



PRESERVING OUR HERITAGE
& WORKING FOR A SUSTAINABLE FUTURE

SUSTAINABILITY REPORT
2018

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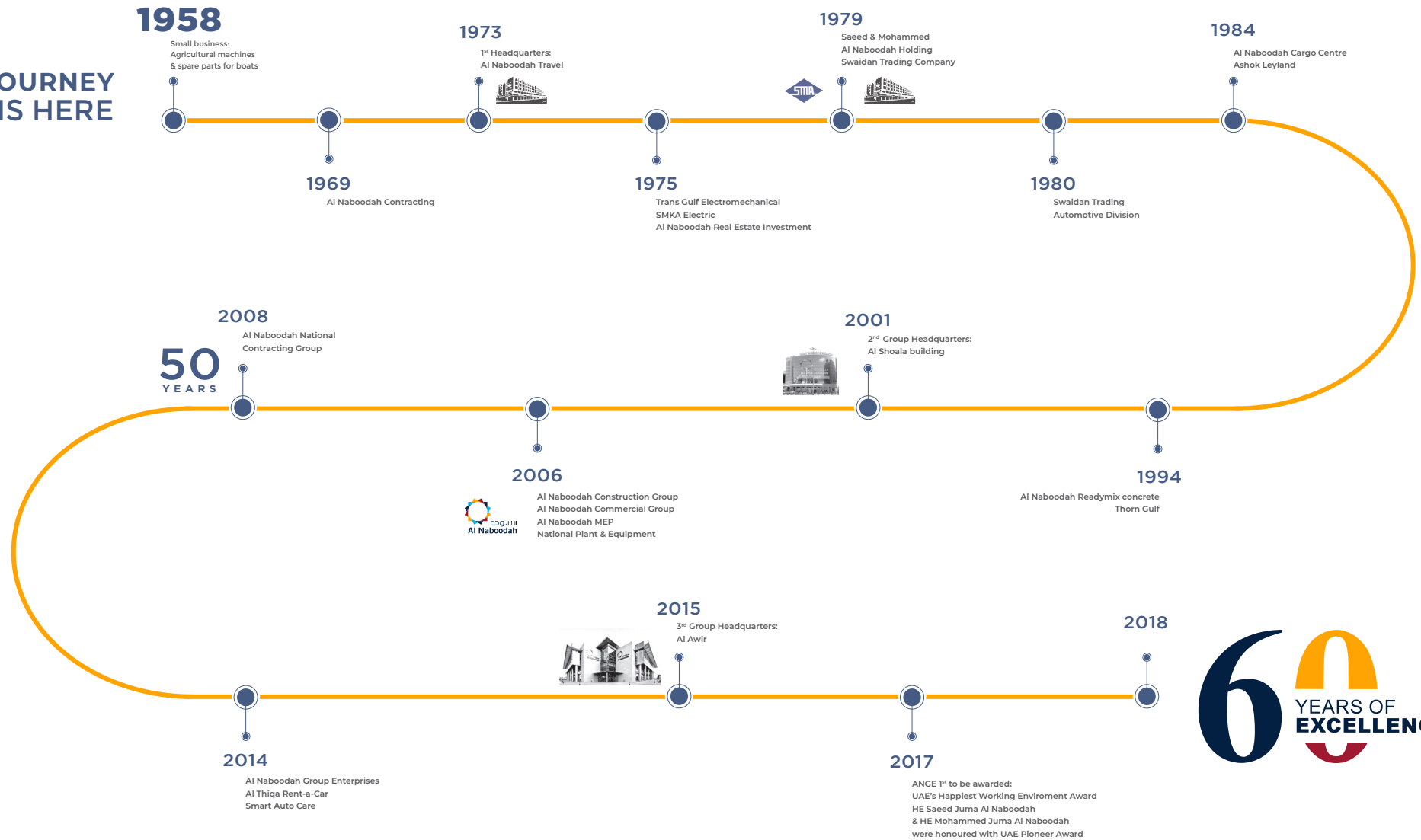
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OUR JOURNEY BEGINS HERE



We are grateful to all of our stakeholders for the vital parts they have played in our successful journey over the last 60 years, and to the wise leadership of the UAE for creating the conditions in which we are able to grow and prosper. We look forward to continuing our journey and serve others by working as a family, for generations to come.

ABOUT THIS REPORT

GRI 102-45, GRI 102-46, GRI 102-54

As ANGE celebrates its 60th anniversary, the Group renews its commitment to preserve its heritage and to work for a sustainable future. ANGE continues for the third year to publicly disclose on its sustainability performance with the aim of continuous improvement.

PERIOD COVERED

The Report presents ANGE sustainability performance from 1st January till 31st December 2018.

REPORTING FRAMEWORKS

This report has been prepared in accordance with the GRI Standards: Core option. The report also represents the Communication on Progress on the UN Global Compact (UNGC) principles. It also describes ANGE's contribution to the UN SDGs 2030, UAE Vision 2021, and Dubai Plan 2021.

TOPIC BOUNDARIES COVERED IN THIS REPORT

The topic boundaries include ANGE's operations in the UAE. However, wherever possible, the data provided covers the whole Group and this is clearly indicated throughout the report.

INFORMATION COVERED

The Report details ANGE's approach and performance in managing its environmental, social and economic impact. It is divided into three main components: Working as a Family; Unlocking Potential; and Responsible Consumption and presents the Group's progress against its defined sustainability strategic goals and objectives.

MATERIAL TOPICS

Internal and external stakeholders were involved in ANGE's materiality assessment workshops. The exercise helped in reassessing ANGE's environmental, social, and economic material topics with the highest impact on the business and relevance to stakeholders.



ANGE welcomes your feedback and comments at sustainability@alnaboodah.com

CHAIRMAN'S MESSAGE

ABDULLAH MOHAMMED JUMA AL NABOODAH



The vision of our two founding fathers of this Group runs parallel to that of the government of the UAE. We believe in 'Preserving our Heritage and Working for a Sustainable Future'.



CHAIRMAN'S MESSAGE

ABDULLAH MOHAMMED JUMA AL NABOODAH

Welcome to the third sustainability report published by Al Naboodah Group Enterprises (ANGE). The theme of this report is '60 years of excellence', reflecting our rich history that began in 1958. Today, our Group employs approximately 15,000 people of around 50 nationalities and our various business streams penetrate many sectors of the economy in the UAE and beyond. In 2018, we were again the proud recipients of a number of awards including Happiest Work Environment, 'Best Sustainable Business Model' in Gulf Sustainability and CSR Awards, among several others. We believe in diversity, not just of our employee base, but also of our palette of products and services. We believe in 'Preserving our Heritage and Working for a Sustainable Future'.

Our journey of growth has been an inspiring one. In 1958, Dubai was just a small trading port and the formation of the UAE was still 13 years in the future. Today, Dubai is a world-leading city with a recognisable part to play on the global stage. The vision of our two founding fathers of this Group runs parallel to that of the government of the UAE and its visionary approach. We very much align our strategic development with the UAE National Vision 2021 and are proud to support the government's efforts in any way we can. Like the government, though, we reach beyond the borders of the UAE by also aligning ourselves with the 17 Strategic Development Goals (SDGs) issued by the United Nations (UN) to address the global challenges we all collectively face. In addition, in 2018, we were delighted to become an official signatory

to the United Nations Global Compact (UNGC). Incorporating the ten principles of the UNGC into our strategy, policies and procedures not only puts us on the global stage but also underpins our existing commitment to operate our business responsibly in terms of human rights, labour, environment and anti-corruption matters, all of which are visible across our Sustainability Framework and our strategic objectives.

Despite our global approach to business, we very much remain a family company and I am delighted to see so many members of our family actively involved in senior positions throughout the organisation, as we continue to travel on our sustainability journey and look forward to carving a future through the next 60 years.

MANAGING DIRECTOR'S STATEMENT

SWAIDAN SAEED JUMA AL NABOODAH



We aspire to achieve excellence in everything we do and are committed to our vision of being the most successful and innovative family owned conglomerate in the region, by embracing the next generation of sustainable business models and maximising stakeholder value.



MANAGING DIRECTOR'S STATEMENT

SWAIDAN SAEED JUMA AL NABOODAH

2018 was a significant year for us as we celebrated 60 years of excellence, contributing not only to the success of our Group but also to the success story of the UAE. Our approach to sustainability is integral to this success. As an Emirati family business and one of the engines of the local economy, we create value by generating employment for 15,000 employees, by helping to raise standards through sharing international best practice, by supporting local suppliers and SMEs and by driving innovation.

We aspire to achieve excellence in everything we do - from every product and service we offer to every corporate governance policy we issue. We are very happy to have been recognised in 2018 for our efforts by receiving numerous prestigious awards, including the Happiness Awards led by the UAE Ministry of Human Resources and Emiratisation received for our commitment to worker welfare. Sustainability has become an integral part of our identity and we are determined to achieve a net positive sustainability impact under our Vision 2025.

2018 was a transformational year for ANGE. We underwent a major restructuring process to consolidate our approach to the diverse portfolio of activities, products and services offered by the Group. We updated our Sustainability Policy making it more comprehensive and representative of our strategic objectives and, in the long term, we are certain that it will support our Vision 2025. We continuously engage with our key stakeholders, to understand what matters to them most and embracing their feedback supports us in being their partner of choice.


As we grow in a rapidly changing marketplace, innovation enables us to adapt to new trends and seize new opportunities. At ANGE, we recognise that it is imperative to foster a culture of innovation via both our in-house Accelerator Hub, aimed at identifying new business ideas, and IBTIKAR (the Arabic word for innovation), a platform that encourages employee engagement with the objective of bringing creative change and improvement to all of ANGE's areas of business.

We made significant progress in 2018 across all areas of our operations and are committed to our vision of being the most successful and innovative family owned conglomerate in the region, by embracing the next generation of sustainable business models and maximising stakeholder value.

CONSTRUCTION GROUP

CEO'S FOREWORD

DAVID EVANS

 *We are extremely proud of the contribution that Al Naboodah Construction Group (ANCG) has made, and continues to make. These are exciting and challenging times for the construction sector. We will embrace these changes and strive to be an industry leader in driving them.* 




Founded in 1969, we are extremely proud of the contribution that Al Naboodah Construction Group (ANCG) has made, and continues to make, to the changing and evolving landscape of Dubai. In alignment with the UAE Vision 2021 and the UN's Sustainable Development Goal (SDG) 9, we aim to build resilient infrastructure and foster innovation through our business approach. Our Group has delivered quality, reliable and sustainable infrastructure, including airport projects, tunnels, bridges, road networks, buildings, malls and more, whilst simultaneously supporting the economic development of the UAE and the well-being of its residents. We are driven by sustainable innovation as we work together with clients on greener solutions, such as developing a resource-efficient concrete mix and partially recycled asphalt for EXPO 2020. We were delighted to receive recognition of our efforts through the receipt of a number of sustainability-related awards in 2018.

These are exciting and challenging times for the construction sector, we will embrace these changes and strive to be an industry leader in driving them.

COMMERCIAL GROUP COO'S FOREWORD

AJIT KUMAR

 *We at ANGE are looking forward to continuing to deliver excellent customer experience and to create shared value for all our stakeholders by incorporating sustainability into our business models and using sustainability as a lens for innovation.*



The sustainability race is a global one, with a local and regional impact.

ANGE, as well as other leading companies, is moving towards innovative and sustainable business models to address the impending challenges faced by our region, and achieve our desired growth. Global megatrends like limited natural resources, increasingly empowered consumers, and ever-changing markets and industries directly impact the ANGE business. We adapt to these megatrends through diversification, innovation and sustainability, to harness their transformational force and drive the Group and its stakeholders forward.

In response to this, and similar to other global companies, we at ANGE are looking forward to continuing to deliver excellent customer experience and to create shared value for all our stakeholders by incorporating sustainability into our business models and using sustainability as a lens for innovation.



VALUE CREATION AT ANGE

INPUT

NATURAL CAPITAL

- ↳ Updated two policies to expand their scope and better reflect the activities of the Group:
 - Energy policy, as part of our progress towards implementing an ISO-certified Energy Management System
 - [Sustainability policy](#)
- ↳ Advanced the efforts towards obtaining ISO 50001 certification, by establishing an Energy Management team and training 17 employees as internal auditors.
- ↳ Expanded the reporting boundaries of the environmental data collected (water, waste and energy) to include all

ANGE'S SITES:



- ↳ Received approval on the Green Codes of Practice for three core materials: Paint, timber and prefabricated wall materials.
- ↳ Installed new solar plants at National Plant and Head Office.
- ↳ Developed a new asphalt mixture replacing 20% of the raw bitumen with recycled tyres
- ↳ Prevented 10,645 tonnes of construction waste reaching landfill by reusing construction by-products as raw material.

	2017	2018
🔥 Fuel consumption (GJ)	988,027	853,338
⚡ Electricity from local utilities (kWh)	35,975,692	35,892,606
💧 Water consumption (gallons)	332,401,103	345,039,770

OUTPUT

NATURAL CAPITAL

- ↳ ANGE had no penalties or non-compliance incidents with respect to environmental legislation in the past three years (2016, 2017 and 2018).
- ↳ ANGE generated a total of **20,400kWh** (up to Nov 2018) of solar electricity on-site.

WASTE GENERATED

	2017	2018
☠️ Hazardous waste (tonnes)	14,316	13,271
♻️ Non-hazardous waste (tonnes)	344,478	220,097

EMISSION OF GHG

🏠 Scopes 1 and 2 (tCO ₂ e)	88,685	74,676
Renewable energy generated (kWh)	-	20,400

VALUE CREATION AT ANGE

INPUT

FINANCIAL CAPITAL

As a family business, we do not disclose our annual financial performance. Our funding requirements are sourced from retained reserves and external short-term and long-term borrowings from financial institutions, which are used mainly to fund our networking capital requirements and to invest in our properties, plant and equipment.

In addition, we maintain a large level of unfunded external liability lines with financial institutions for use in guarantee and letter of credit requirements, mainly in our construction business.

SOCIAL AND RELATIONSHIP CAPITAL

- ↳ Continued participation in the Emirates Green Building Council and the Dubai Chamber of Commerce
- ↳ Granted six days to each employee for volunteering activities
- ↳ Updated Sustainable Supply Charter
- ↳ New Green Codes of Practice for critical materials, to guide the procurement process
- ↳ Participated in the Dubai Chamber of Commerce's Responsible Business group meeting
- ↳ Improved, comprehensive and interactive new Code of Conduct
- ↳ Signatory to the United Nations Global Compact Principles

OUTPUT

FINANCIAL CAPITAL

As a large-scale conglomerate, the Group has a substantial economic impact on the surrounding market. A key element of this contribution lies in the significant spending that ANGE conducts to operate:

- ↳ 83% of total procurement budget is spent on local suppliers.
- ↳ Direct creation of 1,939 new jobs

SOCIAL AND RELATIONSHIP CAPITAL

- ↳ Nine days of volunteering were taken by employees
- ↳ 53% of total ANGE suppliers signed up to its new Supply Chain Charter
- ↳ Aligned with the UAE Vision 2021, the UNGC and the SDGs
- ↳ No penalties or non-compliance with respect to social violations

VALUE CREATION AT ANGE

OUTPUT

INPUT

MANUFACTURING CAPITAL

ANGE operates across the UAE, Oman, Vietnam, Sri Lanka and Saudi Arabia with commercial and construction operations covering 15 sectors.

