



ANNUAL SUSTAINABILITY REPORT 2019



PRESERVING OUR HERITAGE
& WORKING FOR A SUSTAINABLE FUTURE

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SUSTAINABILITY REPORT 2019

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The symbol of stability and peace in the desert

It symbolises coexistence & the ability to adapt in the desert

The authentic national tree of the UAE

It tells the story of the land and human history

It is associated with the identity of the UAE and its culture and heritage



Tolerance is a universal value, and Ghaf is our authentic national tree, a source of life and symbol of stability in the middle of the desert. Under its shadows our ancestors gathered to consult on matters related to their daily lives. In the 'Year of Tolerance', we chose the Ghaf as a logo for all of us to live by the principles of tolerance, coexistence and diversity.

Sheikh Mohammed Bin Rashid Al Maktoum

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.



ABOUT THIS REPORT

GRI 102-45, GRI 102-46, GRI 102-51, GRI 102-54

ANGE continues for the fourth year to publicly disclose on its sustainability performance with the aim of continuous improvement.

PERIOD COVERED

The Report presents ANGE's sustainability performance from 1st January till 31st December 2019. This report presents an update of ANGE's most recent 2018 sustainability report.

REPORTING FRAMEWORKS

This Report has been prepared in accordance with the GRI Standards: 'Core option' and represents the Communication on Progress on the UN Global Compact (UNGC) principles. It also describes ANGE's contribution to the UN SDGs 2030, and UAE Vision 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 invites you to read its 2019 Sustainability Report and welcomes your feedback or comments by contacting us at sustainability@alnaboodah.com

CHAIRMAN'S MESSAGE

ABDULLAH MOHAMMED JUMA AL NABOODAH



Welcome to the fourth sustainability report published by Al Naboodah Group Enterprises (ANGE). The theme of this report is **'Year of Tolerance'**, reflecting more than 60 years of history as a family owned business and establishing the country's status as a global capital for tolerance and a nurturing environment for the diverse cultural backgrounds living and working peacefully side by side in the country.

At ANGE we believe in **"Working As A Family"**, an important component of our Sustainability agenda. Similar to the 'Year of Tolerance', the Ghaf tree also happens to be the symbol of Sustainability at Al Naboodah. This symbol is very significant to us as it carries many of our values. It symbolises 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.

Today, our Group employs approximately 10,000 people of around 50 nationalities, and our various business streams penetrate many sectors of the economy in the UAE and beyond. Our employees play a vital role in our success, and having a diverse workforce is an asset to us. This cultural diversity is celebrated and encouraged across the Group with open communication, acceptance and common values enabling us to achieve all our sustainability goals and targets for 2019 and drive sustainability as a strategic objective.

Once again, we were the proud recipients of a number of awards in 2019, including

CHAIRMAN'S MESSAGE

ABDULLAH MOHAMMED JUMA AL NABOODAH

1st place in the Happiness Awards led by the UAE Ministry of Human Resources and Emiratization, EXPO 2020 Awards for Health & Safety Initiative of the Year, Worker Welfare Impact, and more. The well-being of all our employees and the environment in which they work matters to us, and their feedback is also key to our improvement. This year through an internal happiness survey we have achieved 91% on our overall employee happiness rate.

Throughout 2019 we have made great progress to further embed sustainability into our everyday operations. Not only are we in alignment with the UAE's legislation to protect workers, most notably the Domestic Labour Law, a new Human Rights Policy has been introduced and communicated across the Group. In addition, around 16% of all new recruits were female as we believe in 'Fair Opportunities for All'. We also engaged with around 10,000 internal and external key stakeholders at ANGE during

Sustainability Week, where our top material topics (What Matters Most) were addressed throughout the event. We found a lot of opportunity to create value for all involved.

Improving the safety standards of our employees is part of our strategic objectives. We have ensured that 100% of our drivers' workforce were retrained on 'road safety' via classroom and visual impact training.

