



TATWEER

A member of DUBAI HOLDING



A Balancing Act

Corporate Responsibility Report 2007

Tatweer



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About this Report

This is Tatweer Dubai LLC's ("Tatweer") first Corporate Responsibility¹("CR") Report. Its purpose is to provide Tatweer's stakeholders with a transparent and balanced picture of its social and environmental performance during 2007 and Tatweer's objectives for 2008 and beyond.

This Report provides details of Tatweer's performance and objectives in relation to five focus issues:

- Health and Safety
- Labor
- Energy Consumption
- Water Consumption
- Waste Management

Throughout this Report we use the term "Report" to refer to this document and the term "Dubai" to refer to the Emirate of Dubai, United Arab Emirates (UAE). We use the terms "we" and "our" to refer to Tatweer, and we use the term "Entities" to refer to all subsidiaries of Tatweer, including Entities the majority capital of which is held by Tatweer or/and any of its subsidiaries. Financial data is collated in the Dubai Holding Commercial Operations Report published in April of each year.

Reporting Scope, Limitations and Timing

This Report covers the operations of Tatweer and its Entities for the 2007 calendar year and reflects the organizational and governance structure changes that have occurred in early 2008. The Entities include:

- Dubai Healthcare City FZ LLC
- Dubai Land LLC
- Mizin LLC
- Bawadi LLC
- Dubai Mercantile Exchange Limited
- Dubai Energy Limited
- Dubai Industrial City LLC
- Theme Park Cluster

The data is presented in consolidated form with exceptions and assumptions noted in the text. The Report does not include quantified data on our current construction activities or investor projects – the quantified data is limited to Tatweer-managed operations only.

Report Quality

Where possible, we have endeavored to follow the Global Reporting Initiative (GRI) guidelines. We have focused on five key issues identified by internal Entity workshops and through our early 2008 stakeholder engagement meetings. In the future, we aim to broaden the scope of the Report to align more fully with the GRI indicators, including coverage of additional issues identified by our stakeholders (and associated indicators) as well as our investor projects.

Balance and Comparability

We have endeavored to provide an unbiased picture of our performance in 2007. However, as this is the first year in which we have published quantitative data, it is not yet possible to view trends and make comparisons. It is envisaged that data will be collected in a more consistent format, and any variations as to boundary or scope will be discussed in future reports.

Assurance

External verification of the data has not been obtained for 2007, but the data presented in this Report represents our best estimates given availability of data. The quality of our data will improve as our data collection processes improve. The Emirates Environmental Group has provided an opinion on how Tatweer is approaching its social and environmental responsibilities.

What does it take to become a globally responsible corporation?

Every organization, at some point in its corporate journey, has to ask itself this question. Tatweer is no different. At Tatweer, we believe it is possible to have global commercial ambitions and a heightened social conscience, and further, believe that the pursuit of profits and Corporate Responsibility go hand in hand.

Tatweer, a member of Dubai Holding LLC, was established in 2005 with the purpose of playing a significant role in the development of Dubai. At that time, we knew that Tatweer was expected to be a change agent for Dubai's future – in healthcare, energy, industry, leisure and entertainment – and allied to our role as a change agent was a mandate that, whilst undertaking a journey towards a more prosperous and responsible future, we also address social and environmental concerns.

Our business environment is dynamic and challenging. Our investments and services not only generate financial returns but also impact the community and environment in which we live and operate. In 2007, Tatweer developed a Corporate Responsibility strategy to manage our environmental and social impacts, to help us become a responsible business operator, and to ensure that we create a positive footprint across all our business operations.

Our CR vision is to be a recognized regional leader in Corporate Responsibility and critically, lead by example by 2015. We recognize that we are at the beginning of this journey and that our four Corporate Responsibility pillars of Leadership and Governance, Business Integration, Environmental Stewardship and Social Responsibility, need to be embedded at every level within our organization. We have started our journey and are working closely with our Entities in defining our strategy and aligning these objectives with our business goals.

We did a lot more than just "talk up" a strategy this year. We listened. Over the past months, we engaged with our internal and external stakeholders to understand the issues and expectations that are important to them. This helped us identify the five key focus issues for 2008 – health and safety, labor, energy consumption, water consumption and waste management – and you will read about Tatweer's initiatives and challenges across these areas in this Report. Our promise to our stakeholders is to continue the dialogue and we commit to act on the issues and expectations that are important to all.

This is Tatweer's first Corporate Responsibility Report. This Report provides you with a balanced and transparent account of our social and environmental performance during 2007 and our objectives for 2008. We have been open about our challenges, have addressed head-on the tough issues of health, safety and labor, and have been honest about how we plan to address them at Tatweer. The Report has been true to our founding values of Truth and Courage which remain constant across all our activities.

We recognize that we have a way to go, but we are excited to embark on this journey. The time is upon us to rediscover our responsibilities to the community, to the environment, and society at large. My thanks go to all our employees who in their own way, big and small, have made Corporate Responsibility the agenda of Tatweer.




Saeed Al Muntafiq
Executive Chairman

¹To us, Corporate Responsibility is about acting with integrity in the management of our business processes to have a positive impact on society

Tatweer is a limited liability company, beneficially owned by Dubai Holding LLC. Tatweer was established in 2005 as the strategic and operational driver of selected key initiatives to profitably serve the greater development of Dubai.

We are one of the largest landowners in Dubai, engaged in sectors including healthcare, energy, real estate, industry, leisure and entertainment, and hospitality. We develop and manage numerous projects of a significant scale and also work extensively in partnership with other private sector firms.

While our immediate growth plans are focused on the UAE, international relationships have been developed with organizations such as Harvard Medical International, The New York Mercantile Exchange Limited and Universal City Studios LLLP. As markets around the world become more interconnected and challenges increase globally, Tatweer's longer term plans will extend towards substantial international expansion.

Our Entities



Dubai Healthcare City FZ LLC²

DUBAI HEALTHCARE CITY™ is the world's first healthcare free zone, with two complementary communities – the Medical Community and the Wellness Community. The Medical Community focuses on acute care services and will occupy 4.1 million square feet with specialized hospitals, outpatient clinics, laboratories and pharmacies. The Wellness Community will cover 19 million square feet and includes wellness resorts, integrative medicine centers, outpatient clinics and residences.

Dubai Healthcare City has developed a key partnership with Harvard Medical International to develop the Harvard Medical School Dubai Center, the Dubai Harvard Foundation for Medical Research, Al Maktoum Harvard Medical Library and the Center for Healthcare Planning and Quality (CPQ). Dubai Healthcare City is regulated by CPQ, a regulatory body implementing rigorous high quality clinical standards to ensure safe quality patient care. Dubai Healthcare City has also forged a clinical and educational partnership with Boston University and clinical partnerships with Mayo Clinic and Moorfields Eye Hospital.

Role

- Own and lease medical suites to tenants, and sell clinical villas and residential units to investors
- Build and operate the 400-bed University Hospital, and own the Wellness Hotel

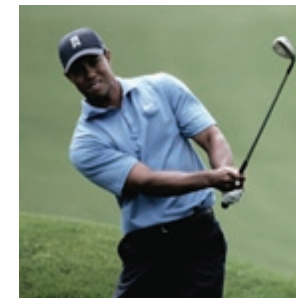
2007 Employees

146

2007 Status

- 42 clinics, 5 day surgery clinics, 3 pharmacies, 2 laboratories, 25-bed hospital, 134 physicians, 33 dentists, 83 nurses and 65 allied health professionals
- Phase I infrastructure complete, Phase II under construction

www.dhcc.ae



Dubai Land LLC³

Dubai Land was set up as an incubator Entity to develop a 3 billion square foot tourism, leisure and entertainment destination – DUBAILAND® – containing a wide portfolio of leisure and entertainment projects, currently under construction. The destination itself consists of investor projects (currently 22) and Tatweer-owned and managed projects. Examples of investor projects include City of Arabia, Falcon City of Wonders, Dubai Sports City, Dubai Motor City and Dubai Lifestyle City.

In 2008, the number of investor projects at DUBAILAND® is expected to significantly increase. DUBAILAND®, the first phase, including some investor projects and UNIVERSAL STUDIOS DUBAILAND™ will open in 2010.

Role

- As of 2008, Dubai Land works closely with the investor projects, and manages two Tatweer-owned projects – THE TIGER WOODS DUBAI and DUBAI WHEEL™

2007 Employees

46

2007 Status

- Dubai Outlet Mall operational
- Infrastructure under construction
- Ernie Els golf course open at Dubai Sports City
- Groundworks underway at THE TIGER WOODS DUBAI
- Construction underway at Dubai Sports City, Polo and Equestrian Club, Al Sahra Desert Resort and Motor City

www.dubailand.ae



Mizin LLC

Mizin was created to develop innovative real estate concepts with unique value-propositions. Four strategically located communities have been launched – LIWAN™, MAJAN™, ARJAN™ and REMRAAM™.

