continue to adhere to our robust and unified Voice of Customer tracking system to gather feedback from all customers and set targets.	Continued to adhere while expanding the VOC programme beyond transactional interactions, to include in-depth interviews with customers exploring their focus, challenges and identify how we could support them even better going forward. In 2023, we adopted a new score called Customer Experience (CX) Index in which we incorporated additional 'Likelihood to Recommend' metric in our transactional surveys, resulting in an increase from last year's score to 87.9%. When we include the results of our in-depth interviews, our score is 87.4%.

Plans for 2024

	2024 Plans
Economic Performance	Continue to integrate sustainability in business performance by implementing sustainability initiatives.
Incubating Innovation	Support start-ups in in5, including start-ups run by women, with trainings and access to development opportunities.
Customer Centricity	Leverage feedback across customers and communities to enhance facilities, services and value chains, ultimately leading to an improved customer experience.

CASE STUDY 5: Customer Interviews for Strategic Feedback

5

To gain profound insights into the customer experience across diverse business districts, we are conducting in-depth interviews to understand the perspectives and expectations of our customers. Implemented extensively for the first time at TECOM Group, this customer-centric initiative is pivotal as it enables us to integrate valuable feedback directly into the broader strategy of the Group, ensuring that our initiatives are better aligned with the evolving needs and preferences of our customers.



D/Quarters

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Community

As a responsible organisation, focusing on our communities' long-term sustainability and growth is essential. We aim to support and contribute to vibrant, sustainable communities across our business footprint.



SDG Alignment:



Investing in Local Communities

We actively contribute to the long-term sustainability and growth of the communities where we operate. We go beyond the confines of our buildings by actively enhancing the surrounding spaces and organising community events.

Our commitment to community engagement remains unwavering, through our active contributions and partnerships to enhance social welfare. Through our Corporate Social Responsibility (CSR) initiatives, we allocated almost AED 1.5 million in 2023 towards various projects and donations, demonstrating our dedication to making a positive impact. Our initiative "The Good Store," a virtual and 'phygital' donation experience in collaboration with Emirates Red Crescent, resulted in AED 90,700 in donations.

Other noteworthy initiatives, including our 'Together We Can' canned food drive for the UAE Food Bank, our colon cancer awareness campaign, the 'WeWalk' walkathon at Dubai Science Park in support of the Dubai Autism Center, and a collaboration with Pink Caravan for breast cancer initiatives, exemplify our commitment to addressing community needs and health concerns.

In partnership with Emirates Nature-WWF and the Environment Agency Abu Dhabi, we developed "Escape Climate Change - Mangrove Edition" - an immersive mangrove-themed escape room. The aim of this initiative was to raise awareness among our community about the complexity and severity of climate risks, and empower UAE residents to join the fight against climate change through education. The escape room kicked off at Dubai Media City, followed by Dubai Science Park during the annual WeWalk event.

Beyond financial contributions, our employees actively participated in community service during Ramadan. Through volunteering efforts, they contributed to the distribution of 12,000 Iftar meals, embodying our commitment to hands-on involvement and making a positive impact at the grassroots level. These initiatives collectively exemplify our holistic approach to community engagement, showing our dedication to making a positive and meaningful impact on the well-being of our communities.

CASE STUDY 6: The Good Store

Powered by TECOM Group, in collaboration with the Emirates Red Crescent, The Good Store is an immersive and innovative shopping experience set up in 2023. Taking over grocery stores, installing pop-up shops and even a roaming shopping cart, The Good Store opened in various forms across 12 Dubai communities to unite TECOM Group's 124,000+ strong community as a force for good during Ramadan. It had a huge impact, reaching 8.9 million people and raising AED 90,700 for those in need.

The Good Store campaign won six awards at the 2023 Middle East PR Association (MEPRA) Awards, including four Golds for 'Best Business to Business Campaign', 'Best Retail Campaign', 'Best Use of Content/Creative/Editorial/Video' and 'Best Sustainability, Social Responsibility or ESG Campaign'; one Silver for 'Best Campaign in the UAE' and one Bronze for 'Best Use of Digital Communications'.



CASE STUDY 7: Emirati Women's Day

To commemorate Emirati Women's Day 2023, we launched an interactive campaign that celebrated Emirati women in our communities.

The goal was to amplify the contributions of Emirati women in the UAE's economic development, a journey we have been intricately linked with over the past two decades, while activating our international community of 124,000+ professionals across our districts.

On 28 August, we launched 'Hands of Tribute', an integrated and interactive campaign that combined Emirati traditions with a call for female empowerment through collaboration. The initiative celebrated Emirati women the way they celebrate major milestones - through henna. On-ground pop-ups featuring henna artists took over our business districts across Dubai, encouraging private sector workers and students to choose a design to be applied to their hand in tribute to Emirati women in the UAE's past, present and future. A female-led corporate video honouring Emirati female role models and a digital henna Augmented Reality (AR) filter allowed remote support of the campaign across Dubai as well.

Key Highlights from 2023

	2022 Performance	2023 Plans	2023 Achievements
Investing in Local Communities	AED 883,000 in donations. Raised AED 11,800 from communities	Host events to raise funds for the community.	AED 358,010 in donations. Raised AED 103,010 from communities Highlights: The Good Store: Partnered with Emirates Red Crescent to launch a virtual and 'phygital' donation experience, which raised AED 90,700. WeWalk: Raised AED 87,310 for Dubai Autism Centre.
	2 CSR events held in 2022.	Continue building a tolerant and inclusive society and improve the health and well-being of communities.	Achieved: 7 CSR events undertaken in 2023. Highlights: Together We Can: Launched a canned food drive for the UAE Food Bank to provide care packages and grocery kits for those in need.
		Continue to invest strategically in sector-aligned community projects that deliver lasting impact long-term partnerships with select community partners.	Achieved: AED 1.47 million CSR spending in 2023. Highlights: Colon Cancer: Launched an interactive awareness campaign to educate UAE residents on the importance of early screening for the detection of colon cancer, as part of National Colon Cancer Awareness Month.
		Enhance the volunteering culture of the Group by promoting skill-based volunteering through an incentivised corporate volunteering programme.	Achieved. Highlights: Employees volunteered during Ramadan for iftar meal distribution. TECOM Group offers employees 3 days per year to volunteer at registered organisations.
		Monitor and analyse the impact of our initiatives and fundraising activities across all business districts and entities.	In progress.