Sustainability at Al Naboodah is all about planning for the future, improving efficiency, implementing the best practices, automating and being resourceful, which are all part of the Sustainability Department's yearly objectives. Many steps were taken in 2019 towards achieving these objectives which is reflected throughout this report. At Al Naboodah, in line with the Government's vision, we are committed to "Preserving Our Heritage and Working For a Sustainable Future For All".



Further embedding sustainability into our everyday operations has enabled us to preserve our rich heritage and plan for a better future for all. Our employees play a vital role in our success, and through open communication, acceptance and common values we can give back to the community, the economy, and the environment whilst addressing the needs and challenges of our key stakeholders.

MANAGING DIRECTOR'S STATEMENT

SWAIDAN SAEED JUMA AL NABOODAH



2019 was proclaimed as the **“Year Of Tolerance”** in the UAE, where we devoted our resources to creating a work environment that believes in the importance of human communication and coexistence in the workplace and society as a whole.

At Al Naboodah, our ethos is our foundation, the rock on which we built our Enterprise. We believe in ‘Preserving our Heritage and Working for a Sustainable Future’ which is also reflected in our Corporate Values. As a family owned business, we have a duty to contribute to the success story of the UAE. Our approach to sustainability is integral to this success. Al Naboodah is one of the engines of the local economy - we create value by generating employment for 1000s of employees from many different countries. With a multicultural workforce our employees are encouraged to celebrate their cultural diversity through initiatives and events hosted throughout the year across our different locations, offices, facilities and Employee Villages, with the aim of creating a culture of teamwork and collaboration. This encourages open communication and coexistence under **“Working As A Family”** from our Sustainability Wheel.

We are very grateful to have been recognised in 2019 for our efforts by receiving numerous prestigious awards, including the **Happiness Award**, led by the UAE Ministry of Human Resources and Emiratisation, received for our commitment towards the wellbeing of all our employees.

Sustainability is embedded in all that we do, and we are determined to achieve our Vision 2025 that includes elements of customer experience, innovation, sustainability

MANAGING DIRECTOR'S STATEMENT

SWAIDAN SAEED JUMA AL NABOODAH

and to be the employer and partner of choice. Our future vision is very much in line with the UAE National Vision 2021 and, like the government, we have also aligned ourselves with the 17 Sustainable Development Goals (SDGs) issued by the United Nations (UN) to address the global challenges we all collectively face. As official signatory to the United Nations Global Compact (UNGC), we have incorporated the 10 principles of the UNGC into our strategy, policies and procedures.

By positioning ourselves globally, we strengthen our existing commitment to operate our business responsibly in terms of human rights, practices that are respectful to the environment and anti-corruption matters, all of which are visible across our Sustainability strategy and future vision.

We made great progress in 2019 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, through embracing new sustainable business models and Creating, Delivering and Capturing value for all our stakeholders. We aspire to achieve excellence in everything we do - from every product and service we offer to every policy we issue.

Our fourth annual Sustainability Report will highlight our sustainability performance transparently and we are very much committed to taking forward the legacy of our founding fathers by 'Preserving our Heritage and Working for a Sustainable Future'.



Our future vision is very much in line with the Government's vision. As a family-owned business, we have a duty to contribute to the success story of the UAE, and our commitment to sustainable development is integral to this success. Sustainability is embedded in all that we do, and we are determined to become the most successful and innovative conglomerate in the region, through embracing sustainable new business models that create, deliver and capture value for all our stakeholders.



CONSTRUCTION GROUP GM'S FOREWORD ANDY KARACINSKI

The world is changing fast, more than at any time in human history, with population growth leading to an increase in carbon emissions and energy consumption around the world.

We at AI Naboodah Group have taken these challenges very seriously, and continue to search for best practices to achieve our goals and strategic objectives, in a holistic approach in which every aspect is considered in addressing these challenges.

We believe that with great challenge comes great opportunity, so sustainability must therefore be at the forefront of our operations. Those of us in the construction industry need to collaborate to prepare for the coming changes and create a sustainable built environment for generations to come. In order to have healthy communities, clean air and a non-toxic environment and maintain a certain rate or level of economic growth whilst maintaining an ecological balance, Sustainability has to be embraced by everyone both at home and work. Let's continue working together for a sustainable future for all.