Role

- Through a strategy of multi-niching, Mizin creatively develops a portfolio of real estate products that cover the whole spectrum of residential, commercial and retail concepts and explores investment opportunities in the international arena on an owned and investor partnered basis

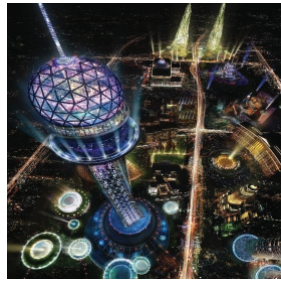
2007 Employees

54

2007 Status

- Several projects are in the planning stages
- Phase I infrastructure at MAJAN™ and LIWAN™ has been completed
- ARJAN'S™ Phase I infrastructure under construction

www.mizin.ae



Bawadi LLC⁴

BAWADI[®], located adjacent to DUBAILAND[®], will consist of a 10-kilometer long boulevard with 51 hotels and 60,000 rooms. BAWADI[®] will be the longest hospitality, shopping and entertainment destination in the world, offering 40 million square feet of gross leasable area of retail space, four times the current size of retail space in Dubai. BAWADI[®] will be made up of distinct zones with their own character and feel, offering leisure and entertainment, food and beverage, and convention facilities.

Role

- Bawadi will build and own the two DESERT GATES[®] and ASIA-ASIA[™], the largest hotel with 6,500 rooms
- All other hotels, restaurants and shopping malls will be developed through joint ventures and hotel developers

2007 Employees

17

2007 Status

- Initial enabling works at ASIA-ASIA[™]
- Grading underway at the two DESERT GATES[®], BAWADI[®] residences and right of ways⁵

www.bawadi.ae



Dubai Mercantile Exchange Limited

The Dubai Mercantile Exchange Limited ("DME") is a joint venture between the New York Mercantile Exchange Inc., Tatweer and the Oman Investment Fund. The DME is the Middle East's first futures exchange and lists the world's first physically delivered Middle East sour crude oil futures contract - the DME Oman Crude Oil Futures Contract ("OQ").

Role

- The DME provides energy market participants with a venue for managing price risk
- The DME's membership structure aims to attract a mix of local, regional and international market participants

2007 Employees

52

2007 Status

- Fully operational
- Over 70 members (floor, off-floor and clearing members)
- Over 250 million barrels traded in OQ
- DME has approval/no objection/legal opinion in 22 overseas jurisdictions

www.dubaimerc.com



Dubai Energy Limited

Since its inception in 2005, Dubai Energy pursues investments in strategic regional and global energy areas. Its primary focus is building a diversified energy investment portfolio and further strengthening regional and international alliances.

Role

- Dubai Energy makes investments across a wide range of energy and infrastructure areas, including joint ventures, direct investments and alliances with national and international oil companies

2007 Employees

6

2007 Status

- Operational

www.dubaienergy.ae



Dubai Industrial City LLC⁶

DUBAI INDUSTRIAL CITY[™] has been set up on 560 million square feet of land to catalyze the growth and expansion of the industrial sector in Dubai – especially in high value added manufacturing and production in the light and medium industry sectors. DUBAI INDUSTRIAL CITY[™] features six dedicated manufacturing zones for machinery and mechanical equipment, transport equipment and parts, base metal, chemicals, food and beverage and mineral products.

DUBAI INDUSTRIAL CITY[™] offers world class facilities for industries and related sectors such as logistics, assembly and warehousing, vocational training and staff accommodation. Dubai Industrial City is regulated by MAQAYEES[™], which operates with the strategic objective to develop, implement and continually improve quality, health, safety and environmental performance standards for industrial excellence.

Role

- Dubai Industrial City will own and manage offices, warehouses, labor residences and training facilities and will lease the space to tenants
- Investors will build and manage their own industrial projects and factories in DUBAI INDUSTRIAL CITY[™]

2007 Employees

73

2007 Status

- 10,000-person labor residence is operational
- An additional seven labor residence units under construction
- Infrastructure under construction
- One industrial facility started operations in the mineral zone

www.dubaiindustrialcity.ae



Theme Parks Cluster

The Theme Parks Cluster brings together the Tatweer-owned theme parks that will be located at DUBAILAND[®]. In 2007, UNIVERSAL CITY DUBAILAND[™] (featuring UNIVERSAL STUDIOS DUBAILAND[™] as its centerpiece) was the only announced theme park. Since year end five additional theme parks have been announced:

- DREAMWORKS DUBAILAND[™]
- SIX FLAGS DUBAILAND[™]
- FREEJ DUBAILAND[™]
- MARVEL DUBAILAND[™]
- LEGOLAND DUBAILAND[™]

GLOBAL VILLAGE, a temporary event in 2007, is now in its 12th year of operation. It will be a permanent project in 2009 and will contain the project LITTLE BIG CLUB[™].

Role

- Tatweer and Theme Park Cluster dedicated management teams will develop and manage these projects

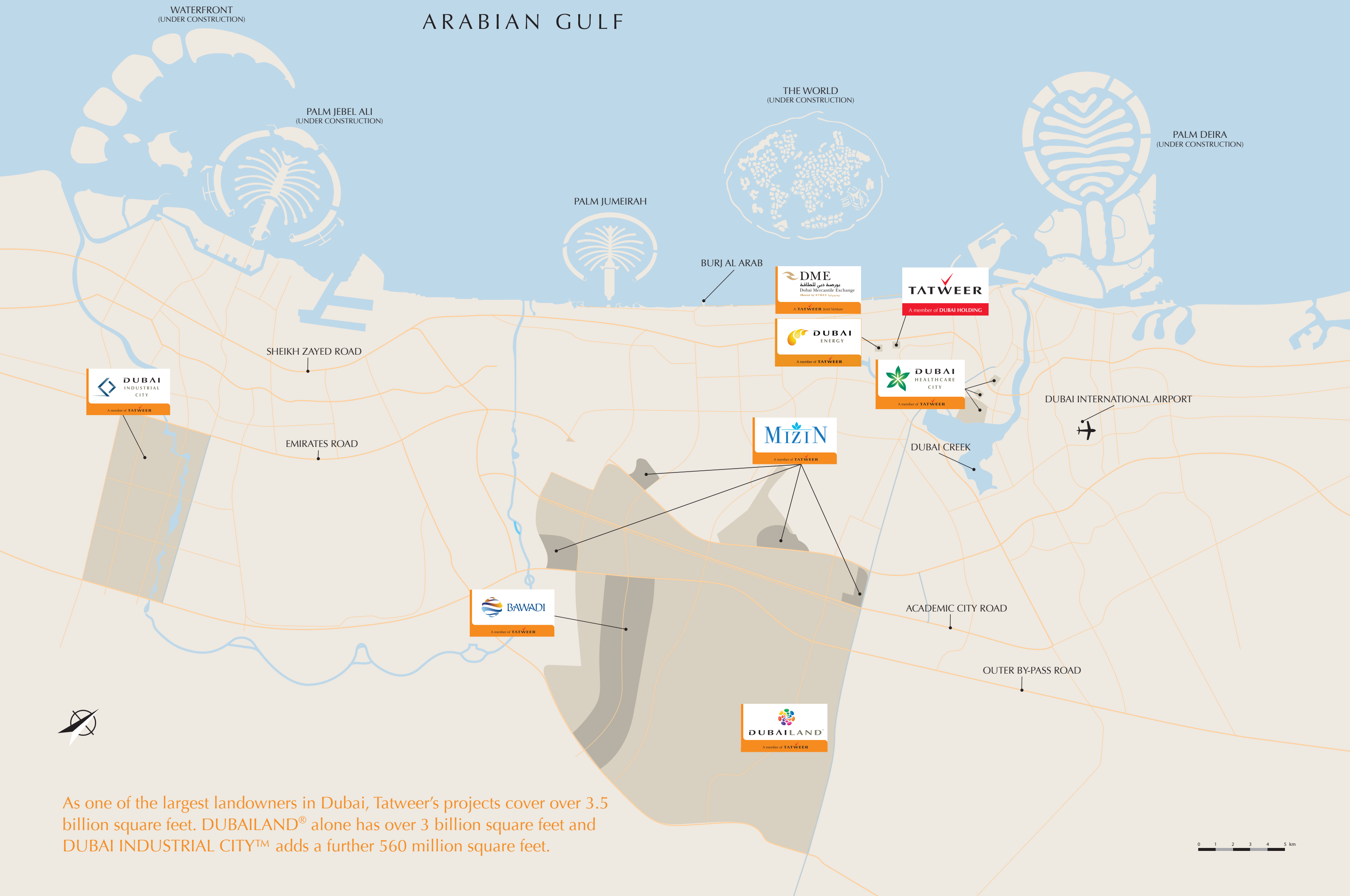
2007 Employees

50

2007 Status

- Groundworks began at UNIVERSAL CITY DUBAILAND[™]
- GLOBAL VILLAGE ran the temporary event for the 12th year and construction began on the permanent event
- FREEJ DUBAILAND[™] concept design completed

ARABIAN GULF



As one of the largest landowners in Dubai, Tatweer's projects cover over 3.5 billion square feet. DUBAILAND® alone has over 3 billion square feet and DUBAI INDUSTRIAL CITY™ adds a further 560 million square feet.