- ↳ The Group self-supplies most of the on-site equipment and materials for its operations at its National Plant. This includes large machines such as heavy earth-moving and transportation equipment, small tools such as traffic management PPE and electrical tools, and materials like concrete mix.
- ↳ The Group owns and leases property to conduct its business activities and to accommodate a large part of its employee base including:
 - 14 employee villages
 - 75 sales offices
 - Commercial premises such as showrooms, service centres, warehouses and workshops, across several locations.
 - 676 villas and flats
 - Headquarters building

INTELLECTUAL CAPITAL

- ↳ Launch of the Accelerator Hub and the Ideation programme
- ↳ Development of the Sustainability Toolkit
- ↳ Capacity building for the installation and maintenance of solar arrays

MANUFACTURING CAPITAL

- ↳ Procurement, repairing and maintenance contracts for more than 70 new buses in the UAE and Oman
- ↳ Opening of more than five new showrooms and commercial venues in the UAE and Vietnam for renowned motorcycle brands such as Harley-Davidson, Triumph and Royal Enfield
- ↳ Award of two new agriculture ventures in the UAE and Oman
- ↳ Launch of the distributorship for Gulf Oil and a new system for Travel Management
- ↳ Launch of the first hotel in joint venture: Studio M Arabia
- ↳ Two major traffic infrastructure projects completed in the UAE
- ↳ A large-scale, LEED certified car park delivered in the UAE
- ↳ Four ongoing airport infrastructure projects in the UAE
- ↳ Three ongoing electrical infrastructure projects in the UAE

INTELLECTUAL CAPITAL

- ↳ Over 100 new business ideas identified through the internal Ideation programme
- ↳ Became the first manufacturing plant of concrete in the region to launch an Environmental Product Declaration - transparent and comparable information about the life-cycle environmental impact of concrete.
- ↳ Approved contractor of the Shams Dubai programme to design, install and maintain solar photovoltaic (PV) panels

VALUE CREATION AT ANGE

INPUT

HUMAN CAPITAL

- ↳ 13 new UAE nationals employed during 2018.
- ↳ 5,461 workers were trained and 80,505 hours of training were provided at the ANGE Trade School in 2018
- ↳ Rolled out a mandatory fraud awareness training for all senior management and above
- ↳ Engaged 15,000 internal and external stakeholders in ANGE's sustainability material topics through the annual Sustainability Week
- ↳ Trained 170 new employees in Sustainability
- ↳ Issued a new Safety, Health, Environment and Quality policy
- ↳ 18 employees participated in the Next Generation Programme to fast track progress, four of them female
- ↳ 10 women completed the Women's Development Programme to prepare and promote them to leadership positions
- ↳ Introduced new leading indicators for 2019:
 - o Near Miss Reporting Frequency Rate
 - o Number of Visible Felt Leadership tours conducted

	2016	2017	2018
Total number of employees	18,554	15,809	14,237
Training hours average per employee	3.3	13	8

OUTPUT

HUMAN CAPITAL

- ↳ Two of ANCG's subsidiaries received 1st and 2nd place at the Happiness Awards led by the UAE Ministry of Human Resources and Emiratisation
- ↳ Named "Safety Contractor of the Year" by the Roads and Transport Authority of Dubai
- ↳ Received a 4 star-rating from Taqdeer award for worker welfare excellence
- ↳ 99% overall employee happiness rate among operatives
- ↳ Reached 2.19% of female representation in the workforce, including operatives
- ↳ 5.72% of new recruits were female
- ↳ 190 performances of the Visual Impact Training team, reaching 2,687 employees
- ↳ Winner in three categories of the EXPO 2020 awards: Health & Safety, Worker Welfare, and Employee Engagement
- ↳ Recorded an average score of above 80% on safety compliance on our Visible Felt Leadership tours

	2016	2017	2018
Total man-hours worked (thousands)	51,486,394	50,074,273	54,911,708
Total number of lost time injuries (LTIs)	9	5	4
Total lost day rate	7.68	5.63	4.98
Total number of fatalities	0	0	0
Attrition rate	0.09	0.24	0.185

OVERVIEW

AL NABOODAH GROUP ENTERPRISES - ANGE

ANGE is a family-owned business that combines commercial and construction portfolios under one corporate group. For ANGE, Sustainability is a core value that influences all activities. Approximately 15,000 employees of around 50 different nationalities across 15 companies are encouraged to live and work

according to the Group's core values and the highest professional and ethical standards, in line with its Code of Conduct. ANGE continuously seeks to be a partner of choice for all its stakeholders in the UAE and beyond.

WHAT WE BELIEVE IN MOST CORE VALUES



INTEGRITY



EXCELLENCE



SUSTAINABILITY



COLLABORATION



INNOVATION



TRANSPARENCY

MISSION & VISION

ANGE'S 2025 VISION EMBODIES THE GROUP'S VALUES AND COMMITMENTS:

ANGE VISION 2025



Achieve strong and sustainable revenue and profit



To be the employer and business partner of choice



To achieve a 'Net Positive' approach to sustainability



To provide exceptional customer experience

Figure 1. ANGE 2025 Vision

MISSION

To sustain a strong family legacy by delivering a consistent and exceptional stakeholder experience everyday.

VISION

To be the most successful and innovative family owned conglomerate in the region by embracing the next generation of sustainable business models and maximising stakeholder value.

AL NABOODAH GROUP ENTERPRISES

GOVERNANCE

ANGE is headquartered in the UAE and has operations in Oman, Vietnam, Sri Lanka and Saudi Arabia. ANGE internal financial statements include all the companies under Al Naboodah Construction Group LLC and Al Naboodah Commercial Group LLC.

ORGANISATION STRUCTURE



Figure 2. ANGE Corporate Structure

AL NABOODAH GROUP ENTERPRISES

OPERATIONS OUTREACH

As an international conglomerate with a significant presence in the UAE, ANGE operations cover 15 business streams. For more detailed information on ANGE streams of business and brands represented, please visit <https://www.alnaboodah.com/sectors>.



AGRICULTURE & PEST CONTROL



ELECTRICAL



COMMERCIAL VEHICLES



BUSES & COACHES



HEAVY EQUIPMENT



TYRES



TRAVEL & TOURISM



LIGHTING



CONSTRUCTION



FIT-OUT



LOGISTICS



MOTORCYCLES



AUTOMOTIVE



SOLAR SOLUTIONS



TRUCKS

AL NABOODAH GROUP ENTERPRISES

CORPORATE GOVERNANCE STRUCTURE

In 2018, ANGE reorganised its corporate governance structure to maintain a culture of accountability and responsibility, while ensuring its continuity as a family business. ANGE works across interconnected functions to ensure efficient operations. The Executive Committee periodically reviews sustainability-related objectives and initiatives,

championed by members with a sustainability mandate. This approach ensures the representation of sustainability among senior management, and its systematic integration into top management business planning and decision-making.

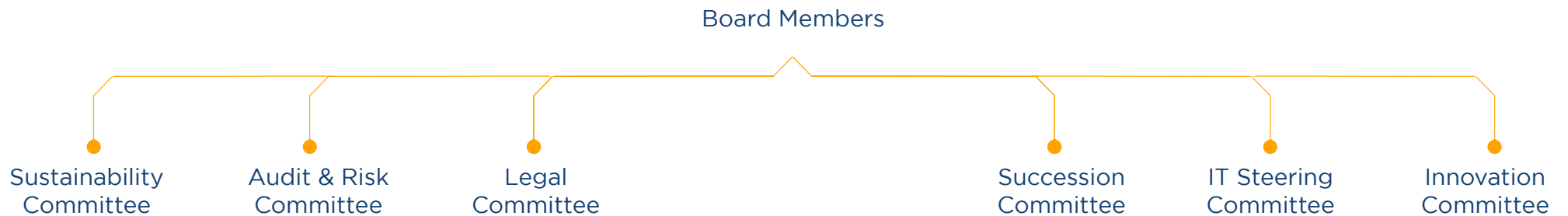


Figure 3. ANGE Corporate Governance Structure

A STRATEGIC APPROACH TO SUSTAINABILITY

ANGE SUSTAINABILITY FRAMEWORK

In 2018, ANGE revised the [Sustainability Policy](#) that unifies its vision and commitment towards stakeholders. The Board Members support this policy, aiming to conduct a responsible and profitable business. Sustainability is communicated to the rest of the Group through the Sustainability Framework, which provides clear strategic directions through yearly goals and targets, identified through stakeholder engagement sessions.

The Sustainability Framework is based on the triple-bottom line - Working as a Family (social), Unlocking Potential (economic) and Responsible Consumption (environmental). These pillars translate into objectives, targets and initiatives that are reassessed annually to ensure continuous improvement. The annual goals and targets are owned across the Group.



Figure 5. ANGE Sustainability Framework

GOALS & TARGETS

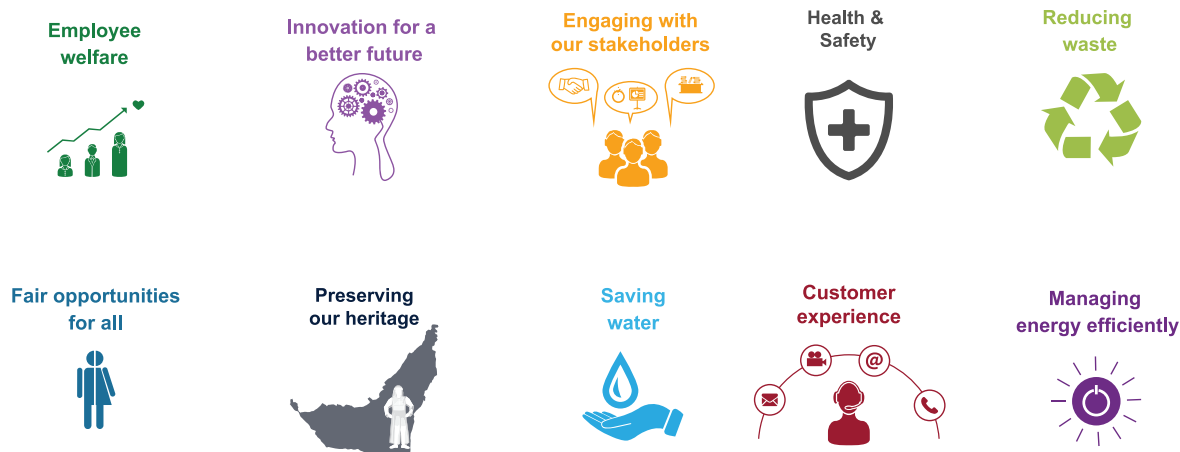


Figure 4. Goals and Targets

A STRATEGIC APPROACH TO SUSTAINABILITY

ANGE 7 STRATEGIC OBJECTIVES FOR 2019

Driving sustainability is one of ANGE's key strategic objectives, with a vision to create long-term value for its stakeholders and have a net positive impact by 2025.

STRATEGIC OBJECTIVES 2019

Achieve Targeted Net Profit In All Of Our Businesses

Expand Our Market Segment And Diversify Our Products & Services

Drive Innovation, Anticipate Disruptive Trends And Harness Change

Drive Sustainability

Develop Our People

Drive Synergies And Efficiencies

Protect The Health And Safety Of Our Employees & Subcontractors



Figure 6. ANGE 7 strategic objectives for 2019.

ADOPTING THE SUSTAINABLE DEVELOPMENT GOALS (SDGS)

A GLOBAL FRAMEWORK - THROUGH LOCAL ACTIONS

The world's interlinked challenges require collaboration and a shared responsibility and vision. The United Nations 17 Sustainable Development Goals (SDGs) recognise this reality and provide a global framework to end poverty, protect the planet and ensure that all people enjoy peace and prosperity.

ANGE, with its leading role in the UAE, has the potential to contribute

to a wide range of national and international sustainability priorities. To focus the Group's efforts and understand its impacts, ANGE has conducted an extensive exercise to map its sustainability objectives with the 17 UN SDGs. ANGE's sustainability framework is also aligned to the UAE Vision 2021 Agenda. This way, the Group synergises with the international and national sustainability goals and targets.

	ANGE GOALS	UNSDG ¹	UAE VISION ²	ANGE STRATEGIC PROGRAMMES & INITIATIVES
WORKING AS A FAMILY	<p>Preserving our heritage</p> 		Competitive Knowledge Economy	Emiratisation: internships, UAE candidates for experienced hiring and presence in senior management.
	<p>Engaging with our stakeholders</p> 		Cohesive Society and Preserved Identity	Stakeholder engagement: Sustainability Toolkit, Sustainability Week, community campaigns and government partnerships.
	<p>Employee welfare</p> 		First-Rate Education System	Employee happiness: volunteering initiatives, focus and training on Health & Safety.
			Safe Public and Fair Judiciary	

¹<http://uaesdgs.ae/en>

²<https://www.vision2021.ae/en/national-agenda-2021>

ANGE GOALS

UNSDG¹

UAE VISION²

ANGE STRATEGIC PROGRAMS & INITIATIVES

UNLOCKING POTENTIAL

Innovation for a better future



Customer experience



Fair opportunities for all



Competitive Knowledge Economy

First-Rate Education System

Innovation: Internal Ideation programme, in-house training for fast-tracking career progress
Employee growth: competency framework, in-house Trade School.

Diversity: programmes to increase workforce participation of women and people of determination.

Supply chain: green procurement codes, Sustainable Supply Chain Charter, budget for SMEs³, knowledge sharing.

Customer experience: data privacy Code of Conduct, customer feedback mechanisms, and Mystery Shopper programme.

RESPONSIBLE CONSUMPTION

Managing energy efficiently



Saving water



Reducing waste



Sustainable Environment and Infrastructure

Data collection: online data collection system.

Energy: ISO 50001 certification, solar arrays.

Waste: recycling and reduction campaigns.

Water: water-saving instruments and loss-detection programs.

¹<http://uaesdgs.ae/en>

²<https://www.vision2021.ae/en/national-agenda-2021>

³SMEs: Small and medium-sized enterprises

GOVERNING SUSTAINABILITY

ANGE SUSTAINABILITY COMMITTEE

Sustainability is embedded into ANGE's business model and supported from the highest level of senior management through to every employee, influencing behaviours and encouraging positive change. Establishing a strong sustainability governance system has enabled ANGE to maintain a culture of transparency and integrity towards all stakeholders.

The Sustainability Committee and Executive Committee drive sustainability strategic decisions. This ensures that the decision-making

process is aligned with ANGE's Vision 2025 and with ANGE's annual strategic objectives. The Sustainability Committee, which consists of senior members, including Al Naboodah family members, meets on a quarterly basis.

The Sustainability Committee is supported by Sustainability Leaders from across the Group who implement key initiatives, spread knowledge and engage colleagues across the various business areas.