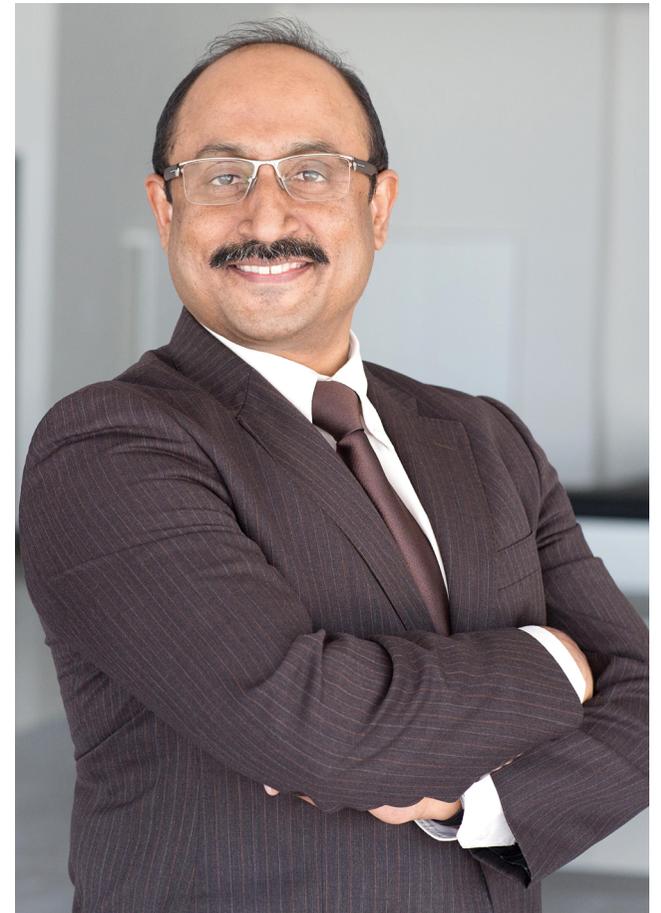
COMMERCIAL GROUP COO'S FOREWORD

AJIT KUMAR

Sustainability as a business strategy has local and regional impact.

ANGE, as well as other leading companies, is moving towards more sustainable business models to address important challenges in our region and achieve sustainable growth. Global challenges such as limited natural resources, increasingly empowered consumers, and ever-changing markets and industries directly impact the ANGE business. Addressing these challenges and taking the opportunity to adapt to these megatrends enables us to strategically diversify, innovate and sustain growth and drive the Group and its stakeholders forward.

We at ANGE are looking forward to delivering exceptional and unique customer experience and creating 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

- ▶ Streamlined the Environmental data (fuel, water, energy and waste).
- ▶ Environmental policies were reviewed and updated to reflect the activities of the Group.
- ▶ Energy policy, as part of following ISO-certified Energy Management System practices, has been updated.
- ▶ Sustainability Policy has been updated.
- ▶ Review and monitoring system by a team of 17 employees who were trained as internal auditors in ISO 50001 Energy Management System.
- ▶ More locations were added (scope of work) in 2019 in recording and reporting on water consumption.

INVESTMENTS & SERVICES TYPE COMMERCIAL | IN-KIND | PRO BONO ENGAGEMENTS

Not applicable

| | 2017 | 2018 | 2019 |
|--|-------------|-------------|-------------|
| 🔥 Fuel consumption (GJ) | 988,027 | 853,338 | 835,653 |
| ⚡ Electricity from local utilities (kWh) | 35,975,692 | 35,892,606 | 33,366,755 |
| 💧 Water consumption (gallons) | 332,401,103 | 345,039,770 | 365,352,178 |

OUTPUT

🔥 NATURAL CAPITAL

- ▶ ANGE managed resources more efficiently.
- ▶ ANGE had no penalties or non-compliance incidents with respect to environmental legislation in the past four years (2016, 2017, 2018 and 2019).
- ▶ ANGE generated a total of 99,520 kWh of renewable (solar) energy on-site which is a significant increase compared to 2018.
- ▶ ANGE achieved a reduction of around 7% in energy consumption.