Ethical business behavior and conducting our business with integrity form the foundation of Tatweer's values. These values are supported by a corporate governance structure that is independent, transparent and aligned towards meeting the strategic interests of Tatweer.

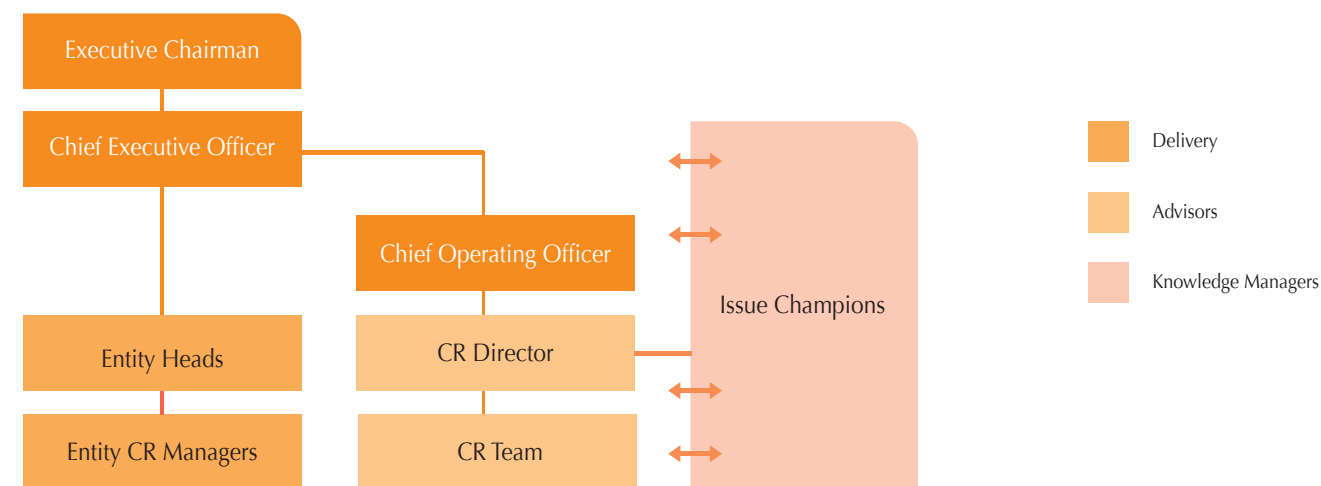
Corporate Governance

The Board of Directors, an advisory body led by Saeed Al Muntafiq as its Executive Chairman, meets quarterly. The Chairman manages the affairs of the Board and ensures that it is fully informed on the key risks and strategic issues facing the company. The role of the Board of Directors is to drive the Tatweer vision: "By 2015 Tatweer will be acclaimed for its innovation, the capability of its people and the financial strength of the company – and so become one of the most admired companies."

In 2007, the Board comprised three Directors from Tatweer and three non-executive Dubai Holding LLC members to represent shareholders' interests. In 2008, two independent Directors joined the Board. The Board continuously reviews and updates the governance structure to ensure a rigid standard of compliance and international best practice. The Board seeks regular updates on environmental and social performance, and monitors Tatweer's progress on CR. In 2008, the Board established an Audit and Risk Committee and an Evaluation and Compensation Committee.

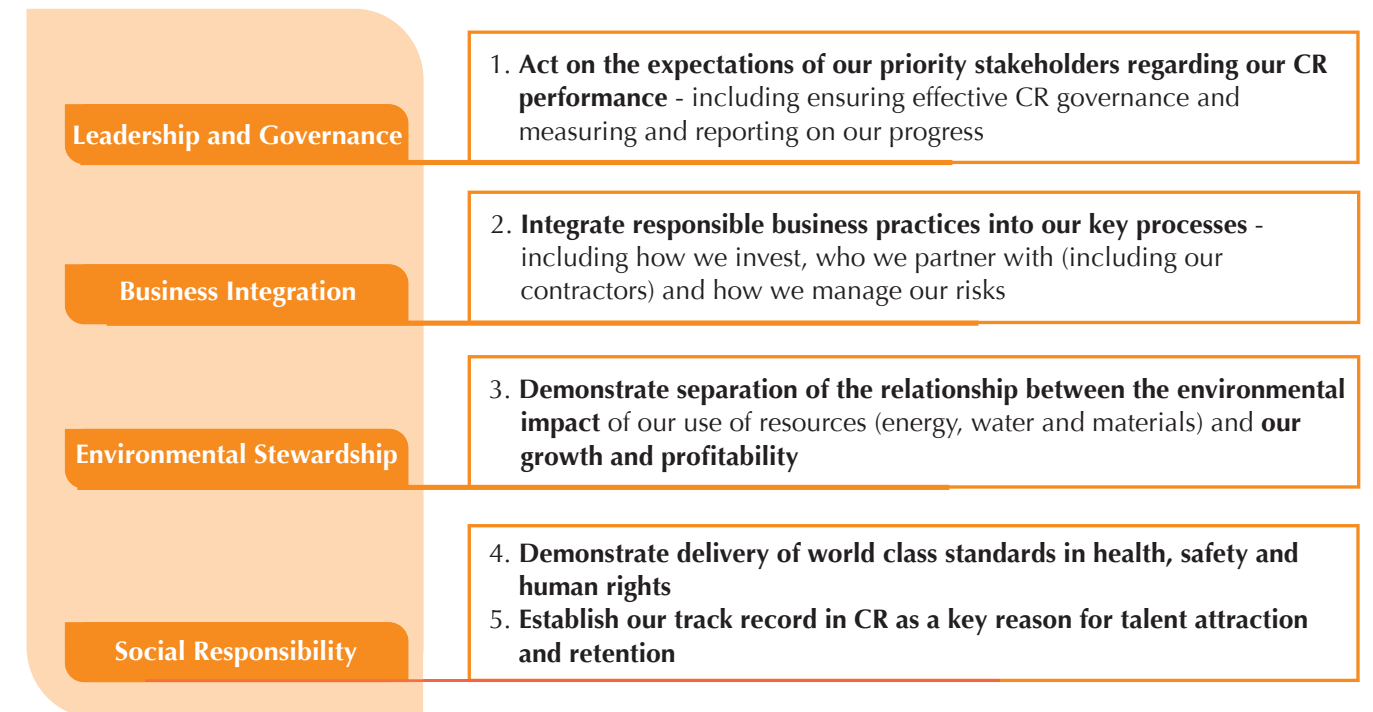
Our Executive Chairman holds ultimate accountability for our social and environmental performance. Entity heads will be responsible for the development and implementation of yearly CR action plans with SMART⁷ objectives to address issues critical to their business. In 2008, Issue Champions will be appointed across the business and will be responsible for promoting knowledge and networking on our five key issues – namely health and safety, labor, energy consumption, water consumption and waste management. The Issue Champions will facilitate cross learning throughout the organization and have company-wide responsibility in promoting best practice.

The governance structure for CR will be implemented by the end of 2008.



Our CR vision is to be a recognized regional leader in CR and critically, lead by example by 2015. To help achieve this vision, we have developed a CR strategy with five strategic objectives to be achieved by 2012. These strategic objectives recognize that we are at the beginning of our CR journey – we are developing a clear leadership and governance structure and are working to ensure that responsible business practices are integrated into our business processes.

Once governance systems and processes have been embedded within the organization we will be looking to set long-term quantitative corporate targets based on our key issues.



Managing Risk

In 2007, we established an Enterprise Risk Management ("ERM") group to proactively manage our risks. This approach forms an integral component of our corporate governance framework.

The Tatweer ERM framework and process draws upon international best practice and standards such as the Commission of Sponsoring Organizations Enterprise Risk Management – Integrated Framework and the Australian/New Zealand Risk Management Standard: 4360.

The ERM process is underpinned by a formally defined risk policy and driven by process and procedure documentation, all of which are communicated and supported by the ERM group. The ERM process will be formally rolled-out and implemented into our corporate functions, Entities and projects throughout 2008, and will be integrated into everyday business activities on an ongoing basis.

Through our enterprise-wide approach to managing risks, we identify and capture health and safety, social and environmental risks amongst other risks and opportunities. Key risks relating to our social and environmental performance include the inability to:

- Provide energy required by projects
- Meet stakeholder expectations
- Retain and attract key staff
- Meet project deadlines

In 2008, we will ensure CR risks are identified and appropriately managed through the implementation of the ERM process across Tatweer.