Plans for 2024

	2024 Plans
Investing in Local Communities	Continue to invest in local communities with donations, fundraising and investments in strategically aligned community projects, increase employee volunteering and improve community well-being.

CASE STUDY 8: WeWalk

TECOM Group organised the fourth edition of WeWalk walkathon at Dubai Science Park in collaboration with the Dubai Autism Center. This event proved to be a beacon of community engagement, showcasing not only our dedication to community well-being by promoting physical activity, but also our role in making a positive impact on autism awareness.

The strategic partnership with the Dubai Autism Centre underscored TECOM Group's unwavering commitment to social responsibility, showcasing a collaborative effort to make a meaningful difference in the lives of children with autism. The walkathon's robust media coverage, achieved through partnerships with top-tier outlets, solidified its status as one of the most impactful charitable events in Dubai and the UAE.

With a deliberate focus on enhancing exposure through traditional and digital media, WeWalk not only brought together over 1000 attendees, 10 sponsors, and 260+ volunteers but also succeeded in raising AED 12,310 in ticket sales (an increase from AED 11,800 in 2022), AED 75,000 in cash donations, AED 200,000 in media sponsorship, alongside an impressive AED 385,000 in-kind donations. This amounts to a total of AED 672,310 raised for Dubai Autism Center.

Through strategic communication efforts, we not only supported our sponsors but also amplified the impact of WeWalk in the broader community through various media channels, achieving a circulation of 239 million views and an ad-value of AED 973,212.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

People

We are dedicated to equality, non-discrimination, talent development, employee health and safety, and promoting a culture of inclusion and diversity within our organisation.



SDG Alignment:



Safe and Healthy Workspaces

We are committed to ensuring the health and safety of our employees in all work areas.

Our people-centric approach is reflected in our commitment to diversity, equity and employee well-being. We have a Human Capital Policy in place, and have adopted Dubai Holding's DEI Framework & Strategy. We implement a blind recruitment process and provide non-discriminative promotion opportunities.

With a 24% Emiratisation rate, one-third of our workforce comprising women, and 29 nationalities represented in our workforce, we continue to champion inclusivity. We are also working on closing the gender pay gap, and have achieved a 3.37% increase in the ratio of average pay between women and men from 0.89 in 2022 to 0.92 in 2023.

We want to ensure our employees feel valued. We have an Employee Recognition Programme in place that includes awards for three categories: 'Star of the Month', 'Employee of the Quarter' and 'Team of the Year'.

Wellness activities for our employees are on-going and include health check-ups and sports tournaments to encourage a healthy lifestyle. We provided access to football and cricket courts for 24 sessions to each of our employees. A key milestone for us is achieving zero work-related injuries or fatalities, underscoring our dedication to providing a safe and healthy workplace for all employees.

Training and Development

We believe that investing in developing our people and fostering a collaborative and rewarding culture is key to the success of our business.

Our focus on employee development is evident in the delivery of 4,200 training hours in 2023, an increase of 57.99% from 2022. The average training hours per employee increased by 60.86% compared to 2022. These efforts collectively contribute to a workplace culture that prioritises the growth, well-being and safety of our people. Our employees have undertaken training in about 125 topics. We plan to upskill existing employees with ESG-focused training on material topics relevant to their departments.

We provide our employees with regular performance management opportunities. At the beginning of each year, employees agree with their managers on SMART goals that should be achieved throughout the year. Employees then undertake mid-year and end-year reviews to assess their performance and identify areas of strength and improvement.

If needed, a Performance Improvement Plan is developed to further support employees in achieving their goals.



Dubai Internet City – D/Quarters

CASE STUDY 9:

Employee Trainings

In our unwavering commitment to fostering professional development and growth for our employees, we continue to achieve significant milestones in employee training.

Our efforts have resulted in an average of almost 15.27 hours of training per employee, culminating in an impressive total of 4,200 training hours in 2023. This achievement represents a substantial increase of 60.86% from the previous year, underlining our commitment to enhancing the skillset and knowledge base of our workforce.

From October 31st to December 15th, 2023, our employees engaged in a diverse array of training programmes designed to nurture both personal and professional development. Notable sessions included:

- “Collaborate for Success”, emphasising effective teamwork
- the “G.E.M.S Management Program”, which provided comprehensive insights into effective management practices
- “Customer Relationship Management”
- “Conflict Resolution”
- “Coaching Skills for Managers”
- “Emotional Intelligence”

- “The Art of Presenting and Public Speaking”
- “Creativity & Innovation”

These sessions underscore our commitment to not only enhancing technical skills but also fostering creativity and effective communication. Through strategic and diverse training initiatives, we reinforce our belief that an empowered and knowledgeable workforce is the foundation for sustained organisational success.

Key Highlights from 2023

	2022 Performance	2023 Plans	2023 Achievements
Safe and Healthy Workspace	Conducted a series of wellness hub sessions to promote wellbeing	Continue engagement programme for employee wellness through Wellness Hub sessions.	Wellness activities include health check ups, awareness campaign, and sports tournaments. Achieved: Highlights: • Employee engagement and recognition programme in place. • Wellness activities mentioned above. • Adopted Dubai Holding's DEI Framework & Strategy, now looking at ensuring a relevance check on commitments. Examples include – Blind recruitment process, non-discriminative promotion opportunities and maternity leave. • 33.45% of the workforce are women. • 24.43% Emiratisation rate, an increase of 1.22% from 2022. • 0 work related injuries and ill health. • 8x increase in staff trained on H&S. • Completing ongoing initiatives, such as Nursing Mothers Room.
Training and Development	2,658 training hours in 2022. 9.49 average training hours per employee.	Achieve a 5% increase in training hours per employee compared to 2022 figures.	Achieved: 4,200 training hours in 2023, an increase of 57.99% from 2022. 15.27 training hours per employee, an increase of 60.86% from 2022.