WASTE GENERATED

| | 2017 | 2018 | 2019 |
|---------------------------------|---------|---------|--------|
| 🗑️ Hazardous waste (tonnes) | 14,316 | 13,271 | 8,940 |
| 🗑️ Non-hazardous waste (tonnes) | 344,478 | 220,097 | 89,218 |

EMISSION OF GHG

| | | | |
|---------------------------------------|--------|--------|--------|
| 🏭 Scopes 1 and 2 (tCO ₂ e) | 88,685 | 74,676 | 67,199 |
| Renewable energy generated (kWh) | - | 20,400 | 99,520 |

VALUE CREATION AT ANGE

INPUT

FINANCIAL CAPITAL

INVESTMENTS & SERVICES TYPE
COMMERCIAL | IN-KIND | PRO BONO ENGAGEMENTS

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.

Not applicable

SOCIAL AND RELATIONSHIP CAPITAL

INVESTMENTS & SERVICES TYPE
COMMERCIAL | IN-KIND | PRO BONO ENGAGEMENTS

- ▶ Membership and Partnership: Emirates Green Building Council and the Dubai Chamber of Commerce and Industry.
- ▶ Youth awareness workshops: Amity University students.
- ▶ Local Community support: Dubai Foundation for Women and Children, Royati Family Society, Al Noor and Al Manzil.
- ▶ Signatory to the United Nations Global Compact Principle
- ▶ Improved, comprehensive and interactive version of Code of Conduct.
- ▶ Participation in WETEX 2019.

Probono

Not applicable

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:

- ▶ 60% of total procurement budget is spent on local suppliers.
- ▶ Direct creation of 586 new jobs.

SOCIAL AND RELATIONSHIP CAPITAL

- ▶ 1,584 no. of volunteering hours by the employees.
- ▶ Aligned with the UAE Vision 2021, the UNGC and the SDGs.
- ▶ No penalties or non-compliance with respect to social violations.
- ▶ Solar EPC contract agreement.
- ▶ Preparing women and youth for success in the workforce.
- ▶ Raising the profile and increasing the numbers of our female talent, empowering people of determination and members of the community.
- ▶ 1,382 hours of work experience to people of determination.

VALUE CREATION AT ANGE

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 business. 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:
 - 10 employee villages
 - 292 villas and flats
 - 69 sales offices
 - Headquarters building
 - Commercial premises such as showrooms, service centres, warehouses and workshops, across several locations.

INVESTMENTS & SERVICES TYPE
COMMERCIAL | IN-KIND | PRO BONO ENGAGEMENTS

Commercial

Commercial
and In-kind

INTELLECTUAL CAPITAL

- ▶ Implementation of Speed Rent A Car system.
- ▶ Launch of the Smart City Strategy.
- ▶ Launch of the Innovation Lounge and celebration of Innovation Month.
- ▶ Launch of e-Auction Platform.
- ▶ Launch of the Digital Strategy.
- ▶ Emirates ID integration with CRM system.
- ▶ Warehouse Barcoding.
- ▶ Helpdesk for HR and Finance.
- ▶ Streamlined 3 years of data (Responsible Consumption).
- ▶ Over 27 automated processes across the Group.

INVESTMENTS & SERVICES TYPE
COMMERCIAL | IN-KIND | PRO BONO ENGAGEMENTS

Commercial

Not applicable

OUTPUT

MANUFACTURING CAPITAL

New businesses and services include:

- ▶ Launch of Ashok Leyland Partner LCV Vehicles.
- ▶ Opening of new and used car showroom (GW & Haval) in Abu Dhabi.
- ▶ New projects by Solar Division.
- ▶ Launch of the new stylish Peugeot 508 sedan.
- ▶ Opening of new spare parts outlets in Sharjah and Abu Dhabi.
- ▶ Supply of 94 Optare buses to RTA.
- ▶ Launch of GoAir flights from UAE.
- ▶ Opening of new travel agency in Sharjah.
- ▶ New Agricultural projects with Al Ain Municipality.
- ▶ Supplied over 719 Peugeot Expert vans.
- ▶ Partnership with ABB Lighting Control Systems and Energy Management Space.