Figure 7. ANGE Sustainability Committee



🗨️ *At the heart of our sustainability approach is the belief that understanding the needs and challenges of all our stakeholders – customers, employees, suppliers, local community, and the environment – and incorporating them into our enterprise strategy enables us to engage in **value creation** activities, which is central to achieving business growth and maintaining a sustainable competitive advantage.* 🗨️

Fatima Ahmed Saeed Al Naboodah - General Manager Sustainability

SUSTAINABILITY LEADERSHIP COUNCIL

COMPOSITION OF THE SUSTAINABILITY LEADERSHIP COUNCIL

WORKING AS A FAMILY

GENERAL MANAGER SUSTAINABILITY
FACILITIES MANAGER
SENIOR HSE MANAGER
SHEQ MANAGER - NATIONAL PLANT
SUSTAINABILITY COORDINATOR
HR BUSINESS PARTNER
LABOUR RELATIONS MANAGER
HR OFFICER
SUSTAINABILITY SPECIALIST
SENIOR QUALITY OFFICER

RESPONSIBLE CONSUMPTION

PROJECT HSE ENGINEER
SHEQ MANAGER - NATIONAL PLANT
FACILITIES MANAGER
ENVIROMENTAL COORDINATOR
SENIOR QUALITY OFFICER
SHEQ MANAGER
HEAD OF ENGINEERING & PROCUREMENT

UNLOCKING POTENTIAL

GENERAL MANAGER - MARKETING
GENERAL MANAGER - SPMO
MANAGER - PMO
ASSITANT MANAGER - MARKETING

This overlap of members between the Executive Committee, the Sustainability Committee and the Sustainability Leadership Council ensures that sustainability is represented at every level of decision-making, and passed on for implementation to all functions across the Group.

ENGAGING WITH OUR STAKEHOLDERS

GRI 102-42, GRI 102-43, GRI 102-44

ANGE is constantly taking steps to increase the effectiveness of the communication and engagement with its diverse base of stakeholders. Through its business activities, ANGE uses a variety of tools and channels to engage with stakeholders daily, with a focus on online interactions. These engagements enable ANGE to respond effectively to stakeholders' expectations and needs.

The stakeholder engagement spectrum includes five levels of participation: inform, consult, involve, collaborate and empower. The input collected from stakeholders allows ANGE to communicate better its progress and performance, aligned with stakeholder expectations.

Identified through a stakeholder mapping exercise, the following are ANGE's six stakeholder groups:

OUR KEY STAKEHOLDERS



EMPLOYEES



PRINCIPAL PARTNERS



CUSTOMERS



GOVERNMENT



SUPPLIERS



LOCAL COMMUNITY

Figure 8. ANGE key stakeholder groups

GRI 102-40

METHODS OF ENGAGEMENT WITH OUR STAKEHOLDERS

GRI 102-43



EMPLOYEES

Monthly internal communication on sustainability
 Awareness/Safety campaigns
 Workshops & Management seminars
 Staff roadshows/Open forums
 IBTIKAR (internal suggestion scheme)
 Sustainability Week
 Marhaba induction sessions for new joiners
 Employee surveys



SUPPLIERS

Sharing of best practices with peers
 Workshops
 Supply chain conferences
 Awareness sessions
 ANGE procurement website for suppliers



LOCAL COMMUNITY

Awareness/Safety campaigns
 Media and marketing campaigns
 University presentations
 Partnerships with local associations and government entities like the Al Ain Municipality, EXPO 2020, the Emirates Green Building Council, and the Dubai Charity Association for volunteering



GOVERNMENT

Workshops and meetings
 Government relations
 Inspections and audits
 Exhibitions and events



CUSTOMERS

Media and marketing campaigns
 Sharing expertise with customers
 Customer experience surveys
 Customer feedback mechanisms
 Customer meet-and-greet sessions



PRINCIPAL PARTNERS

Sharing of best practices with peers
 Workshops and meetings

Table 2. Methods of engagement used with each stakeholder group

MEMBERSHIPS AND PARTNERSHIPS

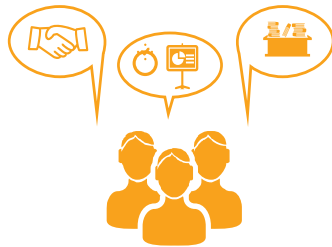


غرفة دبي
DUBAI CHAMBER



ENDORISING THE UNGC PRINCIPLES: JOINING A GLOBAL NETWORK OF MORE THAN 13,000 PARTICIPANTS

Engaging with our stakeholders



The United Nations Global Compact is a multi-stakeholder leadership initiative that seeks to align business operations and strategies with 10 universally accepted principles in the areas of human rights, labour, environment and anti-corruption and to catalyse actions in support of broader UN Sustainable Development Goals.

Through this network, ANGE aims to progress the sustainability agenda and be a force for good in the UAE and other countries of operation. As a new signatory, ANGE will actively engage with the UN Global Compact at both the international and national level, and will have access to the UAE's specific resources and activities, as well as opportunities to contribute to the Global Compact Local Network in the Emirates.

ANGE is currently developing a roadmap to better align its existing strategies and operations with these 10 principles. After this, the Group will work on raising awareness among employees and develop the instruments necessary to integrate these principles into its diverse business practices.

SUSTAINABILITY AWARDS

- 🏆 **'UAE's Happiest Workplace' Award by Ministry of Human Resources and Emiratization: 1st and 2nd place**
- 🏆 **1st place - Construction Sector Category; and 2nd Runner Up - Large Business Category in CSR Arabia Awards**
- 🏆 **4-star rating in the Taqdeer Awards**
- 🏆 **'Safety Contractor of the Year' Award by RTA**
- 🏆 **'Best Occupational Health and Safety Performance of the Year' Award by Dubai Municipality**
- 🏆 **'Annual Environmental Campaign of the Year' Award by Dubai Aviation Engineering Projects**
- 🏆 **'Sustainable Business Model' Award in Gulf Sustainability and CSR Awards**
- 🏆 **'Sustainability Initiative of the Year 2018' Award in Construction Week Awards**
- 🏆 **'HSE Initiative of the Year' Award in EXPO 2020 Awards**
- 🏆 **'Worker Welfare Initiative of the Year' Award in EXPO 2020 Awards**
- 🏆 **'Better Together' Award in EXPO 2020 Awards**



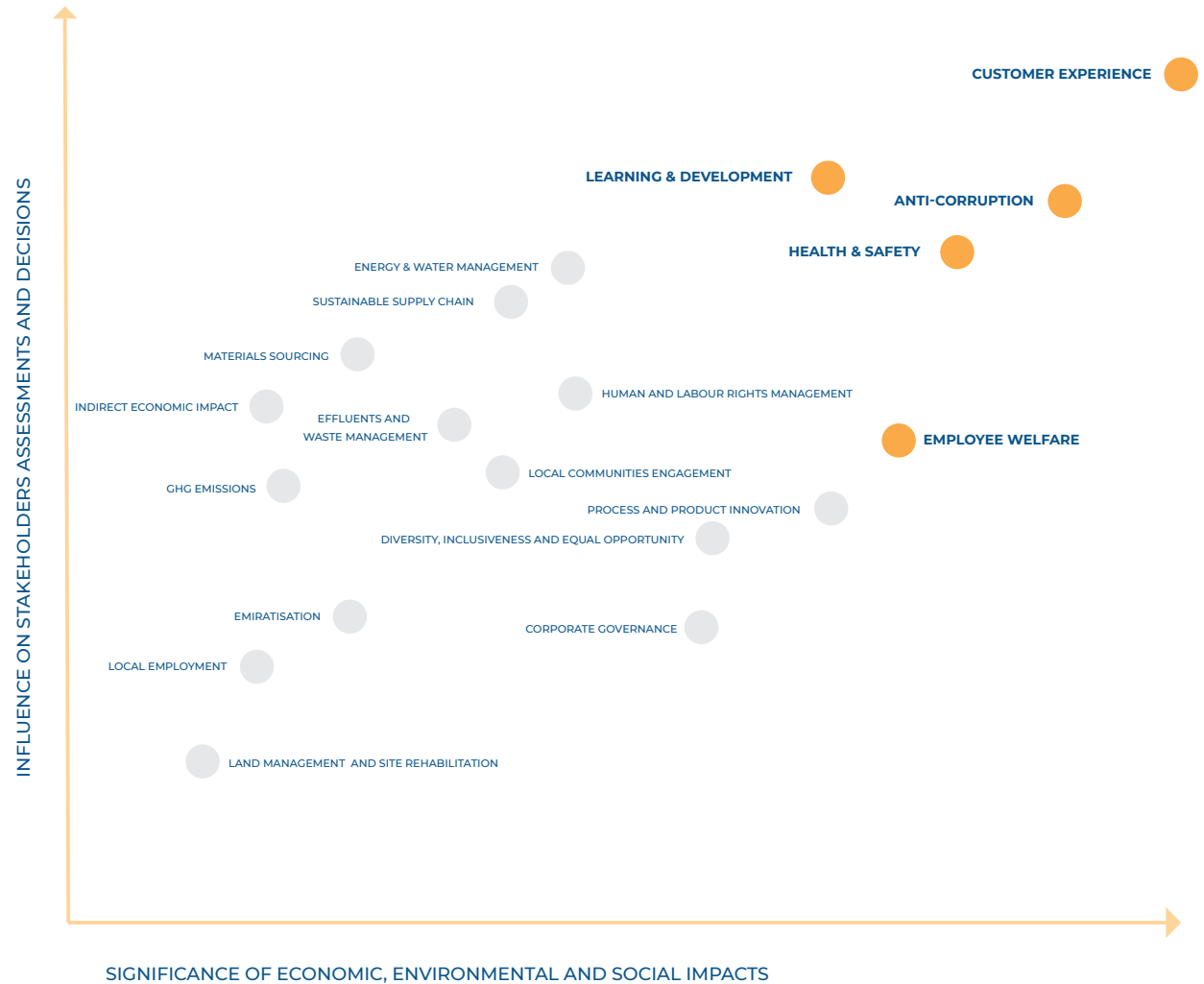
FOCUSING ON WHAT MATTERS MOST

GRI 102-44, GRI 102-46, GRI 102-47, GRI 102-49

To increase ANGE's positive contribution in advancing the sustainability agenda, the Group places high importance on identifying its material topics. Identifying the material topics⁴ serves as a foundation for ANGE's sustainability strategy and reporting.

ANGE's annual materiality assessment process involves both internal and external stakeholders. During 2018, ANGE conducted two workshops with internal stakeholders including senior management, Sustainability Committee members and business heads who rated the topics based on ANGE's potential impact.

In addition, ANGE conducted three workshops with key external stakeholders representing its diverse stakeholder groups. The external stakeholders rated the potential sustainability topics that would substantively influence their assessment and decisions made with respect to their relationship with ANGE. The average rating of pertinent sustainability topics resulted in the identification of the top five most material topics, which have defined the content of this report.



⁴Material topics are those that reflect an organisation's significant economic, environmental and social impact, and that would substantively influence the assessments and decisions of stakeholders.

Figure 9. ANGE Sustainability Material Topics

COMMITMENT TO ANTI-CORRUPTION

Over its 60-year journey, Al Naboodah has become one of the most reputable names in the region with strong family and corporate values such as integrity and transparency, that are passed on through generations.

With a strong governance structure and meaningful partnerships, ANGE seeks to establish exemplary governance and anti-corruption practices. As a signatory to the UN Global Compact, ANGE is committed to supporting Principle 10 on Anti-Corruption through an anti-corruption policy released in 2018. All employees are mandated to comply with the new anti-corruption policy, which requires compliance with the laws and regulations applicable to each country where ANGE operates. ANGE has zero tolerance towards bribery, fraud or any form of corruption.

This new policy supports the existing whistle-blower policy. Effective since 2012, the corporate whistle-blower policy offers clear guidelines to all employees to report any potential malpractice, without fear of retaliation. When a notification is received by the ANGE whistle-blower dedicated email, the Group conducts an investigation of the claim, to collect evidence and give any implicated employee the opportunity to respond to the allegation. If the allegation is substantiated, remedial action is taken towards correcting the issue and preventing a similar situation in the future.

This policy was revised in 2018 via an updated Code of Conduct that was supplemented by mandatory fraud awareness training for all senior management and above, reaching 205 employees. For 2019, ANGE plans to expand this training course to all employees and assess at least 50% of employees online. Three minor corruption incidents involving employees were recorded during 2018 and appropriate disciplinary action was taken, including dismissal. ANGE anti-corruption control measures have proven to be effective in identifying incidents, and enable the implementation of corrective action to safeguard ethical business practices.

ANGE's Code of Conduct, financial interest disclosure policy, Sustainable Supply Chain Charter, supplier ethics and disciplinary standards all ensure that the Group and its business partners uphold the highest levels of transparency in business relations.



WORKING AS A FAMILY

WORKING AS A FAMILY

KEY 2018 TARGETS

PROGRESS IN 2018

KEY 2019 TARGETS

PRESERVING OUR HERITAGE



Continue targeting key roles for Emiratis – 60 to be hired by the end of 2018

Emiratisation strategy to continue with targeted internship programmes

13 new Emiratis were hired into the business

The internship programmes welcomed 13 Emiratis for intern roles

Continue targeting key roles for Emiratis

Emiratisation strategy to continue with targeted internship programmes

Issue an Emiratisation policy

ENGAGING WITH OUR STAKEHOLDERS



100% of drivers trained and audited on road safety

Conduct several workshops with our stakeholders in order to collect feedback on the sustainability report and roadmap

100% of drivers were trained & are monitored through GPS

Conducted a total of 5 workshops with internal and external stakeholders

Conduct at least one external stakeholder engagement activity per line of business stream

Engage with 200 stakeholders on employee welfare

EMPLOYEE WELFARE



10% of each business unit's employees to carry out one day of volunteering per annum

Continue to work with EXPO 2020 authorities in exceeding all worker welfare standards and ensuring ANGE has the best employee villages

A total of nine volunteering days were used by employees during 2018

EXPO 2020 recognised ANGE's commitment to HSE and worker welfare in its annual awards

1,000 hours of volunteering to be carried out by ANGE employees

Encourage stakeholders to adopt EXPO 2020 standards for worker welfare

PRESERVING OUR HERITAGE

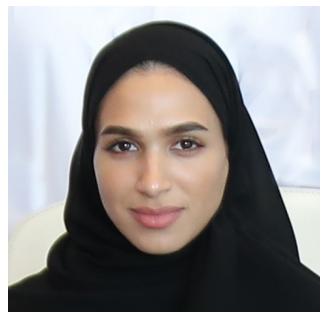
GRI 102-48

Proud of its 60 year-long Emirati history, ANGE welcomes the opportunity to celebrate the country’s rich heritage and its own contribution to the UAE, whilst striving to create a sustainable future for generations to come. The Group supports the UAE government’s Vision 2021, with a focus on fostering Emirati talent to build a knowledge-based economy.

EMIRATISATION

Now formally in its third year, the ANGE Emiratisation programme seeks to attract, develop and retain Emirati talent fostering a Competitive Knowledge Economy and helping to maintain a Cohesive Society and Preserved Identity⁵.