Plans for 2024

	2024 Plans
Safe and Healthy Workspace	Continue investing in employee health, enhancing safety and well-being, and improving employee satisfaction.
Training and Development	Continue investing in employee training and development to build a high-performing workforce, and increase employee awareness on ESG matters relevant to their roles.

CASE STUDY 10:

Incorporating Employee Feedback

In our unwavering commitment to fostering a workplace that nurtures employee growth and satisfaction, we have embarked on a journey guided by insights gathered from our employees through Gallup surveys, providing a holistic understanding of our employees' needs and aspirations.

These surveys shed light on the factors that contribute to employee thriving, enabling us to develop tailored action plans for a more fulfilling work environment. Examples include an increased frequency of team meetings to foster collaboration and communication, and the implementation of mentoring programmes to facilitate professional development.

Additionally, two rounds of visits have been conducted across all departments, to get in touch personally with employees and listen to their feedback and suggestions. A report on the feedback received was then developed and shared with our CEO.

As part of our commitment to continuous improvement, we plan to conduct the next Gallup survey in April of 2024. This will not only serve as a benchmark to measure the effectiveness of our implemented initiatives but also as an opportunity to identify new areas for improvement, ensuring that our organisation remains dynamic and responsive to the evolving needs of our valued workforce.

ENVIRONMENTAL, SOCIAL AND GOVERNANCE CONTINUED

Environment

We aim to manage our environmental impact through sustainable business practices. This includes implementing innovative methods to optimise energy and water efficiency, managing our waste, measuring and controlling our carbon footprint, and promoting green building design.



SDG Alignment:



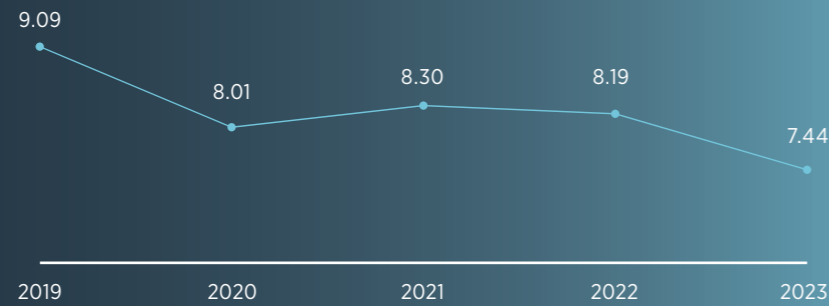
Energy Efficiency and Renewables

We recognise the pivotal role of the commercial and industrial market in driving the UAE's shift towards a low-carbon economy. Our commitment to environmental stewardship is evident in our endeavours to maintain sustainable infrastructure and minimise carbon emissions.

In-line with the 2030 Dubai Integrated Energy Strategy, which aims to reduce the demand for electricity and water by 30% by 2030, we strive to reduce our energy consumption.

In 2023, our electricity consumption decreased by 5.15%, district cooling decreased by 2.88%, diesel consumption decreased by 46.86%, and Liquefied Petroleum Gas (LPG) increased by 54.92% compared to 2022. Our electricity and district cooling intensities have decreased by 9.14% and 1.28% respectively compared to 2022 due to the energy efficiency measures that we have implemented, including replacing of old chillers with energy efficient chillers; installing Variable Frequency Drives (VFDs); optimising chilled pumps and occupancy-based cooling; installing adiabatic cooling for chillers, motion/occupancy sensors, and energy efficient water heaters; and integrating BMS to ensure usage based on occupancy.

Electricity Intensity (KWh/sq.ft.) from 2019-2023



In 2023, we achieved notable milestones in clean energy generation, producing 12.35 GWh, an increase of 10.86% from 2022.

In order to decrease our reliance on non-renewable energy sources, we completed solar projects in Dubai Science Park during the year. The combined plant capacity of these solar projects is 0.576 MWp, resulting in our total plant capacity increasing to 8.341 MWp. The total emissions avoided from solar generation is 4,989.4 tCO₂e.



Dubai Media City - Boutique Offices

Water Efficiency

We aim to implement measures to manage our water resources sustainably and reduce consumption.

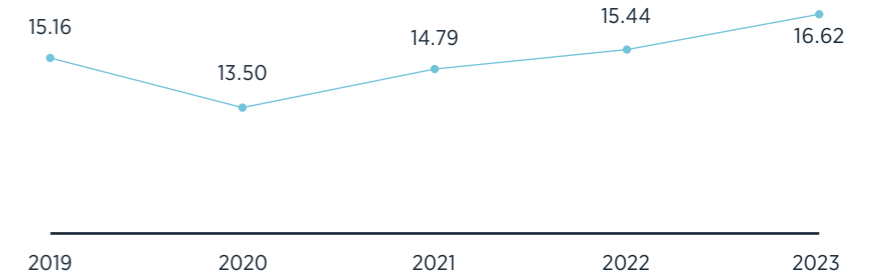
In 2023, our water intensity increased by 7.64%. The reason for the increase in water intensity is two-fold. On one hand, we installed Adiabatic Cooling system to enable efficient chiller operations in four of our business districts.

This has led to an increase in water consumption but a complementary decrease in energy consumption. On the other hand, we have observed an increase in footfall and occupancy in six of our business districts which has impacted our water intensity as well. To enhance water conservation, we have implemented water-saving measures including water displacement bags at flush tanks, installation of water flow reducers at wash basins and shataffs, and a small greywater treatment plant in Dubai Design District (d3). We have also enhanced our water audit procedures, actively identifying and rectifying leaks to minimise wastage.

These initiatives outline our dedication to responsible water management.

The graph below displays water intensity figures from the years 2019-2023.

Water Intensity (IG/sq.ft.) from 2019-2023



Dubai Internet City

Waste Management

We continuously seek areas to improve our waste collection process and increase our recycling rate.