2008 Objectives

- Adopt ISO 31000 on release of the standard, pending its review and alignment with the current risk management process
- Embed and develop the ERM process and culture throughout our corporate functions, Entities and projects

Understanding who our stakeholders are, what issues are important to them, and what they expect of us, forms a critical part of our CR strategy.

Our Stakeholders

We have recently initiated a structured process of dialogue with our stakeholders, including dialogue on environmental and social issues, as a part of the broader approach to the way we do business. We recognize that this process will be important for informing our development as we grow and mature as an organization.

Our challenges are to effectively coordinate the stakeholder engagement process between Tatweer and the Entities and ensure that we take appropriate action on the concerns of our stakeholders.

To make a judgment as to which of the many issues raised are material to us, we reviewed:

- The potential business impacts to Tatweer
- The level of issue maturity
- Whether our stakeholders have significant concerns about these issues

Those that are latent or emerging (which give us a greater level of strategic freedom to influence), which have high potential business impact, and which have been verified by our early 2008 stakeholder engagement, are those issues which are discussed in this CR Report.

Government	Community	Business partners	Investors	Employees	Suppliers	Financial
Dubai Electricity and Water Authority	Patients	Joint Ventures	Leisure and Entertainment	Permanent	Regional and international businesses	Banks/credit institutions
Dubai Municipality	Residents	IP Licensors	Healthcare	Part-time	Local businesses	Shareholders
Roads and Transport Authority	Academic institutions	Contractors	Industry	Potential employees	Food and Beverage	Fund managers
Civil Defence	Emiratis			Consultants		Advisors
Dubai Police	Tourists					
	Neighbors					
	NGOs					
	Media					
	Guests					

Of some 60 issues identified from the process, five were prioritized by stakeholders as being substantive and material to our business at this time:

- Health and Safety
- Labor
- Energy Consumption
- Water Consumption
- Waste Management

In 2008, we will continue the dialogue with our stakeholders to identify additional issues of importance and communicate progress.



2008 Objectives

- Maintain Tatweer and Entity level stakeholder engagement on CR
- Ensure identified CR issues are linked to the ERM process

Our employees are the essence of who we are and have set out to become - they determine if and how we will reach our goals as the team that constitutes Tatweer.

Our Employees

We strive to create an environment in which performance, accountability and focus are rewarded and make an effort to foster a culture whereby employees can grow to their full potential.

We are committed to equal opportunities and endeavor to eliminate discrimination on the grounds of race, color, nationality, ethnic or national origin, disability, gender, age, marital status or religion throughout our business operations – beginning with the recruitment process. With 45 nationalities represented in our workforce, Tatweer's employees are a group of exceptionally diverse people that bring various backgrounds and perspectives to the table. Our senior management team alone consists of 19 different nationalities.

We fully embrace this diversity while simultaneously making it a key priority to engage in active capability building and the development of a local talent pool. Around one fourth of our workforce is currently composed of UAE nationals. We are committed to a well-balanced proportion of men and women in our workforce and while more than 40% of our employees are female, we are committed to further improve the representation of women in senior management positions.

Employee Communications

We formally engage with staff via an annual employee survey, which measures the level of employee commitment and satisfaction. The aggregated percentage score denoting the level of employee engagement for 2007 was 66.8%. We are committed to continuously improve our efforts to be a good employer and are responding by implementing a more transparent system.

Employee Remuneration and Benefits

Tatweer aims to provide a competitive remuneration and benefit package. Our annual leave regulations are higher than those stipulated by law. All full-time employees receive 'Category A' medical cover that extends to pregnancy, dental and eye-care, which is best practice in the region.

Training and Development

Tatweer offers its workforce learning opportunities to help assist, hone and build an employee's professional competency skills. In 2007, Tatweer achieved a fulfillment rate of 94% of our employees' personal development plans. Tatweer's commitment to leadership is also manifested in our plans to develop a Tatweer Corporate Academy, geared to offer leadership development interventions for its workforce. The purpose of the academy will be to develop capabilities and capacities of our people to overcome constant challenges like fostering innovation, promoting collaboration and managing conflict. Tatweer recognizes that an investment in its employees at any level is a strategic investment that will not only benefit the company, but will also contribute to its employees' professional development.

Total number of employees as at end December 2007	628
Employees less than 30 years	32%
Employees between 30 – 50 years	64%
Employees over 50 years	4%
Diversity	
Women	43%
Women in middle management and senior posts	17%
Emiratis	26%
Total nationalities in senior management roles	19*
Professional development	
Total hours of training	14,271*
Hours of training per employee	30*
Employee turnover	
Total employee departures	123
Total female departures	72
Total male departures	51
Rate of employee turnover	20%
*excludes DME	

2008 Objectives

- Update policy manual to include policies that support the business objectives, e.g. recruitment and selection policy, pre-employment medical, pre-familiarization policy
- Develop code of ethics and compliance policies
- Roll out programs for employees to include project management and leadership development



Our Suppliers

We recognize that we have a responsibility to work with our suppliers to ensure that the social and environmental impacts of our supply chain are managed effectively.

In 2007, our annual supplier spend across Tatweer was approximately AED 11.5 billion. With such high supplier activity, we believe that our influence can generate significant economic, environmental and social benefits, delivering enhanced value to Tatweer and to the communities in which we operate.

In 2007, we developed and are now implementing a qualifying process "Approved Suppliers" across Tatweer's operations. This approach will enable us to ensure quality control in relation to health and safety standards. Going forward, we will extend the quality control to cover other issues such as environmental performance.

2008 Objectives

- Hire a director of procurement
- Develop a procurement policy that includes both environmental and social issues
- Develop environmental and social criteria for supplier approvals
- Audit our key construction suppliers against our Health Safety and Environmental Manual
- Extend the Health Safety and Environmental Manual standards to all Tatweer's general procurement arrangements



The health and safety of our employees is paramount, not only in our offices but also for the contractors on our construction sites. Given the impending scale of our construction activity, health and safety is one of our highest business priorities.

Our Entities faced different health and safety challenges in 2007 due to their varying stages of business maturity.

2007 Performance

- Development of the Health Safety and Environmental ("HSE") Manual and procedures for emergency preparedness and response
- Commissioning of TÜV SÜD Group, an international certification organization, to develop design and maintenance standards for amusement park rides
- Introduction of a common free phone to serve as a Tatweer emergency incident contact line
- Development of a personal safety campaign for employees

Construction

HSE Manual

The Tatweer HSE Manual was developed in 2007 as a major step in our formal health and safety program. Effective January 2008, companies that tender for construction and development projects to Tatweer and its Entities will be required to pre-qualify in order to be invited to bid for any projects. Contractors will be asked to demonstrate that they have management systems in place that can deliver against Tatweer's HSE requirements.

Tatweer's existing construction agreements generally include provisions on health and safety and have been assessed to determine their degree of compliance with the HSE Manual. Currently, we are in the process of agreeing with each of our existing contractual partners to include the more comprehensive HSE Manual in the existing agreements. The HSE Manual has been well received by our contracting parties in general.

In addition, project managers, consultants and contractors will be asked to send senior representatives for a mandatory one-day training course to learn about their responsibilities with respect to the implementation of the HSE requirements, including performance reporting.

Contractual compliance to the HSE Manual represents a significant investment in health and safety, since contractors include compliance with the HSE Manual in their contract price structure. The benefits, however, include a safe working environment and a committed workforce with fewer delays and less risks to the project.

Emergency Response

To complement the HSE Manual, we are developing procedures for emergency preparedness and response, for example, ensuring ambulance stations and medical facilities are positioned at appropriate points on our construction sites.

Operation

In 2007, Dubai Land commissioned the TÜV SÜD Group, an international certification organization, to develop design and maintenance standards for fairground rides that will be applied across all of our theme park operations.

Global Village, an operational Entity, has improved emergency preparedness at their temporary pavilion through managing the bridge width and associated volumes of people without compromising the commercial viability of the project.

Workplace Incidents

Tatweer regrets to have had a work-related fatality during 2007 at one of our construction sites. As a response to the accident, the Entity concerned has appointed a project HSE manager to work closely with the relevant contractors in order to assess and improve health and safety standards.

In 2007, Tatweer's incident rate was 1.9 incidents per 100 employees (including on-site construction and office staff)⁸. We are aware, however, that there may be inconsistencies in the data that we have received from our contractors, due to varying reporting routines in relation to lost-time accidents ("LTA"). We noted that the LTA rate differed considerably between contractors.

The implementation and monitoring of the HSE Manual will improve and standardize the reporting routines in relation to work-related incidents. On each individual project, the appointed HSE manager will be responsible for coordinating the reporting and collecting data.