INTELLECTUAL CAPITAL

- ▶ Launch of Al Naboodah Smart Cities CGU.
- ▶ Receipt of business and best practice ideas.
- ▶ Seamless customer experience at retail outlets.
- ▶ Increased market efficiency, more competitive pricing and transparency in Procurement.
- ▶ Delivering cutting-edge technology solutions.
- ▶ Improvement in data quality and accuracy for better decision making.
- ▶ Increased process efficiency.

VALUE CREATION AT ANGE

INPUT

HUMAN CAPITAL

- ▶ Aligned to the UAE's legislation on Domestic Labour Law, a new Human Rights Policy has been introduced.
- ▶ 32,094 hours of training were provided to employees in 2019.
- ▶ Anti-corruption training delivered for all employees in the Group.
- ▶ Engaged with over 10,000 internal and external stakeholders during the annual Sustainability Week.
- ▶ 135 new employees were introduced to the Group's Sustainability strategy and framework during onboarding induction and were provided with a Sustainability toolkit.
- ▶ 2,350 ANGE operatives were provided with health check-ups.
- ▶ Introduced unsafe acts and conditions reporting frequency rate in 2019.
- ▶ 49 Visual Impact Training sessions conducted reaching 6,955 employees.

INVESTMENTS & SERVICES TYPE
COMMERCIAL | IN-KIND | PRO BONO ENGAGEMENTS

Not applicable

| | 2016 | 2017 | 2018 | 2019 |
|-------------------------------------|--------|--------|--------|--------|
| Total number of employees | 18,554 | 15,809 | 14,237 | 10,121 |
| Training hours average per employee | 3.3 | 13 | 8 | 3.17 |

OUTPUT

HUMAN CAPITAL

- ▶ 1st place in the Happiness Awards led by the UAE Ministry of Human Resources and Emiratization.
- ▶ 1st place in 'Clean Technology Category' at Gulf Sustainability and CSR Awards along with 'Runner Up' awards in 'Learning and Education Programmes' and 'Best Workplace and HR Practices' categories.
- ▶ Winner in three categories of the EXPO 2020 awards: Health & Safety Initiative of the Year, Worker Welfare Impact, Subcontractor of the Year along with Runner up in the Environment Initiative of the Year category.
- ▶ Winner in Dubai Municipality's inaugural Zero Accident Construction Challenge.
- ▶ 'Best OHS Performance of the Year 2019' recognition by Dubai Municipality.
- ▶ HSE Excellence Award by EMAAR.
- ▶ 1st Runner-Up for paper collection and top 10 placement in the Can Recycling Campaign by Emirates Environmental Group (EEG).
- ▶ 2nd place in 'Annual Environmental Campaign of the Year' by Dubai Aviation Engineering Projects.
- ▶ 99% overall employee happiness rate among operatives.
- ▶ 91% overall employee happiness rate among staff.
- ▶ Reached 2.97% of female representation in the workforce, including operatives.
- ▶ 16.04% of new recruits were female.
- ▶ Over 37 million LTI free man-hours across multiple projects and showrooms
- ▶ Recorded an average score of above 82% on safety compliance on our Visible Felt Leadership tours.

| | 2016 | 2017 | 2018 | 2019 |
|---|------------|------------|------------|------------|
| Total man-hours worked (thousands) | 51,486,394 | 50,074,273 | 54,911,708 | 49,664,940 |
| Total number of lost time injuries (LTIs) | 9 | 5 | 4 | 6 |
| Total lost day rate | 7.68 | 5.63 | 4.98 | 4.99 |
| Total number of fatalities | 0 | 0 | 0 | 0 |
| Attrition rate | 0.09 | 0.24 | 0.185 | 0.435 |

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 10,000 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

ANGE VISION 2025



Achieve Strong and Sustainable Net 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 Core Values & Vision 2025