The Group hosts three-month internships for Emirati graduates to offer UAE nationals on-the-job experience and a first-class opportunity to grow as professionals in a large, well regarded and diversified conglomerate. In 2018, the Group welcomed nine UAE nationals for summer internships and four other interns during the rest of the year.



●● ANGE recognises the wealth of knowledge, skill and experience available through local talent and is fully committed to attracting, developing and retaining Emiratis within the Group. Supporting the UAE’s Emiratisation drive makes good business sense to us and we look forward to building on this initiative in 2019. ●●

Mira Juma Al Naboodah, General Manager - Emiratisation

⁵<https://www.vision2021.ae/en>



EMPLOYEES THAT ARE EMIRATI NATIONALS

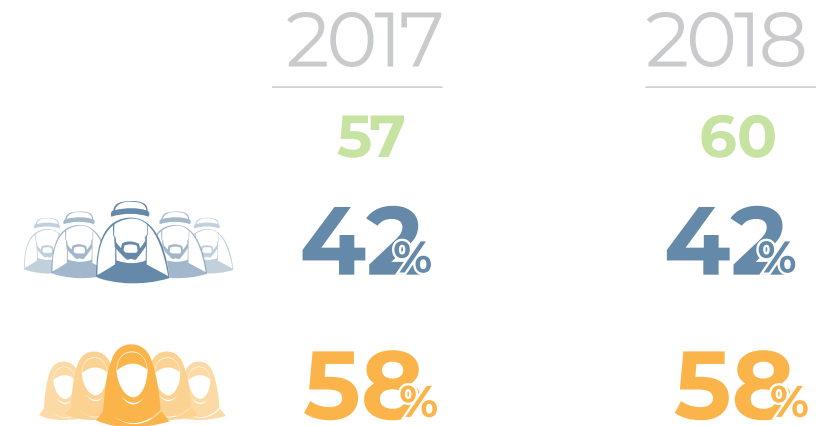


Table 3. UAE nationals’ presence in the workforce

At the end of a successful placement, and depending on business requirement, interns are given an opportunity to join the Group in full-time roles, to the mutual benefit of both the student and ANGE. The Group is an active participant in career fairs in both Dubai and other Emirates, and collaborates with local universities such as Zayed University and Al Ghurair University. A total of 13 new Emiratis were hired during 2018.

PRESERVING OUR HERITAGE

GRI 102-48

For vacant positions requiring more experience, the Group's Emiratisation department gives preference to Emirati candidates that hold the appropriate experience for the vacancy.

ANGE is proud to celebrate UAE national holidays and occasions, and incorporates cultural awareness training of UAE traditions and culture into the induction programme for all employees. This is aimed at encouraging dialogue, respect, and understanding between UAE nationals and expatriates.

Proud of its UAE heritage, the Group welcomes Emirati nationals in decision-making positions. The third generation of the Al Naboodah family are an important part of this commitment, as they assume senior management responsibilities and take first-hand care of the Group's legacy.



UAE NATIONALS REPRESENTATION IN SENIOR MANAGEMENT

	2017	2018
 NUMBER OF UAE NATIONALS IN EXECUTIVE AND SENIOR MANAGEMENT POSITIONS ⁶	13	13
 PERCENTAGE OF UAE NATIONALS IN EXECUTIVE AND SENIOR MANAGEMENT POSITIONS	21%	21%

Table 4. UAE nationals representation in senior management

EMIRATI VOICES



Omar Altamimi
Manager Customer Service

It was a huge opportunity for me to be able to go from being passionate about bikes to entering a professional career in the same field. The opportunity arose during a workshop, where I learned that Al Naboodah was opening a new branch of its Harley Davidson franchise. I followed the hiring procedure and got accepted to be part of the Al Naboodah family.

One of the key success factors, which I haven't felt anywhere else I've worked, is the friendly environment we work in. It feels like a second family. Moreover, we have opportunities to grow, which we find in the support provided from our senior management, such as training or door-opening opportunities for talented employees.

I am very satisfied with my job, I enjoy every single day working with my team and I am really proud to be part of the Al Naboodah legacy.

⁶Please note that the local representation in executive and senior management was inaccurately reported in 2017.



ENGAGING WITH OUR STAKEHOLDERS

GRI 102-43, GRI 102-44

ANGE firmly believes its sustainability journey is a pathway of learning, flexibility and adaptation. As such, in 2018, under the Working as a Family pillar, the Group amended its approach to stakeholders from 'educating' to 'engaging with'. This reflects the two-way dialogue necessary to share material topics and build a relationship based on mutual benefit and trust.

ENGAGING WITH OUR EMPLOYEES

The successful integration of sustainability is enabled by the engagement of employees. ANGE strives to capture the interest of employees through interactive and engaging activities that culminate in the annual Sustainability Week.

Upon joining ANGE, employees are immediately introduced to the Group's sustainability approach and framework during an induction programme. In addition, employees are required to participate in an online sustainability training that explains its strategic importance and emphasises the role of the employee in the Group's sustainability journey. During 2018, 170 new employees completed this online training.

SUSTAINABILITY TOOLKIT

In 2018, the Sustainability Team developed a Sustainability Toolkit that includes detailed information about ANGE's sustainability approach, general information on sustainability related topics and explains how employees can get involved.





ENGAGING WITH OUR STAKEHOLDERS

SUSTAINABILITY WEEK

For the third consecutive year, ANGE's Sustainability Week brought together employees, key partners and suppliers, alongside sub-contractors and other lines of business, to focus on ANGE's sustainability pillars and material topics. The planting of a Ghaf tree, the Group's sustainability emblem, marked the launch of the week. A newly-developed online registration programme promoted participation in a highly efficient and paperless manner.

ANGE's Sustainability Week focused on the Group's top five material topics: Employee Welfare - Customer Experience - Occupational Health & Safety - Anti-Corruption - Sustainable Supply Chain; assigning a full themed day for each topic.

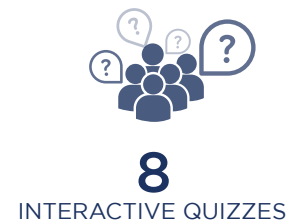
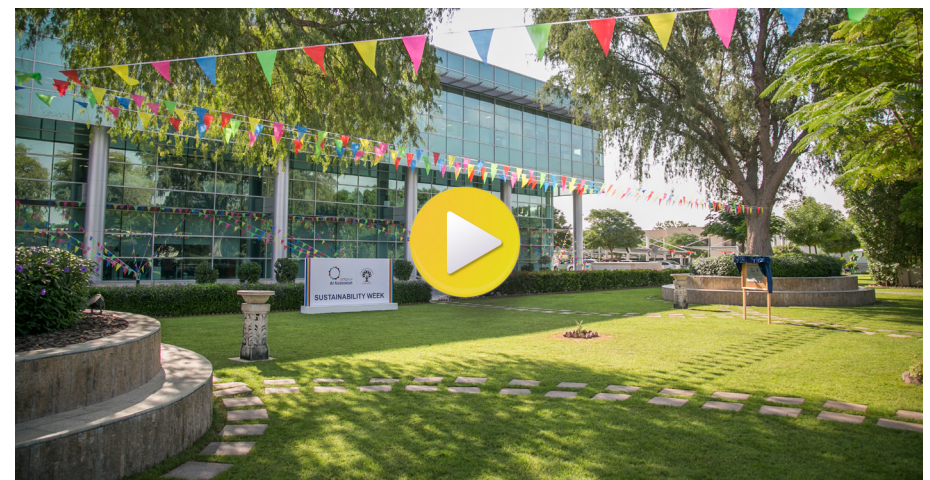


Figure 10. Outcomes of the Sustainability Week

SUSTAINABILITY PLEDGE

The Sustainability Pledge signed last year is on display in the Group's headquarters in the UAE and is a constant reminder that sustainability is an ongoing commitment for all. In 2018, the commitment was reinforced and made available to more employees. The online Sustainability Pledge reached over 2,000 employees during 2018 and was signed by 777 employees.



ENGAGING WITH OUR STAKEHOLDERS



ENGAGING WITH THE LOCAL COMMUNITY

Local communities are a key stakeholder to ANGE and the Group endeavours to host and participate in activities that help develop and protect local communities.

In a new initiative targeting schools, ANGE expanded its safety message to children beyond road safety to include information on the dangers that can be posed by a construction site. The initiative included competitions for students to design a safety poster and a safety video for the chance to win a school trip

to one of Dubai's most advanced science attractions. 270 students attended the presentations and a group of 25 students went on the school trip.

ANGE supports engagement with employees and local communities and considers these social activities as key to both internal and external stakeholders for better understanding of needs. ANGE has a target to encourage 1,000 employees to participate in these social activities during 2019.

ENGAGING WITH LOCAL GOVERNMENT

ANGE is aligned with the strategy and vision of the UAE government and seeks to engage with government entities, in support of both national and international priorities. Alongside leading business leaders from global brands, ANGE General Manager of Sustainability, Fatima Al Naboodah, participated in a roundtable discussion with business, policy and investment leaders to discuss the need for sustainable practices and diversification initiatives to meet global goals, such as those contained in the Paris climate accords and the UN's SDGs.

In a further demonstrable commitment to preserving heritage and working for a sustainable future, during 2018, ANGE signed a Memorandum of Understanding with the UAE's Ministry of Climate Change and Environment, to preserve the UAE's natural resources and ecosystem balance.



EMPLOYEE WELFARE



Employee welfare ranks as the fifth most material topic for ANGE and employees are at the core of its success. Major investments are made in the well-being, growth and development of employees along with industry-leading remuneration, benefits and training opportunities. ANGE's worker welfare policy and programme ensure the Group is in line with EXPO 2020 mandates and principles, whilst at the same time upholding UNGC Principles on Labour and Human Rights.

In addition to briefings on employment and human rights given directly by the Ministry of Human Resources and Emiratization, ANGE workers have access to award-winning accommodation, free health check-ups, regular recreational activities and trips, barbers, ATMs, gyms, free Wi-Fi and cuisine tailored to their origins. Regular open forums take place in employee accommodation villages and offer workers the opportunity to 'have a voice' and make suggestions for improvement or raise any challenges they may face, in a non-confrontational environment. Feedback informs the Group that operatives appreciate this opportunity and the suggestions that ANGE has adopted as a result.



🗨️ *Our sustainability initiatives are fully aligned with the long-term goal of our HR department of being a source of positivity and inspiration for employees and community alike, and assisting individuals to progress and flourish.* 🗨️

Benny Vargheese –Human Resources Business Partner



EMPLOYEE WELFARE



SNAPSHOT OF ANGE EMPLOYEES⁷

All ANGE employees are hired on a full-time basis. During 2018, 1,939 new employees joined the Al Naboodah family, mostly as operatives.

	2016	2017	2018
Total number of employees	18,554	15,809	14,237
UAE	17,796	15,369	14,001
OTHERS	758	440	236
Gender - Breakdown of employees by gender			
MALE	17,599	15,555	13,924
FEMALE	204	258	313
Nationality - Breakdown of employees by nationality			
UAE	26	55	54
OTHERS	17,777	15,754	14,183
Age group - Breakdown of employees by age group (%)			
Below 30	31%	32%	26%
30-50	61%	60.5%	63.5%
Above 50	8%	7.5%	10.5%

⁷Employees under employee welfare covers ANGE employees globally.

Table 6. Snapshot of ANGE's employees

Table 7. Snapshot of ANGE's new recruits⁸

SNAPSHOT OF ANGE'S NEW RECRUITS

	2016	2017	2018
Total number of new employees entering employment during the reporting period			
MALE	3,652	3,182	1,828
FEMALE	34	68	111
Breakdown by age group - Breakdown of employees by gender			
Under 30 years old	2,051	1,728	915
30-50 years old	1,544	1,440	935
Over 50 years old	91	82	89
Total number of employees leaving employment during the reporting period			
	1,622	3,745	2,645
MALE	1,617	3,704	2,569
FEMALE	5	41	76
Breakdown by age group			
Under 30 years old	688	1,753	1,070
30-50 years old	838	1,778	1,384
Over 50 years old	96	204	191
Attrition Rate⁸	0.09	0.24	0.185

⁸The attrition rate is calculated by dividing the total number of employees leaving by the total number of employees.

OPERATIVE HAPPINESS SURVEY



In ANGE's annual operatives survey, participants anonymously respond to a series of questions that ascertain employee satisfaction levels across a number of areas. In 2018, with a survey response rate of 70% (10,183 responses) and an overall satisfaction rate of over 99%, the survey indicated that:

- 99% of employees are satisfied with their working conditions and feel management recognises good job performance;
- 99% of employees feel that management and employees trust each other and that ANGE listens to them;
- Over 99% feel safe in their work environment;
- Areas for improvement include working on the food at the accommodation sites, since 7% of the respondents are unsatisfied with the food options. These improvements from last year's performance show that listening to employees and engaging them, as the engine of ANGE progress, is worth the effort. For 2019, the Group aims to reach an 80% response rate, using regional languages to facilitate participation.

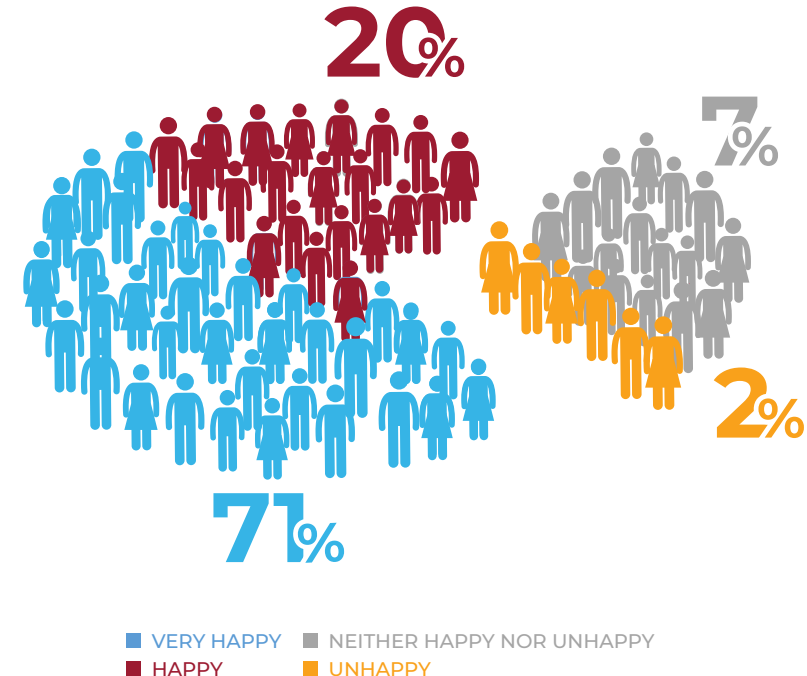
EMPLOYEE HAPPINESS SURVEY

It is also important for ANGE to evaluate the happiness of employees in offices and managerial positions. In 2018, 949 employees, out of approximately 2,000, participated in a survey and rated their satisfaction with ANGE as an employer. 91% of employees rated themselves as 'Happy' or 'Very Happy'. During 2019, ANGE will consider this feedback to develop incentives and performance-driven rewards.