We expect that the incident figures reported in 2008 will be higher, due to the combination of improved reporting and the increased intensity of construction activity across Tatweer.

Personal Safety Campaign

Throughout 2007, we sought to promote a safe working culture by raising awareness of personal safety issues for all our employees. As part of the campaign, home smoke alarms and fire blankets were distributed to all employees in January 2008.



2008 Objectives

- HSE Manual to be implemented in all new contracts, including new investor projects
- Develop site audit protocols for assessing compliance with the HSE Manual
- Update the HSE Manual to include the principles of the UK Construction Design and Management Regulations, to ensure designs include both "constructability" and "maintainability" for all our construction projects
- Conduct a senior HSE leadership course, focusing on how senior management deliver strategic safety leadership themselves and their role in driving a business culture that ensures a focus on HSE
- Continue to develop a proactive and positive health and safety culture across Tatweer through internal communications and through an emphasis on personal safety
- Develop health and safety targets for Tatweer and all of the Entities

Whilst we have direct control on the employment conditions of our own employees, we recognize that we also have some influence on a wider group of workers - in particular, construction workers employed by our contractors that are working on our projects, and workers housed in our labor residence.

In 2007, approximately 4,700 construction workers were employed across our projects. We estimate this number to increase dramatically, and that the number of construction workers will be close to 100,000 during peak construction (2009-2011).

We have a 10,000-person capacity labor residence currently operational at DUBAI INDUSTRIAL CITY™. In the second quarter of 2008, Dubai Industrial City will begin construction on a further seven residences that will have a total capacity of more than 90,000 people. Ensuring that workers employed across our projects and the workers residing in residences managed by Tatweer or its Entities are treated fairly and with respect is, along with health and safety, our most urgent issue.

2007 Performance

In 2007, we initiated formal programs for managing labor:

- Placed requirements on contractors to address employment conditions
- Development of standards of practice for labor residences

Employment Standards

In 2007, we developed employment standards that will be implemented in all construction-related contracts, effective from January 2008. The employment standards are aimed at ensuring that:

- Wages are paid promptly and without any undue deductions
- Recruitment fees are not charged to migrant workers
- On-site and off-site health and safety issues are addressed
- Passports are not retained by the employer without worker consent
- There is a publicized grievance mechanism for workers

Our employment standards require contractors to ensure that processes are put in place to internally enforce the employment standards. Importantly, the contractors and other third-party employers must also agree to allow Tatweer to inspect workplaces, documents and procedures to verify compliance with contractual obligations. During 2008, we will develop a site audit protocol for regular compliance checks.

Whilst these requirements relate to Tatweer's own projects, we recommend our business partners to implement these or equivalent standards of performance.

Standards for Design, Construction and Maintenance of Accommodation

In 2007, Dubai Industrial City sponsored a project to develop a worker residence Standard for Design, Construction and Maintenance. The Standard reflects internationally recognized standards including ISO 15928 and the SANS 10400 South African Building Regulations, and will be completed in 2008. The Standard was developed from the perspective of "comfort engineering," focusing on providing adequate space, rest and recreation facilities, facilities for first-aid and health, security and emergency management, waste management, and importantly, facilities management.

In 2008, we will apply the Design, Construction and Maintenance Standard in Tatweer-managed worker residences. To the extent that workers employed in our projects are housed in residences managed by a third-party, the employment standards stipulate minimum acceptable standards of accommodation by which the contractor must comply.

Leading by Example: Labor Residence Design, Construction and Maintenance

Dubai Industrial City's worker residence Standard for Design, Construction and Maintenance, based on international best practice, is being used as a basis for a proposed UAE-wide "Specification for Design and Building Labor Accommodation." Once ratified, the UAE specification will contribute to making the above mentioned international standard a requirement for all new labor residences, and has the potential to beneficially impact the lives of thousands of construction workers employed on projects throughout the UAE.

2008 Objectives

- Develop and roll out a labor policy
- Develop an audit process to assess compliance to the schedule of employment standards
- Implement the Standard for Design, Construction and Maintenance for Tatweer worker residences



We recognize that energy consumption and climate change pose risks and opportunities to our business, particularly given the medium-term potential for energy shortages in the region and our responsibility to address climate change.

Our strategic goal is to separate the growth of our business from our environmental footprint, and while our current energy consumption is comparatively small, our projects will have a significant energy footprint when fully operational. For example, DUBAI INDUSTRIAL CITY™ is expected to consume approximately 523 Gwh in 2015 - this amounts to over 440,000 tons of CO₂ generated per year when fully operational. With current planned projects, Tatweer's overall carbon footprint in 2015 could be in the region of 10-15 Mt CO₂. Whilst there remains considerable uncertainty over this projection, reducing our current and future energy consumption is clearly critical. To do this we need to promote energy efficiency in our existing buildings, build energy efficiency strategies into our future project designs and look into the potential of alternative energy sources.

2007 Performance

- Incorporated energy-efficient principles into our project designs
- Implemented initiatives to improve office energy consumption, with resulting savings
- Supported the development of alternative energy sources

Purchased electricity consumption	18.7 Gwh	15,730 Metric tons CO ₂
Direct energy consumption from diesel fuel for power generators	124 tons	386 Metric tons CO ₂ -e*
Air travel	1,174 trips	5,132 Metric tons CO ₂ -e*

*CO₂-equivalent

2007 was the first year in which we have attempted to quantify our current energy consumption and the resulting CO₂ emissions⁹. Coverage was limited to our operational activities, where data was available and where Tatweer has direct responsibility. The majority of our current energy consumption comes from DUBAI INDUSTRIAL CITY's™ labor residence and administrative buildings, GLOBAL VILLAGE's yearly event, and from DUBAI HEALTHCARE CITY's™ current operations.

Data collection methods are being improved and more accurate data should be available in future reports.

Building Designs

One of our greatest challenges is to incorporate energy efficient technologies and strategies into project designs. In 2008, each Entity will be reviewing its existing and planned projects to establish the extent to which energy-efficient designs can be included without compromising project delivery schedules. From January 1, 2008, all Tatweer projects shall include energy efficient strategies in line with the requirements of the Dubai Government Green Building Directive. Where possible we will look to go beyond local requirements to align with international best practice.

Existing Office Environments

In our existing office environments, HSE Managers have implemented small-scale and simple initiatives to reduce energy consumption. For example:

- The DUBAILAND® sales office will save AED 7,000 per annum through the use of an intelligent lighting control system, including motion sensors and relays in the toilets, stairs, and in plant and prayer rooms
- The Tatweer office has worked with the building owner to introduce a trial control of air conditioning systems using sensors on the two Tatweer occupied floors - the intention is to reduce cooling between the hours of 2200 and 0600. Energy efficient lighting will also be installed



Raising Awareness

In 2007, as part of the HSE campaign, we developed a personal awareness campaign aimed at raising awareness of energy use among employees. As part of this program, we distributed energy efficient light bulbs to all Tatweer employees.

Solar Energy Modules

In the long-term, we want to transform energy consumption. In a move to promote the use of alternative energy, Dubai Industrial City, in conjunction with an industry partner, is actively pursuing a project to manufacture solar modules. This is a first step into developing expertise in renewable energy and creating business links that can spring-board into new low-carbon ventures. This process first started in a search for a solid industrial partner with technological and knowledge assets as well as access to markets such as Europe, Japan and the USA. Companies have now been shortlisted. We hope to be able to release details of this partnership by the end of 2008.

In parallel, Tatweer is encouraging the Entities to adopt solar modules as part of the Green Buildings Directive and more broadly, has embarked upon a study to assess the demand for solar modules in the UAE and the Gulf Cooperation Council (GCC).

2008 Objectives

- Develop environmental data collection systems to improve data quality
- Develop Entity action plans to address energy efficiency challenges specific to each business
- Increase awareness of employees of simple measures to reduce energy consumption

Given the scale and nature of our projects, comprising hotels, theme parks, industrial facilities, a hospital and a golf course, optimizing water use in a desert environment is one of our primary environmental challenges.

Our current water consumption represents only a small proportion of what our overall water use will be when many of our projects become operational. For example, it is estimated that DUBAI INDUSTRIAL CITY™ will consume 2.4 million m³ of water by 2015, due in part to its labor residences and industrial warehouse facilities. When combined with our other projects, it is clear we need strategies in place to optimize our water use. We can do this by treating and reusing water, incorporating water efficient strategies into existing and new building designs, and creating awareness among our employees and consumers.

2007 Performance

- Incorporated sustainable building principles into our project designs
- Developed long-term plans to reuse water
- Implemented small-scale initiatives to reduce office water consumption

In 2007, we consumed approximately 188,400 m³ of water from the municipal supply. The majority of this was consumed by the 10,000-person capacity labor residence at DUBAI INDUSTRIAL CITY™. GLOBAL VILLAGE was another significant consumer. Our leased offices (Tatweer, DME, Dubai Energy and Mizin) were excluded from the figures due to the unavailability of data, but represent only a small proportion of our total consumption.