We track our diversion from landfill tonnage, our paper and plastic recycling tonnage, as well as our total waste generated tonnage through our service provider dashboard.

In 2023, our waste intensity increased by 31.65%. However, our commitment to waste reduction is evident in the recycling of

234.97 tonnes of waste in 2023 (14.62% increase from 2022) and the diversion of 9% of our general waste to Dubai Waste Management Center, a Waste-to-Energy plant.

This plant, when completed, will convert 45% of Dubai's municipal solid waste to energy that will power 2% of Dubai's homes. The total emissions avoided from waste diversion is 868.77 tCO₂e. We also installed an e-waste sculpture in Dubai Internet City to capture the community's attention on issues surrounding e-waste and the importance of reuse and recycling.

Additionally, Dubai Can water fountains installed in Dubai Internet City, Dubai Media City, and Dubai Knowledge Park saved an equivalent of 162,448; 334,082; and 173,644 disposable water bottles respectively.

ENVIRONMENT CONTINUED

Reducing Greenhouse Gas (GHG) Emissions

We are committed to measuring emissions from sources and developing a carbon inventory to reduce overall GHG emissions.

Within TECOM Group, we are collaborating with asset managers to evaluate the environmental performance of our assets and prioritise areas for improvement. To enhance our strategic approach, we are actively working on establishing a representative baseline to use as a reference point against which our GHG emissions will be measured going forward, while also working to refine our data quality.

Scope 1 emissions refer to the direct greenhouse gas emissions from sources that are owned or controlled by an entity (e.g. fuel used for vehicle fleets), while Scope 2 emissions encompass indirect emissions from the generation of purchased energy consumed by the entity. As part of our commitment to transparent reporting, we closely monitor and disclose our Scope 1 and 2 emissions.

Moving forward, we aim to improve our reporting on Scope 3 emissions, which are the indirect greenhouse gas emissions that occur throughout the value chain, including in our supply chain, transportation and product use. We recognise the challenges of low data availability and tracking across all entities, and often rely on estimated figures. This commitment underscores our dedication to transparently communicating

our environmental impact and continuous improvement in emissions management.

While the majority of our Scope 1 and 2 emissions arise from waste and utility consumption, with a notable portion attributed to our tenants, our proactive measures in the areas of energy management have led to a 3.50% decrease in Scope 2 emissions compared to 2022. However, Scope 1 emissions increased by 54.52% compared to 2022. This increase is primarily due to an increase in Liquefied Petroleum Gas (LPG) consumption. Scope 1+2 emissions increased from 171.55 ktCO₂e in 2022 to 215.09 ktCO₂e in 2023. The emissions intensity (Scopes 1+2+3) increased by 24.87%. The figure below, adapted from the GHG Protocol, depicts what categories fall under Scopes 1, 2 and 3.

Sustainable Buildings

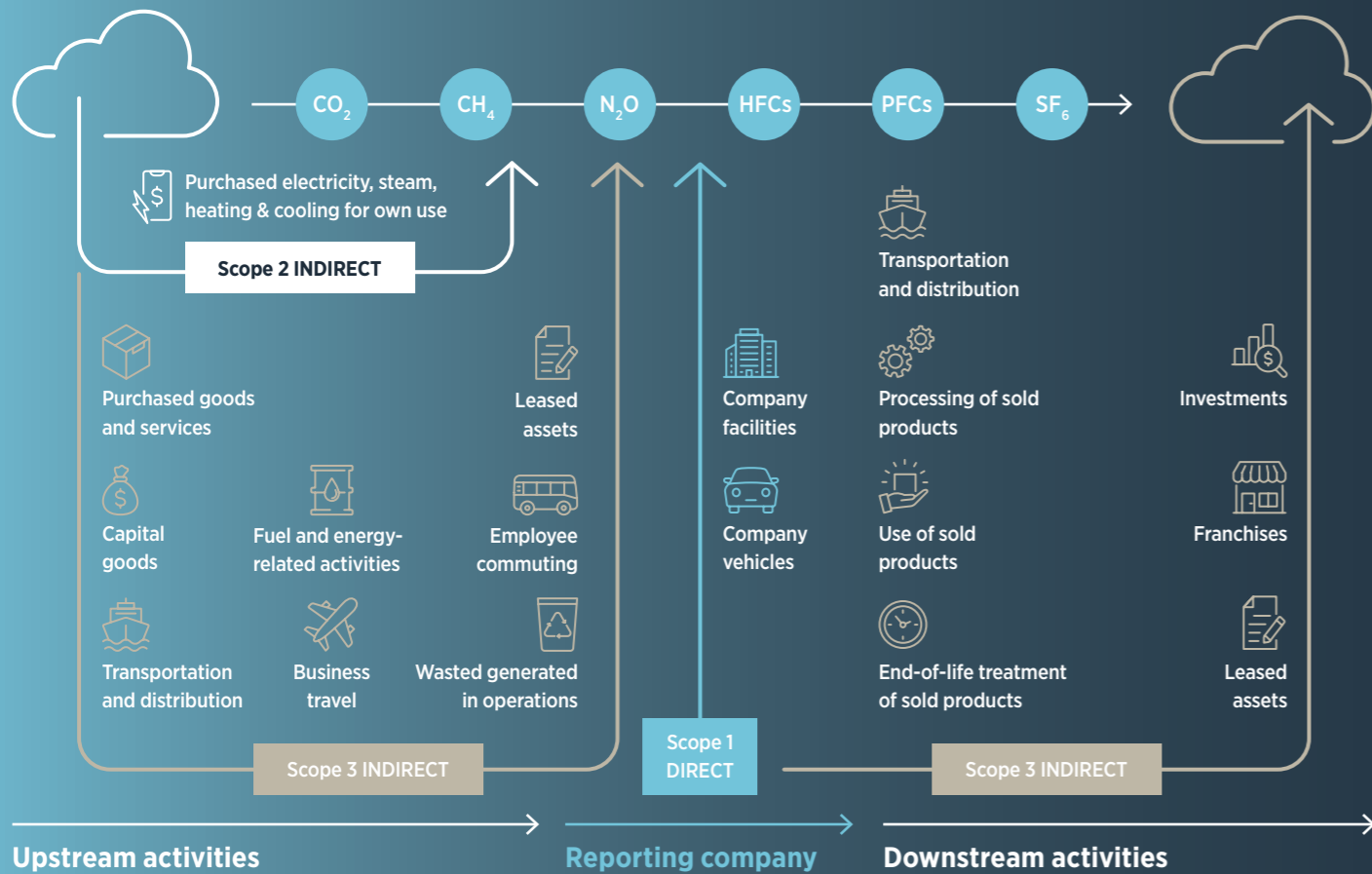
LEED (Leadership in Energy and Environmental Design) certification is a globally recognised standard for assessing and certifying the sustainability and environmental performance of buildings, with criteria including energy efficiency, water conservation and the use of environmentally-friendly materials.