	2016	2017
Response rate	67%	70%
Overall operative satisfaction	93%	>99%

Table 8. Outcomes of the 2018 Operative Happiness survey



BETTER HYDRATION FOR EMPLOYEES



In a recent move to ensure optimal hydration of workers, and to reduce the use of single-use plastic, ANGE has introduced durable water bottles to the standard kit issued to workers. Construction site workers can refill their bottles on site and the reduction in the consumption of PET bottles is significant.

Additionally, as a result of worker consultation, the Group has trialled the use of oral rehydrating supplements as an additional measure to ensure hydration particularly in hot weather conditions. Both these initiatives have been welcomed by the workforce.

EMPLOYEE BENEFITS & PARENTAL LEAVE

Contributing to SDG 3 - good health and well-being and to the UAE Vision 2021 Agenda for world-class healthcare, is at the foundation of the Group's efforts, and employee benefits reflect this contribution. ANGE has a strong history of promoting health and wellness among employees with free medical check-ups, workshops on stress management techniques and diverse fitness activities.

All full-time ANGE employees receive the benefits mandated by the UAE government in addition to others, as the Group strives to exceed those required by local employment law. Benefits include life insurance, health care, disability and invalidity coverage, annual leave, parental leave (both maternity and paternity), volunteering leave, compassionate leave and Haj leave (where applicable). The Group's parental leave policy covers both genders, offering fathers the option to take paid paternity leave as well.

	2016	2017	2018
Total number of employees covered by the parental leave policy			
<i>Breakdown of employees by gender</i>			
MALE	3,183	2,952	3,379
FEMALE	195	284	244
Total number of employees that took parental leave			
<i>Breakdown of employees by gender</i>			
MALE	0	44	67
FEMALE	8	5	14

Table 9. Utilisation rates of the parental leave policy by ANGE employees

ANGE allows mothers who have worked at the Group for more than one year to take 40 working days leave with full pay, and 40 working days with half pay to mothers who have worked with ANGE for less than one year. During 2018, all employees who had children took the parental leave and all of them returned to work after the parental leave.

VOLUNTEERING

The ANGE volunteering policy grants employees up to six paid leave days per year to volunteer local community by sharing their knowledge and skills. The policy is in the process of being communicated to employees through a broad number of channels, including a volunteering app, and the Group is expanding the list of volunteering options for employees.



PARTICIPATION IN THE SAHEM INITIATIVE



In collaboration with the Royati Family Society, the Sahem Initiative provides non-perishable food items to those in need in the UAE during Ramadan. The initiative took place during Thursday and Friday, for which 14 employees took advantage of paid leave hours to attend. As a result, 1,500 Ramadan boxes were packed and distributed, equating to nearly 30 tonnes of food.



HEALTH AND SAFETY (H&S)

Health and Safety is consistently identified by stakeholders as ‘what matters most’ during materiality workshops. Safeguarding the well-being of not just employees, but also sub-contractors, clients, suppliers and members of the public is key to the HSE policy. ANGE complies with statutory government regulations, as well as aligning with the government’s initiatives to provide a safe and resilient built environment.

The data reported in the H&S section includes the operations of the Group in UAE and Qatar. This is possible thanks to the implementation of an online data collection system that provides a more comprehensive overview of ANGE’s Health and Safety performance.

As a material topic for ANGE, H&S is firmly embedded at all levels - from employees and contractors to senior management. ANGE has a secure framework on which its H&S approach is based, ensuring the consistent application of standards, policies and procedures across all project sites, without exception. Every project has an HSE⁹ team, comprising representatives from different site functions, that meets weekly to address any issues on the ground. Employees are encouraged

to speak up on site if they identify any H&S related issue that may impact safety conditions on sites. Similarly, any Health and Safety matter at employee accommodation villages can be raised at regular worker welfare forums.

Monthly Executive Committee meetings discuss Health and Safety performance and weekly reports keep operational management fully informed. As clients are key to this commitment, weekly meetings with clients include a review of Health and Safety performance.

Weekly HSE meetings	Representative
Site	Senior manager, such as the Project Manager for the site
Safety	Project Safety Manager
Workforce	Foreman or charge-hand (i.e. in charge of the construction crew)
Workers	ANCG representative for each function (e.g. Carpentry, scaffolding, blockwork)
Sub-contractor	Project manager or safety representative for any sub-contractors

Table 10. Standard members of a project’s HSE team



At Al Naboodah Construction Group, we aim to establish a consistent approach to health and safety management that brings sustainable improvement across the Group. We require that all our operations implement internationally recognised health and safety management systems and embed standards that address safety risks. We have achieved our goal to have all operations certified under the OHSAS 18001 health and safety management system. We work to further embed Critical Safety standards, including those that relate to working at height, mobile equipment, temporary works, lifting operations, live energy, hazardous materials, working in confined spaces, fire, excavations and penetration.

Scott McLaughlin – Senior HSE Manager, Compliance ANCG

⁹HSE: Health, Safety and Environment

SAFEGUARDING HEALTH AND SAFETY

As the workforce at most project sites comprises both Group employees and those of subcontractors, suppliers are expected to comply with ANGE's high H&S standards and with all legal requirements, such as maintaining a HSE plan and training their employees with approved third parties. Regular inspections and audits ensure these standards are met. Contractors are invited to attend specialised training delivered by ANGE to its employees, for example training on high-risk activities, ensuring a full H&S knowledge baseline on site.

One key element of ANGE's H&S approach is Visible Felt Leadership (VFL), which visibly involves top management in site safety. The award-winning programme sets periodic tours by management to project sites,

to inspect the facilities and talk to the workers. Project managers conduct weekly tours, managers conduct monthly tours and the ANCG CEO visits the projects every quarter. A report is issued at the end of the tour with key findings and recommendations for corrective measures. During 2018, 2,322 VFL tours were conducted across ANGE sites, making management accessible to the workforce and highlighting the overarching commitment of ANGE to H&S.

In addition to the commitment of the top management, the commitment of workers is key to maintaining a safe workplace. ANGE rewards employees and workers who put forward suggestions for new initiatives or better practices.

2018 HEALTH AND SAFETY HIGHLIGHTS

ECITB¹⁰ SAFETY PASSPORTS

1,970

WERE TRAINED AND CERTIFIED
IN SAFETY DURING 2018

**ZERO
FATALITIES**

FOR THE THIRD CONSECUTIVE YEAR

SIGNIFICANT SAFETY MILESTONES

OVER
67
MILLION

LTI FREE MAN-HOURS
ACROSS MULTIPLE PROJECTS

OUTSTANDING
**SAFETY
LEADERSHIP**

THE VISIBLE FELT LEADERSHIP TOURS
RECORDED SAFETY COMPLIANCE ABOVE 80%

HANDS SAFETY CAMPAIGN

10,000

APPROXIMATELY

OPERATIVES RECEIVED REFRESHER
TRAINING TO REDUCE HAND INJURIES

40%

REDUCTION
IN THE TOTAL NUMBER OF
LOST TIME INJURIES (LTIs)
FROM 9 IN 2016 TO 4 IN 2018

¹⁰ ECITB Engineering Construction Industry Training Board: <https://www.ecitb.org.uk/About-Us>



Due to regular and mandatory training, a solid framework, and engaging H&S activities, the LTI figure has consistently reduced over the past three years and now stands at 4. The Lost Day Rate decreased among the Group’s own employees compared to the previous year, meeting the target of 5. The LTI rate for contractors’ workers was significantly reduced to zero. As in the previous two years, ANGE recorded zero fatalities in 2018.

¹¹Lost Day Rate is also known as Injury Severity Rate. It is calculated as follows: Number of days lost x 1,000,000 divided by total number of man-hours worked. Therefore: ISR of 6 is calculated as follows 243 x 1,000,000 / 40,525,796= 6.

¹²Lost Time Injuries are injuries that result in more than 3 days off work, not including the day of the accident.

	2016	2017	2018
Total hours worked - Breakdown by work location			
UAE	51,486,394	50,074,273	54,911,708
Breakdown by work group			
Employees (ANGE)	42,297,091	41,703,528	42,747,133
Workers (contractors)	9,189,303	8,370,745	12,164,575
Total number of lost day rate ¹¹	7.68	5.63	4.98
Breakdown by work group			
Employees (ANGE)	7.94	5.56	4.98
Workers (contractors)	6.42	5.01	0
Total number of Lost Time Injuries (LTIs)¹²	9	5	4
Breakdown by work group			
Employees (ANGE)	7	3	4
Workers (contractors)	2	2	0

Table 11. H&S performance

SAFEGUARDING HEALTH AND SAFETY

The monitoring and reporting of Near Misses¹³ is an important element of the Group's H&S Strategy and a key leading indicator. During 2018, ANGE identified a knowledge gap among the workforce regarding how and when to report Near Misses, as they were often reported as unsafe acts or unsafe conditions. To address this gap, ANGE conducted classroom and Visual Impact Training sessions aimed at encouraging the workforce to accurately report Near Misses. As a result, an increase of 28% was reported in the Near Misses leading indicator during 2018.



NOMINATION FOR THE 'SUPERVISOR OF THE YEAR AWARD': REWARDING H&S EXCELLENCE



Baldev Singh was nominated by ANGE for EXPO 2020's 'Supervisor of the Year Award' because of his positive attitude and high standards regarding H&S, and his consistency in warning workers and preventing unsafe activities.

Operatives consider him a trustworthy supervisor with whom they can discuss any concerns in the workplace. Baldev empowers operatives to actively participate in site safety meetings, ensuring the buy-in of the team, which is key to the achievement of ANGE's safety goals and objectives. By nominating employees like Baldev, with a strong commitment to safety and an engaging attitude, for internal and external recognition, ANGE reinforces the desired HSE culture among employees.

¹³A Near Miss is defined as an unplanned event which did not result in injury, illness, or damage but had the potential to do so.

SAFEGUARDING HEALTH AND SAFETY

Lagging indicators

KPI	TARGET	ACTUAL
Lost Time Injury frequency rate	0.08	0.07
Critical incident frequency rate	0.03	0.05
All accident frequency rate	5.90	3.11
Injury severity rate	5.00	4.98
RWD (Restricted Work Days)	To be measured in 2019	

Leading indicators

KPI	TARGET	ACTUAL
Project Management HSE inspections (four per calendar month)	100%	100%
Near miss reporting frequency rate	16.90	23.49
Delivery of structured HSE training	100%	100%
1 Mass tbt per project per week	100%	100%
USACFR (Unsafe Acts & Conditions Frequency Rate)	To be measured in 2019	

Table 12. ANGE Health & Safety continuous targets

SAFER TOGETHER

To complement its Sustainability Week and underpin the H&S culture ingrained in the Group, in 2018, ANGE conducted an additional Occupational Health & Safety Week to increase H&S awareness among employees.

Across offices, workshops, projects and facilities, awareness-raising activities focused on the importance of Occupational Health & Safety, under the umbrella of “Safer Together”. The activities covered topics like safety at height, road safety, mental health, safe use of personal protective equipment, fire safety, occupational health, and nutrition and exercise. The Emirates Civil Defence Academy and Emirates Driving Institute Safety both attended the event and gave safety awareness demonstrations.

The week culminated with a family H&S Fair focused on the importance of a healthy lifestyle through exercise classes, presentations on nutrition and sports competitions.



SAFEGUARDING HEALTH AND SAFETY

All the rates listed in previous page are calculated in the same manner: Number of items times 1,000,000 divided by total number of man-hours worked. The critical incident frequency rate indicator (lagging indicator No. 2) will no longer be monitored in 2019. Conversely, two new indicators will be monitored starting in 2019:

- 1) **Restricted days**, which refers to the days in which a worker or employee is partially incapacitated but can still come to work and conduct alternative tasks;
- 2) **Unsafe Acts & Conditions Frequency Rate (USACFR)**, which refers to the reporting of unsafe activities.

With these two indicators, ANGE expects to improve the monitoring of the Group's operations safety by implementing more leading indicators.

ANGE's Life Saving Rule focuses on high-risk activities that have the potential to result in a critical injury. During 2018, ANGE updated and expanded the list of activities that are considered high-risk:



Work at Height



Live Energy



Traffic Management



Excavations



Confined Spaces



Lifting Operations



Safety in the Heat



Temporary Works



Fire



Plant & Equipment



At Al Naboodah Construction Group, we believe that safety is everyone's responsibility. Our See It, Sort It (SI2) initiative is the cornerstone of active leadership and engagement within our business and aims to improve the health and safety awareness of all employees through a proactive, enthusiastic and blame-free culture. We believe in rewarding behaviour that looks to enhance and sustain a safe working environment with the message that - whoever you are, your personal action will make a difference.

Gareth Main – Senior HSE Manager, Operations ANCG

SAFEGUARDING HEALTH AND SAFETY

HAND SAFETY CAMPAIGN

Internal injury data revealed that a high proportion of reported injuries were related to hands and fingers. Hand injuries are considered critical for operatives' health, and can have associated costs to ANGE's operations.

Having identified this trend, during 2018 the Group ran a 'Hand Safety Campaign' across its projects, facilities and yards to reduce the number of hand and finger injuries. The campaign included safety presentations on the common causes of hand injuries, the importance of basic hand safety, and the simple steps needed to help prevent hand injuries. Awareness posters and 'Hand Safety Notice Boards' were displayed around projects and facilities, as well as talks and open discussions among workers and supervisors across ANGE.

**Health &
Safety**



HEALTH AND SAFETY LEARNING

Ownership of H&S by employees starts with awareness and self-care. ANGE updated the employee charter during 2018, and included this update in the induction session for all new employees. It was also a focus during Sustainability Week where a refreshment training was conducted on the matter through a 'Stop for safety' activity, where operatives stopped for a break and received information on the updated charter, to learn about their rights and responsibilities.

One of ANGE's most successful learning initiatives is Visual Impact Training. Visual Impact Training (VIT), or industrial theatre, involves the use of 45-minute theatrical performances of H&S scenarios conveying how certain behaviours lead to risks on construction sites and how those risks can be mitigated. Performances are relatable and flexible, integrating first-hand, on-site experience with elements of slapstick humour to provide an entertaining performance for the audience.

Performances are tailored to the needs, risks and priorities of the project and the client, and are delivered to employees in their native language. Since the introduction of this award-winning initiative in 2016, the Group's H&S KPIs have improved and the rate of accident and incident frequency has been reduced. During 2018, 22 performances were conducted on-site and 168 performances were delivered at the Group's Trade School, reaching 2,687 employees.

During 2018, and due to their positive outcomes, the Group focused on two-way learning activities such as Visible Felt Leadership and Visual Impact Training over classroom-style training and this is the reason for the decrease in the total hours of training delivered.