Purchased water consumption¹⁰ 188,400 m³

Building Designs

Water savings are one of the primary objectives in the design and sustainable management of buildings. During 2008 we will look to include water efficiency measures into our existing building designs, while incorporating the mandated Dubai Government Green Building Directive into all new designs from January 2008.

Develop Long-Term Plans to Reuse Water

A dedicated environmental division within Tatweer's Real Estate and Zoning Department will oversee the emerging green concept for DUBAILAND®. In 2008, we will examine options to develop sewage treatment plants to recycle waste water and convert it into treated sewage effluent irrigation supply. It is envisaged that this will be a solution for Tatweer and investor project irrigation needs within DUBAILAND®.

For rainwater peak discharge, the use of storm technology systems to harness the surface water is to be encouraged in order to reuse water for irrigation.

One of the challenges for The Tiger Woods Dubai is the energy intensive purification of water for the golf course grass. While the Entity is maximizing the reuse of treated water for both the golf course and non-golf course irrigation, turf-grass requires high quality water. Treated water for the golf course areas will therefore be fed through a reverse osmosis¹¹ process – a highly energy intensive procedure. The reject waste will then be fed through an on-site sewage treatment plant and re-circulated through the reverse osmosis plant.

Small-Scale Initiatives to Reduce Office Water Consumption

In 2007, Tatweer and the Entities developed simple initiatives to reduce water consumption in their office environments. For example, our corporate office has worked with the building landlord to install water restrictor devices on all taps. Whilst this is a modest program, it is part of our commitment to develop a sustainable culture throughout Tatweer.



2008 Objectives

- Develop environmental data collection systems to improve data quality
- Develop Entity action plans to address water efficiency challenges specific to each business
- Increase employee awareness through simple measures to reduce office water consumption

Managing waste is a key priority for Tatweer, especially given the potential volumes of waste that will be produced as our projects become operational.

DUBAILAND® alone is expected to generate more than 3 million tons of solid waste each year when fully operational. The operation of our Entities in healthcare and industry will also result in significant volumes of hazardous waste – for example, DUBAI INDUSTRIAL CITY™ might generate up to 20,000 tons of hazardous waste each year.

During 2007, we have taken steps to meet the challenge of recovering and disposing of solid waste through a combination of small-scale office initiatives and long-term strategic planning.

2007 Performance

- Monthly waste generation reporting and monitoring for DUBAI HEALTHCARE CITY™
- Design concept of Dubai Recycling Park within DUBAI INDUSTRIAL CITY™
- Corporate R3 initiative – reduce, reuse and recycle initiative for paper

Solid waste	27,944 tons
Clinical waste	2.8 tons
Recycled waste	43.9 tons

More than 90% of our solid waste generated in 2007 came from the labor residence at DUBAI INDUSTRIAL CITY™ and our two operational projects – GLOBAL VILLAGE and DUBAI HEALTHCARE CITY™¹².

Waste Management at DUBAI HEALTHCARE CITY™

DUBAI HEALTHCARE CITY™ began measurement and segmentation of their waste streams into general and medical waste under the adage “what gets measured gets managed and improved.” Based on 2007 data, it has set a target to reduce medical waste to 74 grams per patient visit. As part of their strategy to reach this target it will conduct waste minimization campaigns targeting clinics that are high generators of medical waste.

All tenants at DUBAI HEALTHCARE CITY™ must undertake medical waste training and nominate a waste coordinator to oversee the safe and efficient collection and handling of medical waste. This includes storage and transportation to the central medical waste facility in Jebel Ali.

Dubai Recycling Park

Tatweer and Dubai Industrial City, together with business partners, have initiated the development of a fully integrated waste management and recycling park to service waste generated by DUBAI INDUSTRIAL CITY™ by 2010 and by DUBAILAND® by 2013.

Construction for the Dubai Recycling Park – the first fully integrated waste management and recycling plant in the region – will start in 2009. It will be developed on a site of 1.5 million square feet within DUBAI INDUSTRIAL CITY™ and will house 10-12 different types of recycling and waste management plants, including waste paper, plastic waste and biogenic waste. Because of its close proximity to Jebel Ali port, the Park will also have the flexibility to handle waste from across the region.

Corporate R3 Initiative for Paper

In order to reduce paper consumption, Tatweer has made an appeal to all employees to:

- Reduce paper consumption by 20% in 2008
- Reuse paper by printing and copying on both sides of the paper
- Recycle by using designated “pro-shred” bins

Sewage Treatment Plants

Dubai Industrial City has finalized the design for a permanent sewage treatment plant for labor residences with an 84,000 m³/day capacity to be part operational by March 2009 and fully operational by 2010. Dubai Land has plans for a centralized sewage treatment plant to be operational by 2015 as part of the emerging green concept for DUBAILAND®.

2008 Objectives

- Develop Tatweer’s waste management policy including regulations that will be mandatory for all Tatweer projects
- Develop project level initiatives to reduce waste during construction and operation phases, including implementation of data collection systems
- Monitor implementation of R3 initiative
- Reduce clinical waste to 74 grams per patient-visit at DUBAI HEALTHCARE CITY™

Integral to all our businesses is an explicit desire to create wealth and facilitate the economic development in the countries we are active in.

As a result, we have the potential to have a very significant impact on the societies that we operate in. Estimates suggest that some of our businesses are expected to contribute more than AED 37 billion to the Dubai economy by 2015. We are committed to delivering projects that will serve the development of Dubai while seeking to maximize the value of these projects to society.

We are one of the largest landowners in Dubai and believe that we have a strong positive impact on Dubai's economy and the livelihoods of its people in five ways:

- Incubating and growing profitable businesses
- Investing in infrastructure
- Attracting investment into the region
- Being a good employer
- Community investment

Incubating and Growing Profitable Businesses

We focus our activities on fields linked to direct market opportunities in Dubai. By fostering the mindset and providing a network of Tatweer companies, we aim to support the growth of businesses. For example DUBAILAND® uses its excellent location to cater to related market needs by building a one-of-its-kind tourism, entertainment and hospitality hub. DUBAI HEALTHCARE CITY™ seeks to provide a platform for healthcare, education and research in Dubai and throughout the region.

Investing in Infrastructure

Tatweer has embarked on a program of infrastructure investment that increases the region's attractiveness to both external and internal private operators. Infrastructure such as roads and utilities provide the fundamental network required for service industries, such as the healthcare industry, to thrive, and for investors to develop and connect their projects.

Attracting Investment into the Region

Through creating an enabling environment for investment and offering attractive opportunities through our projects, Tatweer has attracted a variety of renowned international investors from several industries. These investments enhance the competitiveness of the region and support economic diversification, strengthening sectors like real estate and construction, healthcare, transport and tourism.

Being a Good Employer

With rapid growth and the development of numerous landmark projects in the region, one of Dubai's largest challenges is the increasing need for human capital. Tatweer will play an active role in responding to this challenge through creating employment for up to 200,000 people by 2015. As one of the largest employers within the region by 2015, Tatweer is acutely aware of its responsibility of being a good employer – upholding equality, diversity, trust and fair dealing. Tatweer is currently reviewing the challenges associated with such dramatic increases in the number of employees in light of their anticipated demands on accommodation and transport.

Investing Time and Money into the Communities We Operate In and are Dependent Upon

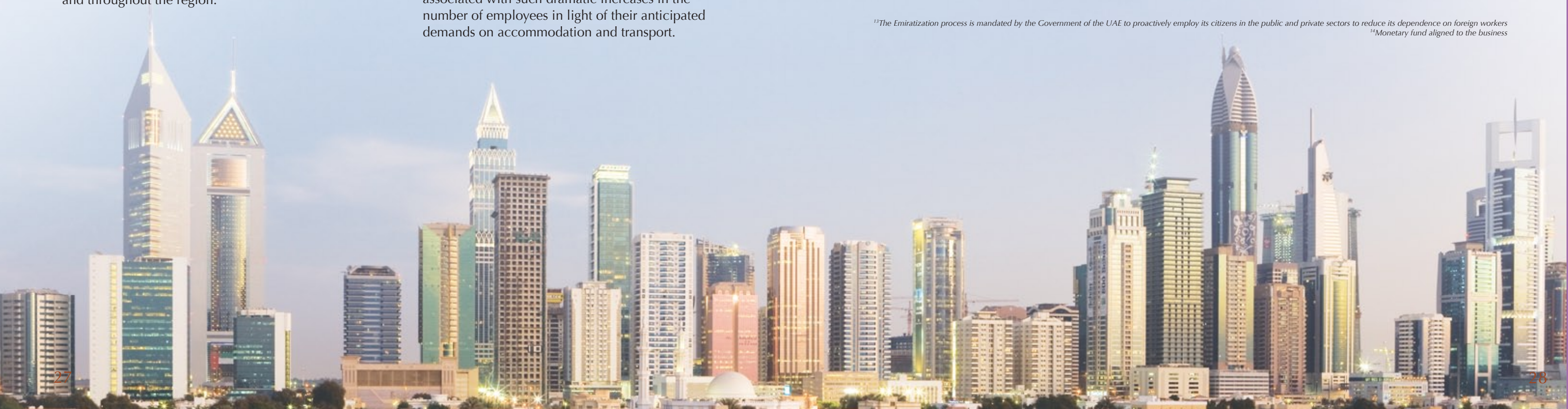
We are committed to long-term strategic involvement in community partnerships that not only provide financial support to the community, but in doing so, leverage our Entities, capabilities and relationships in support of social causes, thereby improving the quality of the business environments in which we operate. We believe this strategic approach has the dual benefit of ensuring the long-term value and sustainability of our business while providing positive support to the community. Some initiatives include:

- **Raising Awareness for Health Issues:** In 2007, Dubai Healthcare City became a member in the family of 10 charter companies in the UAE of the "Making It Our Business" breast cancer awareness program. Dubai Healthcare City organized a breast cancer awareness campaign and encouraged the medical community to direct research activities towards identifying trends in breast cancer.
- **Developing Local Human Capital:** Given the strong need to develop domestic labor markets so as to allow the UAE to shift from importing labor to recruiting, training and developing homegrown talent, we have a strong commitment to nurture and develop young UAE nationals through the Emiratization process¹³.
- **Supporting Community Initiatives:** We provide funding for events, including gala evenings, arts and sports events, auctions, hospitality and networking.

2008 Objectives

- Develop and implement a community investment policy
- Establish a fund for strategic giving¹⁴

¹³The Emiratization process is mandated by the Government of the UAE to proactively employ its citizens in the public and private sectors to reduce its dependence on foreign workers
¹⁴Monetary fund aligned to the business



By the year 2015, Tatweer will be recognized for its innovation, the capability of its people and the financial strength of the organization - and so become a globally admired company.

Our CR vision is to be a recognized regional leader in CR and critically, lead by example by 2015.

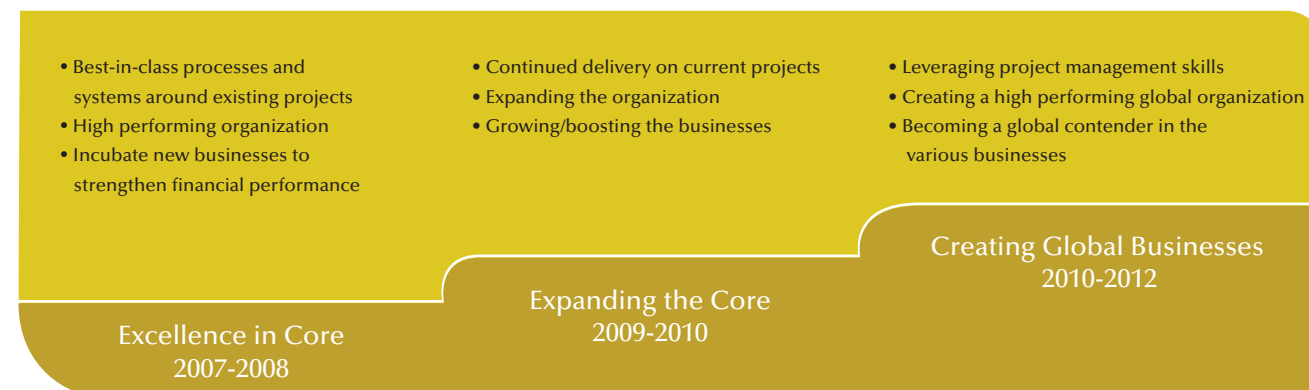
How do we get there?

While our ambition is high, we have put down a detailed phase plan to reach our objectives.

By the end of 2009, we aim to have become a high performing organization with a focus on optimizing our operations in Dubai. To this end we will apply internationally well-established practices and systems around our existing projects and incubate new businesses to strengthen Tatweer's financial performance. As one of Tatweer's fundamental principles, the Dubai market and a regional need will always be the starting point for all our activities.

In 2010, we will continue our delivery on our current projects and improve our business excellence. At the same time we will further expand our organization and expect Tatweer's businesses to grow at a fast pace in terms of people, geographies and project portfolio.

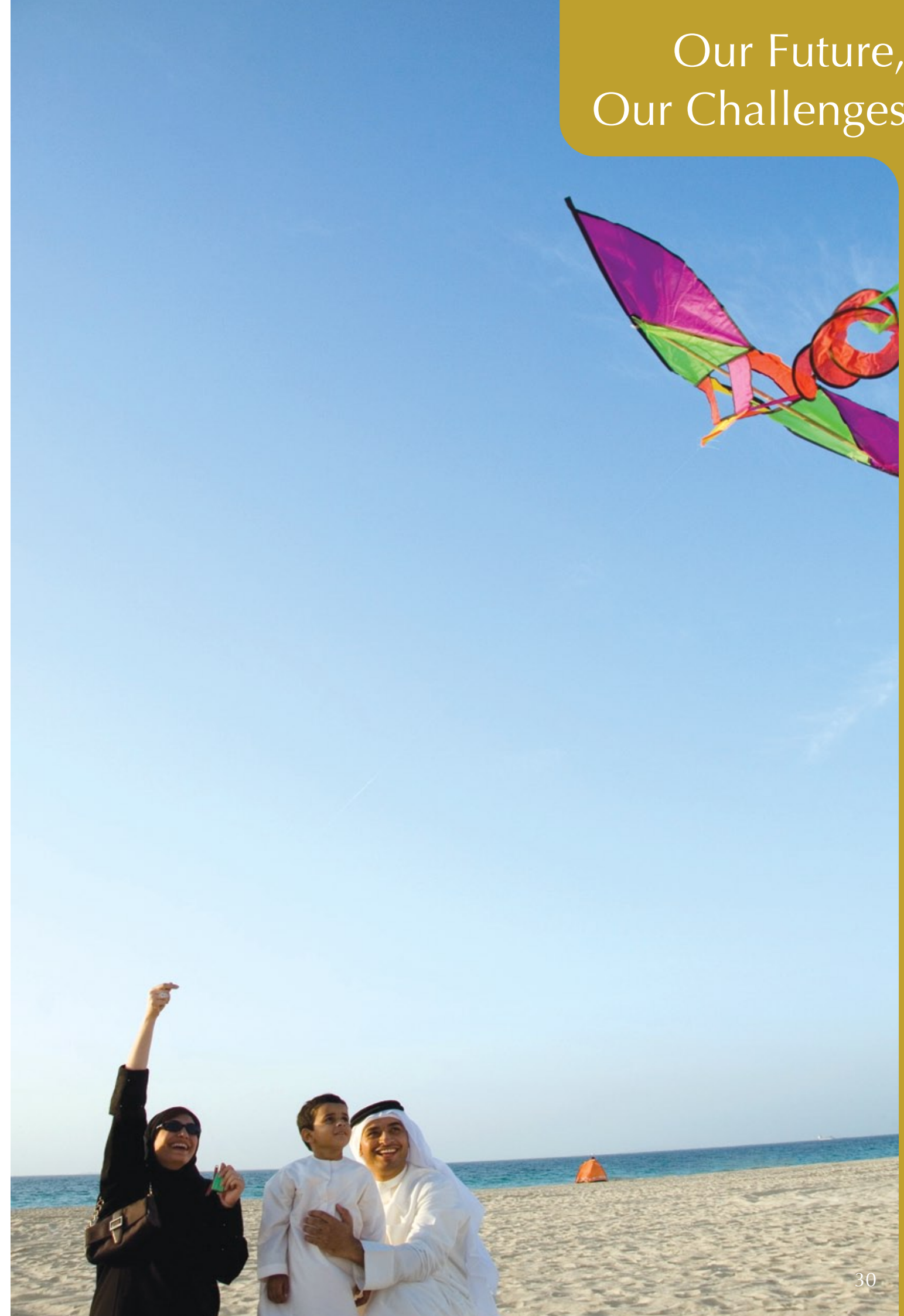
Having established a high-performing organization, we will then embark on creating a global organization by 2012. At this time we will leverage our project management skills, hence turning from a consumer into a provider of such skills.