AL NABOODAH GROUP ENTERPRISES

GOVERNANCE

GRI 102-45

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 Organisation 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



TYRES



COMMERCIAL VEHICLES



BUSES & COACHES



TRAVEL & TOURISM



LIGHTING



CONSTRUCTION



HEAVY EQUIPMENT



AUTOMOTIVE



SOLAR SOLUTIONS



FIT-OUT



MOTORCYCLES



LOGISTICS



TRUCKS

AL NABOODAH GROUP ENTERPRISES

CORPORATE GOVERNANCE STRUCTURE

GRI 102-45

In 2019, ANGE reorganised its corporate governance structure to maintain a culture of transparency 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. No significant changes have been made to the organisation structure during this year.

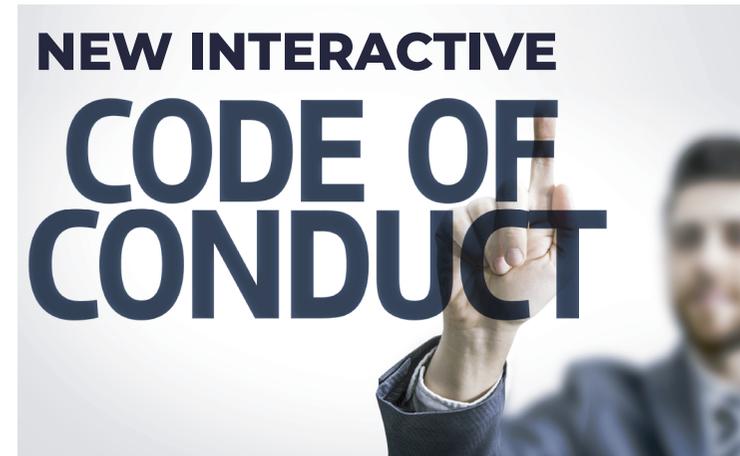


Figure 3. ANGE Corporate Governance Structure

COMMITMENT TO ANTI-CORRUPTION

Al Naboodah is one of the most reputable names in the region, with solid family and corporate values such as integrity and transparency that are passed on through generations. With a strong governance structure and strategic 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 that was released in 2018 and revised in 2019. ANGE is committed to fostering a workplace conducive to open communication regarding its business practices. 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 to bribery, fraud or any form of corruption and strives to conduct all business activities responsibly, efficiently, transparently, and with integrity and respect towards all key stakeholders. Our values are incorporated into our policies and code of conduct, which underline our commitment to safeguarding our principles.



87% 
Employees Completed
Anti-Corruption Training

100% 
Drivers Completed Classroom
& VIT Anti-Corruption Training

The Group's anti-corruption policies and procedures have been communicated to all employees through various communication channels. Year on year, we have been strengthening our commitment to anti-corruption by taking a proactive approach in implementing and driving our Anti-Corruption Policy across the Group.

Two minor corruption incidents involving employees were recorded during 2019 and appropriate disciplinary action was taken, including dismissal.

ANGE also introduced a revised Whistle-Blower policy to identify receipt of concerns and their severity level to enable the implementation of corrective action and safeguard ethical business practices through an online platform which will be launched to employees in 2020.

COMMITMENT TO ANTI-CORRUPTION

All reports are treated with utmost confidentiality and are promptly investigated without the risk of retaliation for the reporting employee so long as their report is made in good faith.

It is understood that employees may in certain instances feel unable or uncomfortable reporting any suspected misbehaviour to their immediate manager. The newly revised Whistle-Blower Policy with an online platform provides a means for every Reporting Employee to anonymously report a concern outside the ordinary reporting channels without the fear of retaliation.



HOW IT WORKS?

WHISTLE BLOWER ONLINE PLATFORM



Using the WB Online Platform enables employees to upload receipts of concern, with an option to include supporting documents.



Reports uploaded will be received by the Investigative Committee.



Investigative Committee will have authority to request for more information if needed and will meet depending on pre-determined level of risk and severity.



Investigative Committee will devise an action plan to tackle the matter, if the report is related to financial misconduct the BOD will be informed and further action will be taken.