H&S TRAINING

	2017	2018
Total number of training courses/sessions available	60	59
Total number of training hours	86,146.50	61,297.50
<i>Breakdown by</i>		
MALE	85,923.85	60,859.50
FEMALE	222.65	438

Table 13. Total hours of H&S training provided to employees by ANGE

As part of its H&S training programme for operatives, ANGE provides externally certified training such as the Engineering Construction Industry Training Board (ECITB) safety passport.¹⁴

	2016	2017	2018
Number of operatives who completed ECITB training	970	2,269	1,970

Table 15. Operatives who completed the ECITB training since 2016

A key success factor of VIT is that it can be tailored to the specific risks of each project. For the RTA-PK3 project, for example, a high frequency of incidents was reported regarding utility cable strikes and damages. ANGE took proactive action through an eight-week campaign directed towards operatives and sub-contractors. The campaign held 16 sessions with over 250 attendees.

Due to its effectiveness, external stakeholders such as contractors and partners have reached out to ANGE asking for support to enable their in-house implementation of VIT. ANGE has worked with DEWA and the Abu Dhabi Occupational Safety and Health Centre (OSHAD) to deliver Visual Impact sessions for their projects, and EXPO 2020 will begin implementing this learning initiative on their project sites.

ANGE strives to be a leader in the industry and foster positive change, by sharing best practice and knowledge with external stakeholders.

	2017	2018
Total number of employees covered	12,378	9,031
<i>Breakdown by gender</i>		
MALE	12,267	8,908
FEMALE	111	123
<i>Breakdown by employee category</i>		
Executive & senior management	24	12
Middle management	112	179
Staff (professional, operational and administrative)	1,677	1,436
Workers	10,565	7,404

Table 14. Breakdown of the H&S training provided to employees by ANGE

VISUAL IMPACT TRAINING (VIT) - A SUCCESS STORY



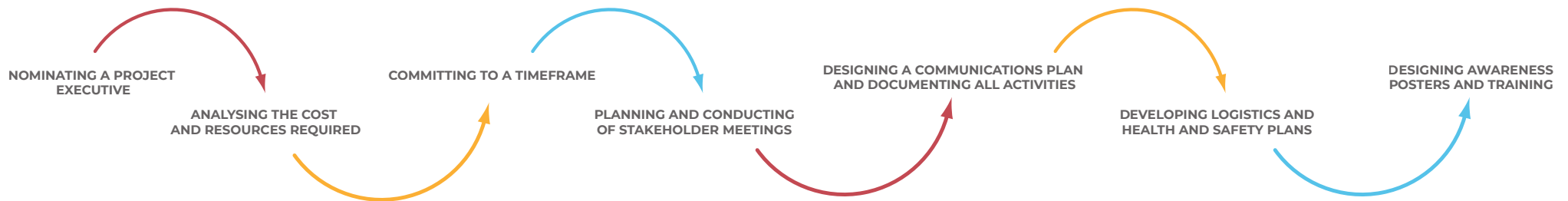
¹⁴ECITB safety passport: issued by the Engineering Construction Industry Training Board (ECITB), it is a scheme that ensures basic H&S knowledge for all operatives on site to navigate the site safely. (<https://www.ecitb.org.uk/Training-Services/CCNSG>)

HEALTH AND SAFETY OF OUR COMMUNITIES: SOCIAL IMPACT ASSESSMENT (SIA)

Typically employed in the construction business, SIA is a tool to identify and assess how the design and construction of a building or civil engineering project will impact the internal workforce, the nearby community, and other associated stakeholders. An SIA assesses social issues such as people's way of life, and health and well-being, as well as environmental impact and the interactions between the two. Formal implementation of social impact assessments at ANGE formed part

of the 2018 SHEQ objectives and targets, and SIAs were employed in the Group's most recent projects to identify potential impacts and determine mitigation measures.

The aim of the Social Impact Assessment is to mitigate and minimise any potential impact on the immediate community by the Group's projects. This process includes:



ANCG NAMED 'SAFETY CONTRACTOR OF THE YEAR 2018' BY RTA



A regular contractor on Dubai's road network and infrastructure, the civil engineering division of Al Naboodah Construction Group (ANCG) in 2018 received the top safety award from Dubai's Roads & Transport Authority.

Following a rigorous submission procedure analysing all aspects of ANCG's safety culture including training, awareness and compliance, the Group was honoured to receive the award, a pleasing recognition of ANGE's continued investment in Health & Safety as one of its top priorities.

UNLOCKING POTENTIAL

UNLOCKING POTENTIAL

KEY 2018 TARGETS

PROGRESS IN 2018

KEY 2019 TARGETS

INNOVATION FOR A BETTER FUTURE



Design an ANGE innovation strategy and policy

The Innovation strategy was issued and an Innovation Committee was established

Develop innovation capabilities within employees

Provide innovation platforms for employee-generated ideas

Collaborate with external innovation initiatives

FAIR OPPORTUNITIES FOR ALL



10% of new hires to be female

5.72% of all new employees are female

Up to 10% of new recruits to be female

60 hours dedicated to providing work experience for people of determination

Target achieved

Develop two external partnerships with NGOs and government organisations

CUSTOMER EXPERIENCE



Defined plan to be established for all business areas

Live feedback was gathered from customers about their experiences through an online survey available 24/7

Lay out detailed customer journey maps for all business units



INNOVATION FOR A BETTER FUTURE

ANGE attributes part of its success over the past 60 years to a culture that encourages creativity and innovation, to stay relevant for the current market yet perform ahead of the curve in terms of identifying future opportunities. Innovation is ANGE's newly added strategic objective

and its innovation strategy 'to be recognised as the most innovative family-owned conglomerate that passionately embraces new ideas and seeks out disruptive technologies in the GCC, by 2025'.

ACCELERATING INNOVATION

In 2018, the Group launched the AI Naboodah Innovation Strategy supported by the creation of an Innovation Governance Committee. The objectives of the strategy are:

- To diversify the current ANGE business portfolio
- To be aware of innovation trends impacting core business areas
- To adapt businesses to new technologies
- To embrace futuristic business models

Part of the strategy involves accelerating new business ideas through an Accelerator Hub to explore areas such as smart mobility, smart building, renewable energy and sustainability. The Accelerator Hub runs an annual Internal Ideation programme for employees, which guides ideas from ideation to execution:



Figure 11. Ideation through the accelerator hub

The AI Naboodah Innovation Strategy also launched the AI Naboodah Smart City Initiative, which is in line with the Dubai Smart City Vision 2021¹⁵ and aims to launch over 100 smart initiatives in less than three years.

¹⁵<https://2021.smartdubai.ae/>



ENGAGING EMPLOYEES FOR AN INNOVATION ADVANTAGE – IBTIKAR

Innovation for a better future



Launched in 2017 and redesigned in 2018, IBTIKAR is devised to invite the participation and innovation of employees, by offering a platform to submit ideas and suggestions of creative methods to improve performance. The platform encourages creativity by receiving ideas in four categories:

- Improving workflow efficiency through processes and procedures
- Enhancing customer experience
- Reducing costs and being resourceful
- other initiatives

The majority of the ideas submitted referred to the 'Reducing costs and being resourceful' category. One initiative selected from the 2017 cycle is already in the process of deployment and is expected to be launched in 2019.

FAST TRACKING FOR PROGRESS

Now in its third year, the Next Generation Network is a group-wide career succession programme that recognises upcoming talent in the business and fast tracks their progress. This ensures a pool of talent is developed and geared up to eventually take over from existing management. Over a 12-month period, participants develop management skills and capabilities such as presentation skills, team leadership, planning, and resource and people management. A key feature of the programme

is that participants receive guidance from a mentor who is a member of senior management from within the business. Additionally, participants undertake an individual project of their choice where they identify potential improvements or cost saving opportunities for the business. In 2018, 18 employees graduated from the programme, including four females.



🗨️ *Sustainable innovation is the key to the future. At Al Naboodah Group Enterprises, we have resolved to challenge the status quo and embrace new innovative business models and products. Our vision is to be recognised as a leader in sustainable innovation amongst family-owned businesses in the next five years. Our launch of the 'Smart City' Initiative is the first step in realising our vision.* 🗨️

Pankaj Khadye - General Manager Strategy & Project Management Office



FAIR OPPORTUNITIES FOR ALL

FOSTERING EMPLOYEES' GROWTH

As part of ANGE's commitment to support its employees to grow and progress in their career, the Group invests considerable resources in learning and development. This approach ensures an optimally skilled workforce, and results in knowledge sharing across skill sets. ANGE employees are mapped to a Career & Competency Framework that defines the technical skills and behaviours required to execute their roles to the best of their ability. The framework is consistent across all employment levels to ensure a minimum level of competency. Annual assessments of training needs are performed as part of the employees' Career Development Review, and internal or external training programmes are identified to optimise the performance and career development of each employee.

ANGE TRADE SCHOOL: UNLOCKING POTENTIAL BY LEARNING NEW SKILLS



The Trade School, an internationally recognised in-house development programme, offers trade skills courses for workers to refresh or learn a construction-related trade, such as scaffolding, masonry, carpentry or steel fixing. The programme, held mostly year-round, had 5,461 trainees and delivered 80,505 training hours in 2018, and has not only improved the career abilities of employees for the future, but also increased the overall quality and cost-effectiveness of ANGE's work by having in-house trade skills.

	2016	2017	2018
Total number of training hours	51,416	203,832	112,428
Breakdown by gender			
MALE	50,770	199,969	109,653
FEMALE	646	3,863	2,775
Average hours of training that the organisation's employees have undertaken during the reporting period	3.29	13	8
Breakdown by gender			
MALE	3.3	12.9	10.5
FEMALE	3.3	13.1	9.8
Breakdown by employee category			
Executive & senior management	5.44	22.36	22
Middle management	5.56	12.82	9.2
Staff (professional, operational and administrative)	0.81	7.79	8
Workers	Data not monitored during 2016	14.15	12.5

Table 16. Training provided by ANGE to employees and operatives



HARNESSING THE BENEFITS OF DIVERSITY

ANGE embraces both diversity and inclusivity, with initiatives aimed at boosting female talent, providing meaningful opportunities for people of determination, and empowering disadvantaged members of the community. The Group's diverse workforce is a strength and a competitive advantage, and ANGE strives to provide a working environment that nurtures good relationships and an innovative spirit. Since 2016, ANGE has had an Equal Opportunities policy and a Bullying and Harassment policy in place.

Like many multi-national organisations worldwide, ANGE is determined to ensure Fair Opportunities for All, and empowering female talent is key to ANGE's sustainability roadmap. Empowered female Al Naboodah family members in senior management positions provide strong role models to other female members in the workforce. In addition, to prepare women for leadership roles, ANGE offers a Women's Development Programme to develop skills like presence and impact, confidence and empowerment, networking and visibility, managing relationships, career resilience and leadership competences. The Women's Development Programme welcomed 10 participants during 2018.





CREATING VALUE THROUGH A SUSTAINABLE APPROACH TO SUPPLY CHAIN

ANGE employs a progressive approach to its sustainable supply chain practices, recognising suppliers as key stakeholders and partners in its success. To build meaningful, transparent and mutually beneficial partnerships with suppliers is the essence of ANGE's Sustainable Supply Chain Charter, updated in 2018 to include criteria on H&S, environmental impact, ethical principles, and continuous improvement and innovation. By the end of 2018, 53% of the Group's suppliers had signed the charter, against a target of 80%.

Also new in 2018 was the introduction of three new Green Codes of Procurement Conduct for critical materials - paint, timber, and prefabricated wall supplies, to ensure that procured materials are non-toxic and environmentally friendly. In addition, to improve transparency

for all parties, ANGE introduced an electronic auction system in which suppliers see, in real time, the conditions and prices that their competitors are offering. The first e-auction was conducted in 2018 and further extensive implementation is planned. The Group also introduced sealed envelope bids for sensitive procurement processes, in line with anti-corruption practices. In support of small and medium-sized enterprises, ANGE places high priority on working with local businesses, supporting their growth as well as contributing to the local economy. During 2018, ANGE spent 83% of its annual procurement budget on local suppliers, 10% higher than in 2017.

SHARING SUSTAINABLE PRACTICES WITH SMEs



As part of its support for suppliers in the local economy, ANGE deals with a significant number of small and medium-sized enterprises (SMEs) in its supply chain. SMEs increasingly realise that customers are interested in seeing businesses act sustainably and ethically, and also believe such an approach helps with employee attraction and retention. At a recent meeting of the Dubai Chamber of Commerce's Responsible Business group, senior members of ANGE's supply chain department presented to SMEs, sharing with them ANGE's own sustainability journey, the Group's expectations of SMEs when it comes to sustainability and ethical sourcing, and discussed how ANGE could support the SME community in achieving more sustainable businesses without compromising their competitiveness.



CUSTOMER EXPERIENCE

Delivering an exceptional customer experience is a highly-rated material topic, and ANGE is committed to offering solutions that are relevant, useful and sustainable. Here are some of the value oriented solutions that ANGE started offering during 2018:

KEY NEW PROJECTS IN 2018

1ST QUARTER

Procurement and maintenance of 30 new buses in Oman

Two major traffic infrastructure projects in the UAE

Three ongoing electrical infrastructure projects in the UAE

2ND QUARTER

Procurement and maintenance of 94 new buses in the UAE

Opening of a rent-a-car facility and a new showroom in the UAE

Launch of an innovative management system for the Business-to-Business travel segment

Distribution of Gulf Oil's automotive and industrial lubricants in the UAE

3RD QUARTER

Tending to the heritage irrigation systems of the Al Ain oasis (UAE)

Launch of the Agriculture business in Oman

Procurement and maintenance of further new buses in Oman

Four ongoing airport infrastructure projects in the UAE

4TH QUARTER

Expansion of Triumph and Royal Enfield showrooms in Saigon and Danang (Vietnam)

Opening of three new car showrooms in the UAE

Launch of the first hotel, the Studio M Arabian Plaza, in a joint venture in the UAE



CUSTOMER EXPERIENCE



🗨️ *Exceptional customer experience is one element of ANGE's Vision 2025. We take pride in maintaining high customer satisfaction levels across all our businesses. This year, we have moved from paper-based feedback to digital feedback platforms, which has helped us to immediately address key concerns and thereby improve response times and satisfaction rates. This year we also launched our 'Key Strategic Partners' programme, which focuses on nurturing relationships with our principal stakeholders. The programme has helped us to build close ties with our key customers and establish long-term, strategic partnerships.* 🗨️

Shaikha Abdullah Mohammed Al Naboodah - General Manager Marketing

One of the Group's key strengths in its construction business is its in-house capability to self-supply on most of its construction projects in the UAE. From plant and equipment, to asphalt and concrete, the Group eliminates the need to rely on third party suppliers, offering a comprehensive service and maintaining total control over quality.



At customer service points - showrooms, workshops and retail agencies - the Group invests heavily in customer engagement, including automated customer feedback mechanisms that rate service from Excellent to Poor. When the customer is anything less than happy (Good, Fair or Poor rating), an immediate notification is triggered at management level. The customer is contacted to identify and address their concerns. Whenever possible, customers are offered special products and services that go beyond their expectations.

To gauge levels of employee commitment, quality and customer trust placed in the brands marketed by ANGE, in 2018, the Group introduced a Mystery Shopper Programme. The scheme performed checks on aspects such as the clarity of the information displayed, the amiability

and tidiness of employees, and the comfort of facilities. This initiative helped to measure and improve customer experience and provide a better service.