Our focus on sustainable infrastructure is reflected in the 8 New LEED certified buildings, of which 6 are Gold rated and 2 are Platinum rated. The 8 LEED-certified buildings are in addition to the existing 22 (16 Gold, 6 Silver) LEED-certified buildings in our portfolio.

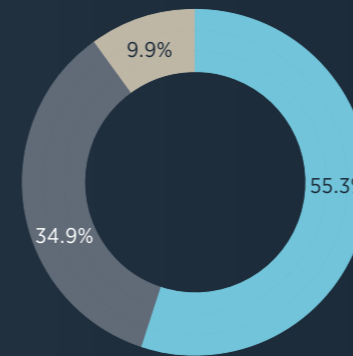
Dubai Science Park

The figures in the graphs display the breakdown of our Scope 1, 2, and 3 emissions in 2022 and 2023.

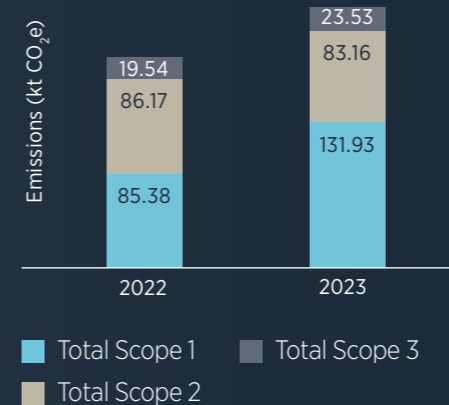
For TECOM Group's emission calculations, Scope 1 includes LPG and fuel consumption, Scope 2 includes electricity and district cooling consumption, and Scope 3 currently includes only water consumption and waste generation. Over time, we aim to improve the coverage and accuracy of our Scope 3 calculations.



Emissions Breakdown 2023



Emissions Breakdown 2022 v 2023



CASE STUDY 11: Solar Project

Strategically located in Dubai Science Park, a new solar project was successfully completed in 2023, which added 0.576 MWp of clean energy to our portfolio and enhanced our capacity to generate sustainable power.

The success of these projects is attributed to strategic partnerships with leading industry players, such as ALEC Engineering and Contracting L.L.C. This collaboration not only facilitated the successful execution of the projects but also allowed us to leverage their expertise and resources in advancing our sustainability goals. As we continue to expand our renewable energy portfolio, these solar projects serve as a testament to our proactive approach in combating climate change and transitioning towards a more sustainable energy future.

Dubai International Academic City



ENVIRONMENT CONTINUED

CASE STUDY 12:
Energy Savings Project

12

In a strategic move towards enhanced sustainability and operational efficiency, we initiated an energy savings project in 2022. We have invested AED 43.7 million in this project, which covered multiple facets of our operational infrastructure in many of our districts, including Dubai Internet City, Dubai Media City, Dubai Knowledge Park, Dubai Outsource City, Dubai International Academic City, Dubai Studio City, Dubai Science Park, Dubai Production City and Dubai Industrial City.

The project encapsulated a series of innovative initiatives, showcasing our commitment to cutting-edge technologies and sustainable practices. Key measures included the replacement

of outdated chillers with energy-efficient alternatives; installation of Variable Frequency Drives (VFD); upgrades to Building Management Systems (BMS); optimisation of chilled water pump systems; and implementation of occupancy-based cooling strategies. Additionally, the integration of adiabatic cooling for chillers; installation of motion/occupancy sensors; adoption of energy-efficient water heaters; upgrade of chiller plant manager; installation of water displacement bags at flush tanks; replacement of conventional lights to LED; and the use of programmable thermostats were pivotal initiatives that contributed to overall energy savings.



CASE STUDY 13:
LEED Retrofit Projects

13

In 2023, we delivered nine LEED retrofit projects – eight in Dubai Media City and one in Dubai Internet City – underscoring our commitment to sustainable building practices and operational excellence.

Eight of these nine buildings have been LEED certified. The completion of these projects in 2023 is in addition to the existing 22 LEED buildings in our portfolio, resulting in a total of 30 LEED certified buildings.

The success of these LEED retrofit projects was significantly supported by initiatives stemming from our energy savings project. By aligning our energy efficiency efforts with LEED criteria, we successfully transformed existing structures into environmentally responsible and resource-efficient buildings.

As we continue to advance in this trajectory, our efforts in retrofitting older structures underscore our proactive approach in creating a built environment that prioritises environmental responsibility and resilience.