While we firmly believe that we will be able to implement our vision, we are acutely aware of the challenges that lie along the way. These mainly lie in three areas:

- **Project Execution:** Tatweer has a clear operational focus and we envision running our projects ourselves as opposed to being a silent investor. In some cases, this means learning fast and making improvements as we go along.
- **People Management:** We are a relatively young yet fast growing company with great ambitions. We depend on the right quantity and quality of people to work together. While we were 600 people at the end of 2007, we expect to employ 200,000 to 250,000 employees by 2015. This asks for a quantum shift in people management to ensure a highly efficient and professional approach to manage our workforce.
- **Energy Consumption and Environment:** Dubai's energy needs are immense and will grow exponentially as more large-scale projects come to fruition. In the face of significant demand growth forecasts, it remains questionable if the city will be able to build sufficient power generation and if there will be enough low-cost gas feedstock to feed them. In the face of Tatweer's enormous projects, this poses a serious challenge.

We work on addressing our challenges by establishing guidelines and targets, by creating transparency and by making the organization accountable in getting things right. For example, we are in the process of developing active steps to reduce our energy consumption and increase the energy efficiency of our projects. We work closely with government agencies with regards to our energy needs and are exploring alternative energy sources.



Our 2008 CR Objectives

Issues	Objectives	Actions
General		
Understanding and action of CR across the business and Entities	Integrate CR in the organizational culture	<ul style="list-style-type: none"> • Appoint CR director • Develop and implement an internal CR communications program • Develop mission statement and business principles • Develop policies on HSE, procurement, employees
Proactively manage our social and environmental risks	Address CR issues in the ERM framework	<ul style="list-style-type: none"> • Adopt ISO 31000 on release of the standard, pending its review and alignment with the current risk management process • Embed and develop the ERM process and culture throughout our corporate functions, Entities and projects
Good systems that link Entities and Tatweer will ensure business runs smoothly	Implement good processes and reporting systems to improve transfer of information	<ul style="list-style-type: none"> • Implement optimized processes and systems for existing projects (Human Resources, Procurement etc) • Integrate reporting system for CR data
United Nations Global Compact	Apply UN Global Compact principles within our sphere of influence	<ul style="list-style-type: none"> • Sign agreement • Assess policies to ensure they cover the 10 principles
Creation of a positive environment to attract and retain employees	Have good HR systems in place	<ul style="list-style-type: none"> • Update policy manual to include policies that support the business objectives, e.g. recruitment and selection policy, pre-employment medical, pre-familiarization policy • Develop code of ethics and compliance policies • Roll out programs for employees to include project management and leadership development
Mutual understanding with our stakeholders	Understand what issues are important to our stakeholders and be respected for our engagement and action	<ul style="list-style-type: none"> • Maintain Tatweer and Entity level stakeholder engagement on CR • Ensure identified CR issues are linked to the ERM process
Ensuring the social and environmental impacts of our supply chain are managed effectively	Ensure suppliers follow good CR practice	<ul style="list-style-type: none"> • Hire a director of procurement • Develop a procurement policy that includes both environmental and social issues • Develop environmental and social criteria for supplier approvals • Audit our key construction suppliers against our Health Safety and Environmental (HSE) manual • Extend the HSE Manual standards to all Tatweer's general procurement arrangements
Good investor project engagement will assist relationships and project timelines Projects are becoming operational before full infrastructure (power, road networks, waste removal etc) is in place	Ensure investor relationships remain active and positive	<ul style="list-style-type: none"> • Actively engage with investors and action mutually agreed tasks within appropriate time schedules • Liaise with project managers to develop plans for interim infrastructure measures • Liaise with Roads and Transport Authority, Dubai Electricity and Water Authority, to remove any delaying issues to installation of necessary infrastructure

Our 2008 CR Objectives

Issues	Objectives	Actions
Health and Safety		
Embedding health and safety	Ensure construction workers follow health and safety policy	<ul style="list-style-type: none"> • HSE Manual to be implemented in all new contracts, including new investor projects • Develop site audit protocols for assessing compliance with the HSE manual • Update the HSE Manual to include the principles of the UK Construction Design and Management Regulations, to ensure designs include both "constructability" and "maintainability" for all our construction projects • Conduct a senior HSE leadership course focusing on how senior management deliver strategic safety leadership themselves and their role in driving a business culture that ensures a focus on HSE • Continue to develop a proactive and positive health and safety culture across Tatweer through internal communications and through an emphasis on personal safety • Develop health and safety targets for Tatweer and all of the Entities
Labor		
Construction workers need to be provided with a comfortable, safe and secure residence	Ensure residential facilities are a place that workers feel comfortable, safe and secure	<ul style="list-style-type: none"> • Develop and roll out a labor policy • Develop an audit process to assess compliance to the schedule of employment standards • Implement the Standard for Design, Construction and Maintenance for Tatweer worker residences
Energy Consumption		
Tatweer will be a significant consumer of energy, making it vulnerable to energy supply issues or tightening carbon constraints	Reduce energy consumption as much as practically possible	<ul style="list-style-type: none"> • Develop environmental data collection systems to improve data quality • Develop Entity action plans to address energy efficiency challenges specific to each business • Increase awareness of employees of simple measures to reduce energy consumption
Water Consumption		
Tatweer is projected to have high water consumption, for example for golf courses, hotels, landscaping	Minimize water consumption and maximize water recycled	<ul style="list-style-type: none"> • Develop environmental data collection systems to improve data quality • Develop Entity action plans to address water efficiency challenges specific to each business • Increase employee awareness through simple measures to reduce office water consumption
Waste Management		
More sustainable management of waste makes sense for the environment and can cut disposal costs	Minimize waste produced and ensure sustainable waste disposal	<ul style="list-style-type: none"> • Develop Tatweer's waste management policy including regulations that will be mandatory for all Tatweer projects • Develop project level initiatives to reduce waste during construction and operation phases, including implementation of data collection systems • Monitor implementation of R3 initiative • Reduce clinical waste to 74 grams per patient-visit at DUBAI HEALTHCARE CITY™
Value to Society		
Added value to society	Positively impact on the societies that we operate in	<ul style="list-style-type: none"> • Develop and implement a community investment policy • Establish a fund for strategic giving

United Nations Global Compact Principles

Tatweer signed to the principles of the UN Global Compact during the second quarter of 2008. Our alignment to these principles is noted in the Report as follows:

Human Rights	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights	Our Employees, Health and Safety, Labor Pages 13-14, 17-18, 19-20
	Principle 2: Make sure that they are not complicit in human rights abuses	Health and Safety, Labor Pages 17-18, 19-20
Labor Standards	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining	
	Principle 4: The elimination of all forms of forced and compulsory labor	Labor Pages 19-20
	Principle 5: The effective abolition of child labor	Labor Pages 19-20
	Principle 6: The elimination of discrimination in respect of employment and occupation	Our Employees Pages 13-14
Environment	Principle 7: Businesses should support a precautionary approach to environmental challenges	Our Stakeholders, Energy Consumption, Water Consumption, Waste Management Pages 11-12, 21-22, 23-24, 25-26
	Principle 8: Undertake initiatives to promote greater environmental responsibility	Energy Consumption, Water Consumption, Waste Management Pages 21-22, 23-24, 25-26
	Principle 9: Encourage the development and diffusion of environmentally friendly technologies	Energy Consumption, Water Consumption, Waste Management Pages 21-22, 23-24, 25-26
Anti-Corruption	Principle 10: Businesses should work against all forms of corruption, including extortion and bribery	Corporate Governance, Our Employees, Labor Pages 9-10, 13-14, 19-20

Habiba Marashi, Chairperson of the Emirates Environmental Group (EEG) and Board Member of the UN Global Compact, has provided us with the following statement:

"I am delighted that Tatweer has published its first Corporate Responsibility Report. Communicating the vision, strategy, goals and results of Corporate Responsibility initiatives to all stakeholders is a crucial element of successful CR practice. I congratulate Tatweer for this opportune step. Tatweer's active membership in the EEG is highly appreciated and demonstrates the integrity and intent to be a responsible corporation. We look forward with interest to Tatweer's CR vision of leadership in 2015, and are delighted to extend our cooperation and support towards it."

Visit our online
Corporate Responsibility Report at
www.tatweerdubai.com

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Feedback

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Printing and Paper details

This Report is printed on Mohawk Options, Smooth, which is made from FSC-certified, 100% postconsumer waste fiber and manufactured with Green-e certified, wind-generated electricity.

Creation and Design

Publicis Graphics - Dubai

Arthur D. Little has supported Tatweer over the past ten months in developing a Corporate Responsibility strategy and with our first steps in its implementation. Arthur D. Little has provided us with the following statement on its involvement with us:

"In the last ten months, we have worked closely with Tatweer, in developing a clear Corporate Responsibility strategy and have assisted Tatweer to embed responsible business practices throughout Tatweer and its Entities. In supporting Tatweer in the initial steps of implementation, we have advised them on the production of this first Corporate Responsibility Report including the identification of issues that are likely to have a material impact on their business."