Winning the confidence of customers is key to ANGE, and, in 2018, the Group developed a Customer Data Privacy policy, a commitment to keep data securely stored and treated in the strictest confidence. During 2018, no complaints were reported concerning breaches of customer privacy and losses of customer data.

CUSTOMER HAPPINES SURVEY RESULTS

	 FEEDBACK RESPONSES	 SATISFACTION RATE
2017	1,419	91 %
2018	6,690	94%



CUSTOMER EXPERIENCE

TACKLING THE LIFE-CYCLE IMPACT OF ANGE'S PRODUCTS BY CAPITALISING ON TECHNOLOGY



Innovating and using resources efficiently is key to the Group's leadership in customer service and responsible consumption, and is essential to keeping the UAE government as a valuable customer. ANGE has met EXPO 2020 environmental standards for construction products by implementing the Environmental Product Declaration (EPD) in the Al Naboodah Ready-Mix Concrete (ARCON) production facility and is the first concrete supplier with EPD capacity in Dubai.

EPD is a standardised way of quantifying the environmental impact of a product, based on ISO 14040¹⁶ and ISO 14044¹⁷. Declarations include information on the impact of material acquisition, energy use, content of chemical substances, air emissions, pollution and waste generation. The EPD software allows the facility to review, track and change concrete mix designs to improve its sustainability parameters

Though the initial use of the EPD software at ARCON was applied to concrete mix, the process can be used for other construction materials, which can change the whole culture of construction material manufacturing in the region, as clients look for products that fit their environmental needs and add value to their projects through the production process. The ARCON facility is capable of meeting those needs.

¹⁶ISO 14040:2006 Environmental management -- Life cycle assessment -- Principles and framework: <https://www.iso.org/standard/37456.html>

¹⁷ISO 14044:2006 Environmental management -- Life cycle assessment -- Requirements and guidelines: <https://www.iso.org/standard/38498.html>

RESPONSIBLE CONSUMPTION

RESPONSIBLE CONSUMPTION¹⁸

	KEY 2018 TARGETS	PROGRESS IN 2018	TARGETS FOR 2019
MANAGING ENERGY EFFICIENCY 	<p>Implement an energy management system in accordance with ISO 50001 criteria</p> <p>Continue to conduct Level 1 and plan for Level 2 energy audits</p>	<p>ANGE's Energy Policy was updated and an Energy Management team was established</p> <p>Internal auditor training was provided. An internal audit was conducted on one of the most significant energy uses, the HQ chiller</p> <p>Set up 2018 as the baseline year for energy consumption in the UAE</p>	<p>Obtain ISO 50001 certification by the third quarter</p> <p>Continue to conduct Level 1 and plan for Level 2 energy audits</p> <p>5% energy reduction target in the UAE</p>
REDUCING WASTE 	<p>Improve data quality</p> <p>To maintain or exceed a 30% recycling rate</p>	<p>Data collection system was improved to include all significant ANGE operations</p> <p>24.38% of the waste generated in main sites was recycled</p>	<p>Streamline the data collection process</p> <p>Maintain or exceed 30% diversion rates from landfill</p> <p>Reduce the amount of waste generated by 2% per person per year</p>
SAVING WATER 	<p>Identify areas where avoidable losses occur and develop remedial action plan</p> <p>Conduct Level 1 water audit annually</p>	<p>Areas of potential losses were investigated.</p> <p>Identified four projects and implemented improvements such as push taps</p> <p>Annual Level 1 audits were not conducted</p>	<p>Develop remedial action plans</p> <p>Conduct water audits for each of the significant areas of water inefficiency identified</p>

¹⁸The boundary for Responsible Consumption section has been expanded in 2018 to include all ANGE's footprint in the UAE, for better comparability the 2017 data was revised to reflect the same boundary followed in this reporting cycle.



MANAGING ENERGY EFFICIENCY¹⁹

ANGE is committed to minimising its negative impact on the environment while improving operational efficiency, reducing costs and preserving the ability to do business in the future. In line with the UAE Vision 2021 on developing sustainable environment and infrastructure, increasing the contribution of clean energy and implementing green growth plans, and SDG 7 - Affordable and Clean Energy, ANGE remains committed to continuously optimising its operational efficiency and considering new technology and practices to protect and be respectful to the environment.

To ensure that the enhancement of the Group's energy performance is on track, the ISO 50001²⁰ Energy Management System (EnMS) certification was a high priority in 2018. This international guideline represents a systematic method towards using energy more efficiently, conserving energy resources and reducing GHG emissions. The certification process is ongoing, and is expected to be attained by the third quarter of 2019.

The EnMS scope includes ANGE head office, National Plant, and all the Group's owned properties. ANGE's Energy Policy, updated in 2018, commits to provide adequate training, support and resources to employees, and compels them to identify and streamline practices that affect energy performance. The new Energy Policy involves the supply chain as well, by promoting the purchase of energy efficient products and services whenever possible. An Energy Management team was established to oversee the progress of the ISO 50001 certification, and 17 employees have completed internal auditor training, provided by a third party.

With 2017 as a baseline, ANGE is in the process of improving the quality of data by adjusting its data collection process, to ensure that the Group can showcase the real progress of its energy conservation efforts. ANGE's total energy consumption for 2018 in the UAE was 853,337.9 GJ of direct consumption²¹ and 129,213.4 GJ of indirect consumption²² from non-renewable sources²³. Regarding electricity consumption, 35,892,606 kWh was purchased from local utility companies and 20,400 kWh²⁴ generated at National Plant with the recently installed solar panels.



☞☞ *Responsible consumption is key to a successful business and a sustainable environment. Responsible consumption means efficiency and it is a combined effort to protect natural resources as assets for the next generation. ANGE has taken all efforts in identifying baselines, constantly working on objectives and goals to ensure harmony between the business and protecting the Earth.* ☞☞

Russell Gulick Durairaj - SHEQ Manager

¹⁹The data reported in the Managing energy efficiency section corresponds to the Group's activities in the United Arab Emirates.

²⁰ISO 50001:2011 specifies requirements for establishing, implementing, maintaining and improving an energy management system.

²¹Direct consumption includes Diesel and LPG consumption which is directly spent on Generators/vehicles/kitchen/etc.

²²Indirect consumption includes, statistics/bills from Authorities such as DEWA, SEWA, FEWA (i.e. fuel spent to generate Electricity)

²³The primary sources of non-renewable energy consumption are diesel, petrol, and LPG, with LPG not considered in the calculation due to lack of data

²⁴Data for the consumption of self-generated energy at National Plant includes 2018 up to November



MANAGING ENERGY EFFICIENCY

GRI 102-48

During 2018, 3,447 LED lights were installed in several worker villages, the Al Awir Head Office, and some retail outlets, aiming to reduce consumption by approximately 35% on an annual basis. ANGE plans to continue with this initiative, gradually replacing conventional lights and using LED lights for new developments.

In support of the UAE government efforts to combat climate change along with all Paris Agreement²⁵ signatories, ANGE is determined to monitor and reduce its Greenhouse Gas (GHG) emissions. ANGE follows the Greenhouse Gas Protocol by the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) to calculate its GHG emissions for its UAE operations. For 2018, the Scope 1²⁶ and Scope 2²⁷ GHG emissions estimate stood at 74,675.8 tonnes of CO₂e²⁸. This represents a decrease in carbon emissions of 15.80%, which is a result of the adoption of clean energy sources and efficient energy use.

	2017	2018	DEVIATION
Fuel consumption (GJ)	988,026.9	853,337.9	-13%
Electricity from local utilities (kWh)	35,975,691.7	35,892,605.8	<1%

Table 17. Breakdown of energy consumption across ANGE

	2017	2018
Total carbon emissions (Scope 1 and 2)	Tonnes of eCO2 88,685.4	74,675.8

Table 18. Direct (Scope 1) emissions reported by ANGE through its fuel consumption

TAKING THE LEAD ON SOLAR POWER GENERATION



Climate change will have a tremendous impact on people and businesses, as became evident with the IPCC 1.5 °C report²⁹. It will take everyone's efforts to tackle this challenge and mitigate the impact of climate change on the environment and businesses. In line with this, ANGE launched in 2017 its Solar Energy Project, an initiative to capitalise on the solar energy sources available in the region for the benefit of the clients, the community, and the environment.

The adoption of clean energy use starts at home and ANGE deploys solar energy on its owned facilities. A 200-kW solar installation was completed at National Plant during 2018, which generated 20,400 kWh between July and November, and continues to be operational. ANGE is aiming to be a driving force for clean energy by developing the necessary skills and capacity locally to provide solar generation arrays across the UAE. Starting in 2018, ANGE is an approved contractor of the Shams Dubai programme, a government initiative to encourage household and building owners to install solar photovoltaic (PV) panels and generate clean electricity. Al Naboodah Engineering is now supporting clients with design, installation, commissioning and maintenance of solar products supplied by Al Naboodah Electrics. These new services are part of the Group's drive towards responsible consumption and advancing Dubai's clean energy strategy³⁰.

²⁵<https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>

²⁶Scope 1 emissions refer to GHG emissions derived from non-renewable energy consumption.

²⁷Scope 2 emissions refer to the electricity consumption by the Group's assets.

²⁸Greenhouse gas (GHG) emissions only include CO₂ gas.

²⁹<https://www.ipcc.ch/sr15/>

³⁰<https://government.ae/en/about-the-uae/strategies-initiatives-and-awards/federal-governments-strategies-and-plans/uae-energy-strategy-2050>



REDUCING WASTE

GRI 102-48

Optimising efficiencies in waste management supports the UAE Vision 2021 to ensure sustainable development³¹ and the SDG 12 - Responsible Consumption and Production³².

In 2018, ANGE significantly improved its data collection process and accuracy of waste data. While the data reported in 2017 included only the Group's core facilities, as of 2018, the data on waste generation is comprehensive and includes the Headquarter building, all construction projects, all commercial outlets, and all workers and employee accommodation owned by ANGE. This new data management gives ANGE a better understanding of its waste generation and provides an opportunity to manage it more effectively.

During 2018, 220,097.2 tonnes of non-hazardous waste were generated, from which 56,897.5 tonnes were recycled and diverted from landfill. In the same period, 13,270.5 tonnes of hazardous waste were generated and appropriately managed through approved vendors.

	2017	2018	DEVIATION
Hazardous waste³³	14,315.7	13,270.5	-7.3%
Non-hazardous waste³⁴	344,478.2	220,097.2	-36%

Table 19. Breakdown of the waste generation across ANGE

As part of the Group's objective to divert waste from landfill, initiatives among ANGE's offices and facilities between 2017 and 2018 led to 1,232.7 tonnes of recycled paper and corrugated cardboard. The substantial increase perceived in 2018 reflects the improvement in data management plus ANGE's drive for digitalisation and paperless processes.

³¹<https://www.vision2021.ae/en/national-agenda-2021/list/environment-circle>

³²<http://uaesdgs.ae/en/goals/responsible-consumption-and-production>

³³Hazardous waste: rubber, oil, bitumen, oil filters, paints, solvents, hydraulic fluids and asbestos from demolition waste.

³⁴Non-hazardous waste: excavated soil, concrete, paper, plywood, timber, rebar, and other construction waste.

ANGE generated a total of 233,367.7 tonnes of waste, of which 91% corresponds to construction waste. ANGE recycled 24.38% of its waste, diverting 56,897.5 tonnes of waste from landfill. In addition, ANGE prevented the generation of 10,645 tonnes of waste by using by-products of projects, such as excavated soil and residual concrete, as raw material for new projects.

Waste generated through ANGE activities (tonnes)

Construction waste	211,318.2
Commercial waste	14,166.9
Residential waste	7,882.7

Table 21. Breakdown of the waste generation of ANGE

PAPER & CARDBOARD RECYCLED

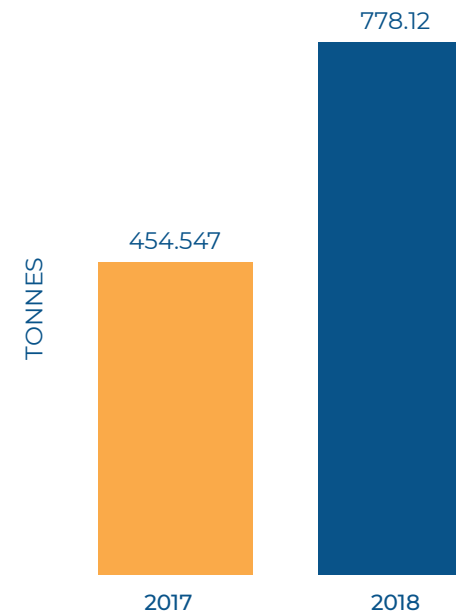
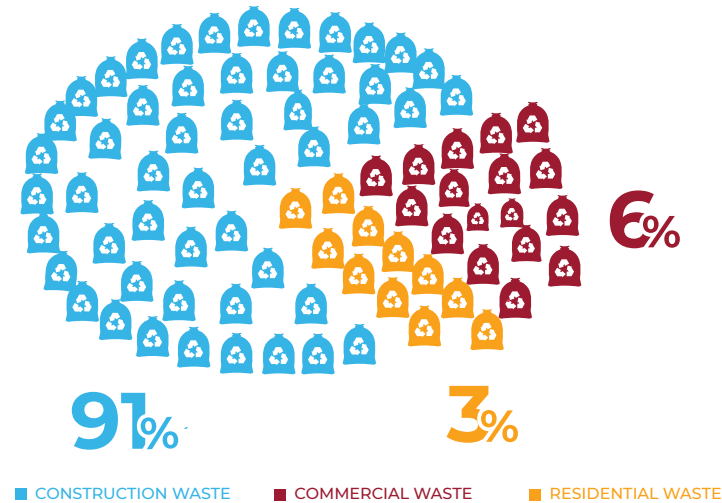


Table 20. Data trend of paper recycled across ANGE in 2017 and 2018

REDUCING WASTE



WASTE GENERATED THROUGH ANGE ACTIVITIES (TONNES)



INCORPORATING RECYCLED MATERIALS INTO ASPHALT PRODUCTION



In response to a request made by EXPO 2020 to integrate greener or recycled materials into the production cycle of asphalt mixtures used in their car parks, ANGE developed an asphalt mix partially made from crushed rubber derived from used tyres. Improving both sustainability and cost-efficiency, 20% of the asphalt was replaced with rubber.

The rubberised asphalt has a number of advantages over standard asphalt in terms of surface quality and durability, lower emissions as well as the environmental benefit of recycling used vehicle tyres which prevents them from being burned or sent to landfill.



SAVING WATER³⁵

GRI 102-48

Encouraging water stewardship in ANGE's processes is essential to improving water usage and protecting this shared resource for the future. This commitment aligns with the UAE Vision 2021³⁶ Agenda for a Sustainable Environment and Infrastructure and with SDGs 6 - Clean Water and Sanitation³⁷ and 12 - Responsible Consumption and Production³⁸. No incidents of non-compliance with environmental laws or regulations were reported in 2018.