Key Highlights from 2023

	2022 Performance	2023 Plans	2023 Achievements
Energy Efficiency and Renewables	Electricity intensity = 8.19 kWh / sq ft.	Achieve a 5% saving in utilities (electricity, water and district cooling) as compared to the approved budget*	Achieved: <ul style="list-style-type: none"> 9.14% reduction in Electricity intensity from 8.19 kWh / sq ft in 2022 to 7.44 kWh / sq ft in 2023. 1.28% reduction in District Cooling intensity from 2.35 RTH / sq ft in 2022 to 2.32 RTH / sq ft in 2023.
	District Cooling intensity = 2.35 RTH / sq ft.		
	Solar Capacity = 7.765 MWp	Improve solar power capacity by 5% compared to the available solar capacity of end of 2022 through planned solar PV projects at Dubai Science Park and Dubai Industrial City.	Achieved: <ul style="list-style-type: none"> Solar Capacity = 8.341 MWp, increase of 7.42% from 2022. Electricity generation from solar = 12.35 GWh, increase of 10.86% from 2022 % electricity from solar = 7.13%, in 2022 contribution was 6.57%. Highlights: <ul style="list-style-type: none"> Solar Project in Dubai Science Park completed. Two solar projects in Dubai Industrial City in execution stage.
	Electricity generation from solar = 11.14 GWh		
	% electricity from solar = 6.57%		
Water Efficiency	Water Intensity = 15.44 IG / sq ft	Achieve a 5% saving in utilities (electricity, water and chilled water) compared to approved budget.	Water Intensity = 16.62 IG / sq ft, an increase of 7.64% from 2022 due to energy-efficiency enhancements at four business districts and increased footfall and occupancy in six business districts.
Waste Management	Waste intensity = 1.03 kg / sq ft.	Work with waste management partners to run campaigns and improve recycling initiatives.	Waste intensity = 1.38 kg / sq ft, increase of 31.65% from 2022.
	Dubai Can initiative that saved 151,502 plastic bottles.		Achieved: <ul style="list-style-type: none"> Diversion of 9% of waste to Waste-to-Energy plant. Dubai Can initiative that saved 670,174 plastic bottles.
	Undertook 2 E-waste Awareness campaigns	Install a new e-waste art sculpture called 'The Thinker' at Dubai Internet City.	Achieved: Sculpture installed in Dubai Internet City
Sustainable Buildings	22 LEED certified buildings – 16 with a Gold Rating and 6 with a Silver Rating.	4 buildings to be LEED certified.	Achieved: LEED certification of 8 buildings (6 Gold and 2 Platinum), resulting in a total of 30 LEED certified buildings.

Plans for 2024

	2024 Plans
Energy Efficiency and Renewables	Continue implementation of energy efficiency measures and increase our solar capacity.
Water Efficiency	Continue implementation of water efficiency measures and work towards a closed-water loop.
Waste Management	Focus on waste management, strengthen measures to divert waste from landfill, and enhance our contributing to the circular economy.
Reducing GHG Emissions	Improve our emissions data collection, accounting and reporting to include Scope 3, along with increased accuracy of figures for Scopes 1 and 2.
Sustainable Buildings	Improve our sustainable buildings portfolio by increasing the proportion of buildings within our portfolio with sustainable building certifications.



COP28 ENGAGEMENTS

As the UAE took the global stage by hosting COP28, TECOM Group was deeply engaged in supporting and advancing sustainability awareness initiatives across our districts and through collaborations with other agencies.

Among the most notable, this year's annual Dubai Design Week, curated in strategic partnership with Dubai Design District (d3), had a strong focus on sustainability. We also held a campaign at Dubai Knowledge Park and Dubai International Academic City concentrating on promoting academic programmes centred around sustainability. Furthermore, Dubai Science Park is developing a white paper covering various segments within the science sector, including sustainability. Early findings of the upcoming white paper were launched during a panel at COP28, outlining our commitment to supporting ESG integration and knowledge dissemination.

In collaboration with the Ministry of Climate Change and Environment (MOCCA) and the Ministry of Industry and Advanced Technology (MoIAT), we inaugurated the THRYVE factory (which produces plant-based meat) at Dubai Industrial City. Additionally, AstraZeneca's Dubai Science Park offices have been unveiled as LEED Platinum certified, a testament to our dedication to sustainable infrastructure.

As the global push towards positive climate action prompts greater investment in sustainable food production, we inaugurated Sokovo (a vertical farm which produces leafy greens and microgreens) at Dubai Industrial City.

In partnership with Emirates Nature-WWF and the Environment Agency Abu Dhabi, we organised a themed escape room, providing an immersive experience to advocate for environmental awareness. Serving as a key sponsor for the Fortune Global Forum reinforced our dedication to global sustainability dialogues, while our in5 platform proudly showcased groundbreaking initiatives from 10 start-ups at COP28. In a landmark achievement for climate-tech, Midori Network, nurtured within the in5 ecosystem, has secured a substantial \$200,000 in funding from Kirill Veselov, angel investor and former investment director of venture capital firm Mint Capital at COP28.

FORWARD-LOOKING STATEMENT

As we embark on the journey into 2024, TECOM Group is unwavering in its commitment to advancing sustainability across all facets of our business.

The year ahead holds exciting promises as we chart a course toward a more sustainable, innovative, and impactful future.

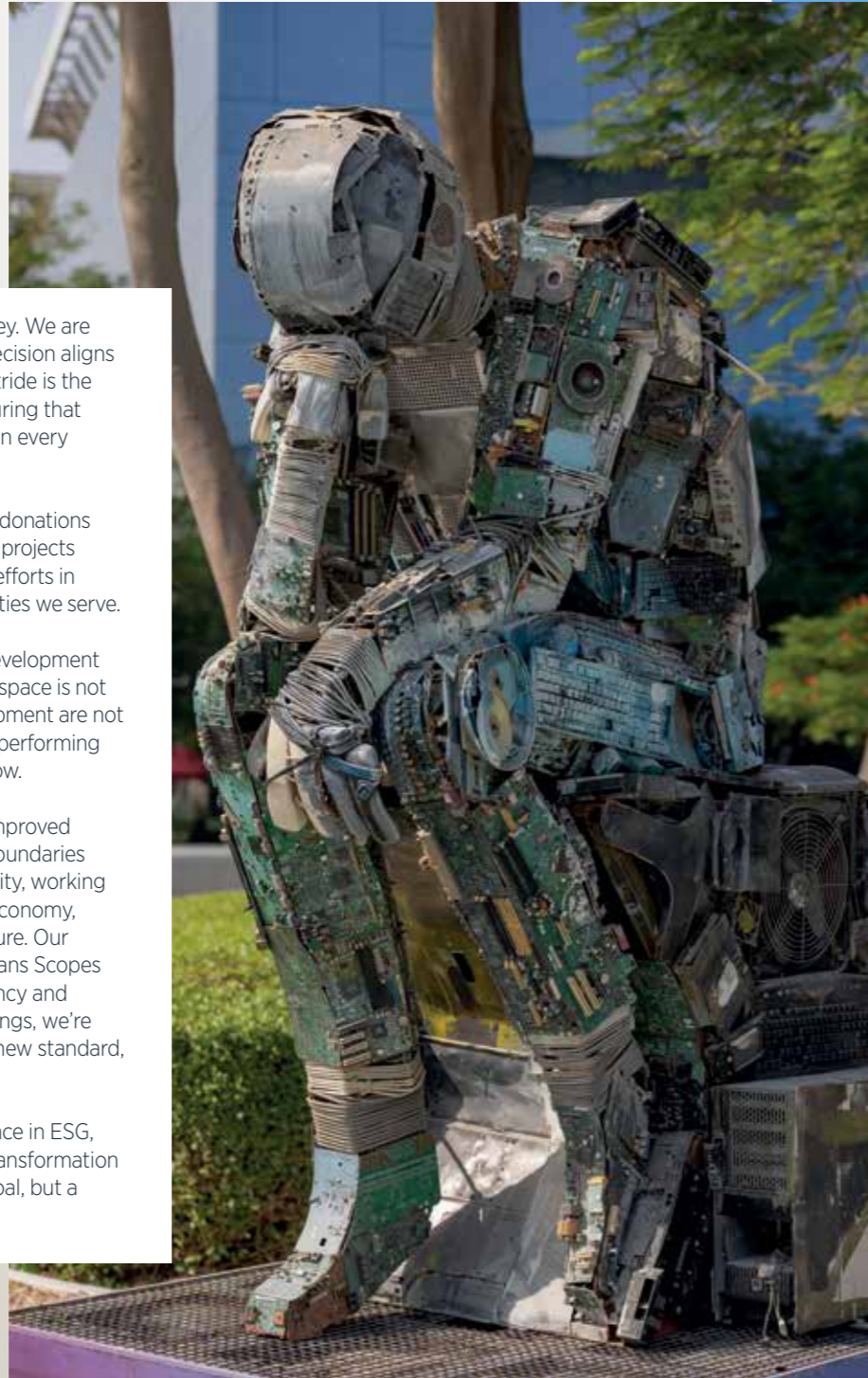
Our governance is undergoing a transformative journey. We are fostering a culture of ethical practices, where every decision aligns with our commitment to sustainability. A significant stride is the restructuring of our ESG governance framework, ensuring that sustainability isn't an addendum but is a cornerstone in every decision we make.

Community is at the heart of our endeavours. Beyond donations and fundraising, our commitment extends to strategic projects that uplift local communities. We are stepping up our efforts in employee volunteering, connecting with the communities we serve.

We continue to prioritise the well-being, safety, and development of our employees. Investing in a safe and healthy workspace is not just a commitment; it's a promise. Training and development are not mere initiatives; they are the building blocks of a high-performing workforce ready to navigate the challenges of tomorrow.

Beyond aiming for energy and water efficiency and improved waste management practices, we want to push the boundaries of what is possible. We are expanding our solar capacity, working towards a closed-water loop, and creating a circular economy, where every resource contributes to a sustainable future. Our commitment to accurate emissions data collection spans Scopes 1, 2, and 3, a testament to our dedication to transparency and accountability. And in our pursuit of sustainable buildings, we're not merely increasing the proportion; we're setting a new standard, where every building is a beacon of sustainability.

In 2024, TECOM Group continues to strive for excellence in ESG, reflecting our dedication to embark on a journey of transformation and innovation, where sustainability is not merely a goal, but a way of life.



ANNEX 1: DATA TABLES

ESG Data Tables 2023

Pillar	Material Topic	KPIs	Unit	2021	2022	2023	YoY change (2022-23)
Governance & Risk	Ethical Business Practices & Policies	No. of internal audits planned & completed	Unit	10	10	16	60%
		% Employees briefed and educated on organisation's Code of Conduct	%	98%	98%	100%	2.04%
		Incidents of non-compliance with laws and regulations	Unit	2	0	0	—
		No. of violations/ fines incurred	Unit	0	0	0	—
	Responsible Sourcing & Procurement	% of Procurement Spending on SMEs & TECOM Group customers	%	—	7.65%	7.31%	—
% Increase in Procurement Spend on SMEs & TECOM Group customers		%	—	—	13.51%	—	
Economy	Economic Performance	Total Revenue	Million AED	1,766	1,973	2,169	10%
		Total EBITDA	Million AED	1,171	1,347	1,654	23%
		Total Net Profit	Million AED	569	726	1,078	49%
		No. Leasable Area (Buildings)	Million Sq. ft.	20.7	20.7	21.6	4.35%
		Occupancy Rate	%	78%	86%	89%	3.49%
		No. Customers	Unit	7,964	9,500	11,000	15%
	Incubating Innovation	No. of women-owned startups	Unit	18	41	44	7.32%
		No. in5 graduates	Unit	79	82	110	34.15%
		No. of Renewed Start ups	Unit	262	346	380	9.83%
		No. of New Registered startups for the year	Unit	128	168	158	-5.95%
		No. of Startups that did not succeed (Cancelled Licences)	Unit	63	61	98	60.66%
	Customer Centricity	Net Active Startups	Unit	262	346	380	9.83%
		Customer Satisfaction Rate (based on feedback across transactional surveys)	%	83.20%	87.70%	87.90%	—
		Customer Experience (CX) Index (Adopted in 2023)	-	—	—	87.40%	—
		Total CSR Spending	Million AED	—	—	1.47	—
Community	Investing in Local Communities	No. of CSR events	Unit	2	2	7	250.00%
		Donations	AED	23,750	883,000	358,010	-59.46%
		Value of funds raised from communities	AED	—	11,800	103,010	772.97%
		Total No. of employees	Unit	629	280	275	-1.79%
People	Safe & Healthy workspaces	No. of female employees	Unit	206	97	92	-5.15%
		No. of male employees	Unit	423	183	183	0.00%
		% female employees	%	32.75%	34.64%	33.45%	-3.44%
		No. new hires	Unit	42	25	19	-24.00%
		% new hires that are female	%	32.75%	34.64%	36.84%	6.34%
		Employee turnover	Unit	54	17	19	11.76%
		No. of employees who availed maternal / paternal leave	Unit	27	5	7	40.00%
		Ratio of average female pay to average male pay	Ratio	0.92	0.89	0.92	3.37%
		No. females in senior management	Unit	23	3	3	0.00%
		No. females in middle management	Unit	58	23	24	4.35%
		No. of Emiratis employed	Unit	139	65	67	3.08%
		No. of female Emiratis employed	Unit	63	31	31	0.00%
		Emiratisation Rate	%	22.10%	23.21%	24.36%	—
		No. of incidents of discrimination	Unit	0	0	0	—
		No. of staff certified on HSE (External training)	Unit	160	40	0	—
		No. of staff training on H&S (Internal training)	Unit	150	25	238	852.00%
		No. of recordable work-related injuries (employees)	Unit	0	0	0	—
		No. of fatalities as a results of work-related injuries (employees)	Unit	0	0	0	—
		No. of cases of recordable work-related ill health (employees)	Unit	0	0	0	—
		No. of recordable work-related injuries (subcontracted employees)	Unit	0	0	0	—