ANGE total water consumption in 2018 was 345,039,770 gallons which includes purchased, recycled and free water, and municipal water supply. This figure comprises all business streams, including the accommodation of more than 14,000 workers and 676 villas and flats for employees.

During 2018, ANGE strived to identify loss areas and proceed with remedial plans. Control measures such as waterless urinals and water-saving taps at worker welfare facilities and construction sites were implemented during 2018 to improve the efficiency of ANGE's water use.



●● In line with ANGE Sustainability Policy and with the support of senior management, sustainable practices have been implemented throughout our worker villages, thereby setting an example for others to follow. Facility Management can create long-lasting value for ANGE by developing, implementing and maintaining sustainable facility practices. ●●

Manzoorudeen KK - Facilities Manager

VOLUNTEERING TO PROTECT THE ENVIRONMENT³⁹



In support of the Clean Up the World Campaign, championed by Dubai Municipality, 130 employees from ANGE joined 6,400 volunteers to collect waste and prevent it from reaching the ocean. Under the theme 'Beat Plastic Pollution', volunteers collected 3,500 tonnes of waste from urban and coastal areas.

The employees joined voluntarily and were provided transportation by ANGE, completing a total of 357.5 volunteering hours.

ANGE has participated in this campaign annually for the past decade and will continue to support local and global initiatives to protect land and water resources.

	2017	2018
Total water consumption (gallons)	332,401,103	345,039,770

Table 22. Total water consumption reported by ANGE for the year 2018

³⁵The data reported in the Saving water section corresponds to the Group's activities in the United Arab Emirates.

³⁶<https://www.vision2021.ae/en/national-agenda-2021/list/environment-circle>

³⁷<http://uaesdgs.ae/en/goals/clean-water-and-sanitation>

³⁸<http://uaesdgs.ae/en/goals/responsible-consumption-and-production>

³⁹<https://www.arnnewscentre.ae/dubai-concludes-worlds-largest-voluntary-clean-up-campaign>



Rooted in history, our sustainability logo is a representation of the Ghaf tree, the national tree of the UAE. The Ghaf tree is a symbol of perseverance and giving, offering much shelter, food and fuel - and demanding very little water in return. Our logo represents people joined together with open arms in the act of giving and it underpins our sustainability approach to preserve our heritage and give back to the community, the economy and the environment.

GRI CONTENT INDEX

FOR THE MATERIALITY DISCLOSURES SERVICE, GRI SERVICES REVIEWED THAT THE GRI CONTENT INDEX IS CLEARLY PRESENTED AND THE REFERENCES FOR DISCLOSURES 102-40 TO 102-49 ALIGN WITH APPROPRIATE SECTIONS IN THE BODY OF THE REPORT.



GRI STANDARD DISCLOSURE PAGE NUMBER OMISSIONS & CLARIFICATIONS UNGC PRINCIPLES UN SDGS

GRI 101: FOUNDATION 2016

GENERAL DISCLOSURES

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 102: GENERAL DISCLOSURES 2016	ORGANISATIONAL PROFILE				
	102-1	Name of the organization	Front Cover		
	102-2	Activities, brands, products, and services	P. 19		
	102-3	Location of headquarters	Back Cover		
	102-4	Location of operations	P. 19		
	102-5	Ownership and legal form	P. 19		
	102-6	Markets served	P. 19		
	102-7	Scale of the organization	P. 16		
	102-8	Information on employees and other workers	P. 40 - P. 44		
	102-9	Supply chain	P. 60		
	102-10	Significant changes to the organization and its supply chain	P. 25 - P. 26	Organisational restructuring	
	102-11	Precautionary Principle or approach	P. 22		
	102-12	External initiatives	P. 12 - P. 15, P. 29		
102-13	Membership of associations	P. 29	Emirates Environmental Group participant until 2018, Emirates Green Building Council, Dubai Chamber of Commerce		

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 102: GENERAL DISCLOSURES 2016	STRATEGY				
	102-14 Statement from senior decision-maker	P. 6 - P. 11			
	102-15 Key impacts, risks, and opportunities	P. 6 - P. 11			
	ETHICS AND INTEGRITY				
	102-16 Values, principles, standards, and norms of behaviour	P. 16			
	GOVERNANCE				
	102-18 Governance structure	P. 18 - P. 20			
	STAKEHOLDER ENGAGEMENT				
	102-40 List of stakeholder groups	P. 27			
	102-41 Collective bargaining agreements	Collective bargaining agreements are against UAE law			Principle 3

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS	
GRI 102: GENERAL DISCLOSURES 2016	102-42 Identifying and selecting stakeholders	P. 27				
	102-43 Approach to stakeholder engagement	P. 27 - P. 28				
	102-44 Key topics and concerns raised	P. 31				
	REPORTING PRACTICE					
	102-45 Entities included in the consolidated financial statements	P. 5				
	102-46 Defining report content and topic Boundaries	P. 5				
	102-47 List of material topics	P. 31				
	102-48 Restatements of information	P. 35, P. 36, P. 67, P. 68, P. 70				
	102-49 Changes in reporting	P. 31				
	102-50 Reporting period	P. 5				
	102-51 Date of most recent report	P. 5				
	102-52 Reporting cycle	P. 5				
	102-53 Contact point for questions regarding the report	P. 5				

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GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 102: GENERAL DISCLOSURES 2016	102-54 Claims of reporting in accordance with the GRI Standards	P. 5			
	102-55 GRI content index	P. 71 - P. 87			
	102-56 External assurance	Not available	Did not conduct external assurance		

MATERIAL TOPICS

GRI 200 ECONOMIC STANDARD SERIES 2016

GRI 103: MANAGEMENT APPROACH 2016	MARKET PRESENCE		Topic boundary: employees, local community, local authorities
	103-1 Explanation of the material topic and its boundary	P. 35 - P. 36	
GRI 202: MARKET PRESENCE 2016	103-2 The management approach and its components	P. 35 - P. 36	
	103-3 Evaluation of the management approach	P. 35 - P. 36	
	202-2 Proportion of senior management hired from the local community	P. 35 - P. 36	

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GRI STANDARD DISCLOSURE PAGE NUMBER OMISSIONS & CLARIFICATIONS UNGC PRINCIPLES UN SDGS

MATERIAL TOPICS

GRI 200 ECONOMIC STANDARD SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 103: MANAGEMENT APPROACH 2016 2016	INDIRECT ECONOMIC IMPACTS				
	103-1	Explanation of the material topic and its Boundary	P. 12 - P. 15, P. 19	Topic boundary: employees, local community, suppliers, principal partners	
	103-2	The management approach and its components	P. 12 - P. 15, P. 19		
	103-3	Evaluation of the management approach	P. 12 - P. 15, P. 19		
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1	Infrastructure investments and services supported	P. 12 - P. 15, P. 19		

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GRI STANDARD DISCLOSURE PAGE NUMBER OMISSIONS & CLARIFICATIONS UNGC PRINCIPLES UN SDGS

MATERIAL TOPICS

GRI 200 ECONOMIC STANDARD SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 103: MANAGEMENT APPROACH 2016 2016	PROCUREMENT PRACTICES				
	103-1 Explanation of the material topic and its Boundary	P. 60	Topic boundary: suppliers, ANGE operations		
	103-2 The management approach and its components	P. 60			
103-3 Evaluation of the management approach	P. 60				
GRI 204: PROCUREMENT PRACTICES 2016	308-2 Negative environmental impacts in the supply chain and actions taken	P. 60			



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GRI STANDARD DISCLOSURE PAGE NUMBER OMISSIONS & CLARIFICATIONS UNGC PRINCIPLES UN SDGS

MATERIAL TOPICS

GRI 200 ECONOMIC STANDARD SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
ANTI-CORRUPTION AND BRIBERY					
GRI 103: MANAGEMENT APPROACH 2016 2016	103-1 Explanation of the material topic and its Boundary	P. 32	Topic boundary: internal and external stakeholders	Principle 10	
	103-2 The management approach and its components	P. 32			
	103-3 Evaluation of the management approach	P. 32			
GRI 205: ANTI-CORRUPTION 2016	205-1 Operations assessed for risks related to corruption	P. 32 - P. 41			
	205-2 Communication and training about anti-corruption policies and procedures	P. 41			
	205-3 Confirmed incidents of corruption and actions taken	P. 32			


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GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 300 ENVIRONMENTAL STANDARDS SERIES 2016					
	ENERGY				
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its Boundary	P. 66 - P. 67	Topic boundary: ANGE operations, legal authorities		
	103-2 The management approach and its components	P. 66 - P. 67			
GRI 103: MANAGEMENT APPROACH 2016 2016	103-3 Evaluation of the management approach	P. 66 - P. 67		Principle 8 and 9	 
GRI 302: ENERGY 2016	302-1 Energy consumption within the organization	P. 66 - P. 67			
	302-4 Reduction of energy consumption	P. 66 - P. 67			

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GRI STANDARD DISCLOSURE PAGE NUMBER OMISSIONS & CLARIFICATIONS UNGC PRINCIPLES UN SDGS


GRI 300 ENVIRONMENTAL STANDARDS SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 305: EMISSIONS 2016	ENERGY				
	305-1 Direct (Scope 1) GHG emissions	P. 66 - P. 67			
GRI 103: MANAGEMENT APPROACH 2016	WATER				
	103-1 Explanation of the material topic and its Boundary	P. 70	Topic boundary: ANGE operations, local communities	Principle 8	 
	103-2 The management approach and its components	P. 70			
	103-3 Evaluation of the management approach	P. 70			
	303-1 Water withdrawal by source	P. 70			

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GRI STANDARD DISCLOSURE PAGE NUMBER OMISSIONS & CLARIFICATIONS UNGC PRINCIPLES UN SDGS

GRI 300 ENVIRONMENTAL STANDARDS SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 103: MANAGEMENT APPROACH 2016	WASTE				
	103-1 Explanation of the material topic and its Boundary	P. 68 - P. 69	Topic boundary: ANGE operations, legal authorities, local community	Principle 8 and 9	
	103-2 The management approach and its components	P. 68 - P. 69			
	103-3 Evaluation of the management approach	P. 68 - P. 69			
GRI 306: EFFLUENTS AND WASTE 2016	306-2 Waste by type and disposal method	P. 68 - P. 69			
	ENVIRONMENTAL COMPLIANCE				
	103-1 Explanation of the material topic and its Boundary	P. 39, P. 66 - P. 70	Topic boundary: ANGE operations, legal authorities	Principle 7	

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GRI STANDARD DISCLOSURE PAGE NUMBER OMISSIONS & CLARIFICATIONS UNGC PRINCIPLES UN SDGS

GRI 300 ENVIRONMENTAL STANDARDS SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
ENVIRONMENTAL COMPLIANCE					
GRI 103: MANAGEMENT APPROACH 2016	103-2 The management approach and its components	P. 39, P. 66 - P. 70	Topic boundary: ANGE operations local communities	Principle 8	
	103-3 Evaluation of the management approach	P. 39, P. 66 - P. 70			
GRI 307: ENVIRONMENTAL COMPLIANCE 2016	307-1 Non-compliance with environmental laws and regulations	P. 70			

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GRI STANDARD DISCLOSURE PAGE NUMBER OMISSIONS & CLARIFICATIONS UNGC PRINCIPLES UN SDGS

GRI 400 SOCIAL STANDARDS SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 103: MANAGEMENT APPROACH 2016	EMPLOYMENT				
	103-1 Explanation of the material topic and its Boundary	P. 40 - P. 41	Topic boundary: employees, local communities	Principle 3	
	103-3 Evaluation of the management approach	P. 40 - P. 41			
	401-1 New employee hires and employee turnover	P. 40 - P. 41			
	GRI 401: EMPLOYMENT 2016	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	P. 43		
401-3 Parental leave		P. 43			
GRI 103: MANAGEMENT APPROACH 2016	OCCUPATIONAL HEALTH AND SAFETY				
	103-1 Explanation of the material topic and its Boundary	P. 45 - P. 53	Topic boundary: employees, suppliers, contractors	Principle 3	

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GRI STANDARD DISCLOSURE PAGE NUMBER OMISSIONS & CLARIFICATIONS UNGC PRINCIPLES UN SDGS

GRI 400 SOCIAL STANDARDS SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
OCCUPATIONAL HEALTH AND SAFETY					
GRI 103: MANAGEMENT APPROACH 2016	103-2 The management approach and its components	P. 45 - P. 53			
	103-3 Evaluation of the management approach	P. 45 - P. 53			
GRI 403: OCCUPATIONAL HEALTH AND SAFETY 2016	403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities	P. 47		Principle 1	
TRAINING AND EDUCATION					
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its Boundary	P. 58 - P. 59	Topic boundary: Economic Growth ANGE employees, local communities		  
	103-2 The management approach and its components	P. 58 - P. 59			

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GRI 400 SOCIAL STANDARDS SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
	TRAINING AND EDUCATION				
GRI 103: MANAGEMENT APPROACH 2016	103-3 Evaluation of the management approach	P. 58 - P. 59			
GRI 404: TRAINING & EDUCATION 2016	404-1 Average hours of training per year per employee	P. 58 - P. 59			
	404-2 Programs for upgrading employee skills and transition assistance programs	P. 58 - P. 59			
	NON-DISCRIMINATION				
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its Boundary	P. 59	Topic boundary ANGE employees	:	

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GRI 400 SOCIAL STANDARDS SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 103: MANAGEMENT APPROACH 2016	NON-DISCRIMINATION				
	103-2 The management approach and its components	P. 59		Principle 6	
	103-2 Evaluation of the management approach	P. 59			
GRI 406: NON-DISCRIMINATION 2016	406-1 Incidents of discrimination and corrective actions taken	P. 59			
GRI 103: MANAGEMENT APPROACH 2016	HUMAN RIGHTS ASSESSMENT				
	103-1 Explanation of the material topic and its Boundary	P. 40 - P. 41	Topic boundary: ANGE employees, suppliers		
	103-2 The management approach and its components	P. 40 - P. 41		Principles 1 and 2	
	103-3 Evaluation of the management approach	P. 40 - P. 41			

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GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
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GRI 400 SOCIAL STANDARDS SERIES 2016

	HUMAN RIGHTS ASSESSMENT				
GRI 412: HUMAN RIGHTS ASSESSMENT	412-1 Operations that have been subject to human rights reviews or impact assessments	P. 40 - P. 41			
	LOCAL COMMUNITIES				
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its Boundary	P. 39	Topic boundary: UAE local communities		
	103-2 The management approach and its components	P. 39			
	103-3 Evaluation of the management approach	P. 39			
GRI 413: LOCAL COMMUNITIES 2016	413-2 Operations with significant actual and potential negative impacts on local communities	P. 53			

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GRI 400 SOCIAL STANDARDS SERIES 2016

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 103: MANAGEMENT APPROACH 2016	CUSTOMER PRIVACY				
	103-1 Explanation of the material topic and its Boundary	P. 62	Topic boundary: customers		
	103-2 The management approach and its components	P. 62			
103-3 Evaluation of the management approach	P. 62				
GRI 418: CUSTOMER PRIVACY 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	P. 62			



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