ANNEX 1: DATA TABLES CONTINUED

ESG Data Tables 2023 continued

Pillar	Material Topic	KPIs	Unit	2021	2022	2023	YoY change (2022-23)
People (cont.)	Safe & Healthy workspaces (cont.)	No. of fatalities as a results of work-related injuries (subcontracted employees)	Unit	0	0	0	—
		No. of cases of recordable work-related ill health (subcontracted employees)	Unit	0	0	0	—
	Training & Development	No. of training hours offered	Hours	9,842.00	2,658.40	4,200.00	57.99%
		Average Training Hours per employee	Hours	15.65	9.49	15.27	60.86%
		% of Employees that received regular performance and career development reviews	%	97.14%	97.86%	98%	0.15%
Environment	Energy Efficiency	Diesel consumption	Litres	131,031.00	126,528.00	67,237.00	-46.86%
		LPG consumption	Cubic Meter	17,801.00	28,432.00	44,048.00	54.92%
		Electricity consumption	GWh	171.90	169.50	160.77	-5.15%
		Electricity Intensity	Kwh / sq. ft	8.30	8.19	7.44	-9.14%
		District cooling	RTH	—	48,745,068.00	50,150,497.40	2.88%
		District Cooling Intensity	RTh / sq ft	—	2.35	2.32	-1.28%
		Electricity generation (Solar)	GWh	6.20	11.14	12.35	10.86%
		% Solar energy contribution	%	3.61%	6.57%	7.13%	8.49%
		No. of LEED certified buildings	Unit	22	22	30	36.36%
		Water Efficiency	Water Consumption	MIG	306.10	319.63	359.08
	Water intensity		IG / sq ft	14.79	15.44	16.62	7.64%
	Waste Management	Waste generated (A+B)	Tonnes	8,001.55	21,384.00	32,411.47	51.57%
		Waste generated (A)	Tonnes	7,775.30	21,177.90	32,176.50	51.93%
		Recyclable generated (B)	Tonnes	226.25	205.00	234.97	14.62%
		(Paper, Plastic, Metals, Mixed Recyclables)	Tonnes	226.25	205.00	234.97	14.62%
		% waste diverted to DWMC waste-to-energy (WTE) plant	%	—	—	9%	—
		Net waste to landfill	Tonnes	8,001.55	21,384.00	29,280.62	36.93%
		Waste Intensity	kg / sq ft	0.39	1.03	1.36	31.65%
		Paper recycled	Tonnes	208.76	197.30	230.18	16.66%
		Plastic recycled	Tonnes	3.73	3.90	2.84	-27.18%
		Metals recycled	Tonnes	0.14	0.60	0.17	-71.67%
	Mixed Recyclables	Tonnes	13.62	3.90	1.79	-54.10%	
Reducing GHG Emissions	Total Emissions	kt CO ₂ e	—	191.03	238.62	24.87%	
	Emissions from LPG	kt CO ₂ e	—	85.04	131.75	54.93%	
	Emissions from Diesel	kt CO ₂ e	—	0.34	0.18	-47.13%	
	Total Scope 1 Emissions	kt CO ₂ e	—	85.38	131.93	54.52%	
	Emissions from Electricity	kt CO ₂ e	—	68.48	64.95	-5.15%	
	Emissions from District Cooling	kt CO ₂ e	—	17.69	18.20	2.86%	
	Total Scope 2 Emissions	kt CO ₂ e	—	86.17	83.16	-3.50%	
	Emissions from Water	kt CO ₂ e	—	13.12	14.74	12.31%	
	Emissions from Waste to landfill	kt CO ₂ e	—	6.35	8.78	38.19%	
	Emissions from recycled waste	kt CO ₂ e	—	0.0020500	0.0023497	14.62%	
	Total Scope 3 Emissions	kt CO ₂ e	—	19.54	23.53	20.42%	
	Emissions Intensity	kgCO ₂ /sq ft	—	9.23	11.05	19.74%	
Emissions savings from solar	kt CO ₂ e	2,504.80	4,500.56	4,989.40	10.86%		
Emissions savings from waste diversion to WTE plant	tonnes CO ₂ e	—	—	868.77	—		

Important notes:

- For certain data points in the Environment Pillar, we did not report for the complete year in 2022. This year we have updated the data to report for the full year for both 2022 and 2023.
- The emissions calculation methodology has been updated in 2023. This is reflected in the emissions reported for 2022 and 2023.
- Customer Satisfaction score for 2023 indicates results of the feedback on transactional surveys only, to enable comparison with 2022. In 2023, we adopted a new score called the Customer Experience (CX) Index which is how we will report going forward.

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