Figure 4. Overview : Whistle-Blower Process

A STRATEGIC APPROACH TO SUSTAINABILITY

ANGE applies the Precautionary Principle through its strategic approach to sustainability and our strategic objectives for 2020.

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 2020



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 5. ANGE 7 Strategic Objectives for 2020

A STRATEGIC APPROACH TO SUSTAINABILITY

In 2019, ANGE revised the Sustainability Policy that unifies its vision and commitment towards stakeholders. The Board of Directors 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 workshops.

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 implemented across the Group.



Figure 6. ANGE Sustainability Framework

GOALS & TARGETS

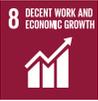
| | | | | |
|--|--|--|-----------------------------------|---|
| <p>Employee welfare</p> | <p>Innovation for a better future</p> | <p>Engaging with our stakeholders</p> | <p>Health & Safety</p> | <p>Reducing waste</p> |
| <p>Fair opportunities for all</p> | <p>Preserving our heritage</p> | <p>Saving water</p> | <p>Customer experience</p> | <p>Managing energy efficiently</p> |

ADOPTING SUSTAINABILITY

A GLOBAL FRAMEWORK – THROUGH REGIONAL ACTIONS

The world’s interwoven challenges require collaboration and a shared responsibility and vision. The United Nation’s 17 Sustainable Development Goals (SDGs) recognise this reality and provide a global framework to protect the planet and ensure that all people thrive and prosper.

ANGE plays a leading role in the UAE, with the potential to contribute to regional and global sustainable priorities. To focus the Group’s efforts and understand its impact, 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 global and local sustainability goals and targets.

| | ANGE GOALS | SUSTAINABLE DEVELOPMENT GOALS 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, Sustainability Workshops, Government partnerships and exhibitions. |
| | <p>Employee welfare</p>  |  | First-Rate Education System | Community Engagement: Volunteering initiatives, youth awareness sessions, collaborating with NGOs, schools and universities. |
| | | | Safe Public and Fair Judiciary | Employee Welfare: Happiness surveys, open forums, world-class facilities at Employee Villages (operatives’ accommodation) |
| | | | | Health & Safety: Training all drivers on new RTA regulations and fines, health check-ups, safety campaigns, workshops. |

¹<http://uaesdgs.ae/en>

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

ANGE GOALS

SUSTAINABLE DEVELOPMENT GOALS¹

UAE VISION²

ANGE STRATEGIC PROGRAMMES & INITIATIVES

UNLOCKING POTENTIAL

Innovation for a better future



Customer experience



Fair opportunities for all



Competitive Knowledge Economy

First-Rate Education System

Innovation: Pursue process innovation within core capabilities, leverage innovative technologies to drive automation, explore profitable innovative business models in sustainability, pioneer thought leadership to lead the mind battle.

Employee Growth: Competency framework

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

Supply Chain: Green procurement codes, Sustainable Supply Chain Charter, spent on SMEs³, knowledge sharing.

Customer Experience: Privacy policy, customer feedback mechanisms, Dubai Service Excellence Scheme (DSES) and Mystery Shopper programme.

RESPONSIBLE CONSUMPTION

Managing energy efficiently



Saving water



Reducing waste



Sustainable Environment and Infrastructure

Streaming data online

Waste: Recycling and reduction campaigns.

Water: Water-saving instruments and loss-detection programmes.

Energy: Energy consumption saving programmes.

¹<http://uaesdgs.ae/en>

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

³SMEs: Small and medium-sized enterprises

GOVERNING SUSTAINABILITY

Sustainability is embedded into ANGE's DNA and is supported from the highest level of senior management through to every employee, inspiring behaviours and encouraging positive change. Establishing a strong sustainability governance structure has enabled ANGE to maintain a culture of transparency and integrity towards all stakeholders. The Sustainability Committee along with EXCO 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 awareness and engage employees across the various business operations.

Figure 7. ANGE Sustainability Committee



At ANGE we recognise that individuals, organisations, and the UAE government alike are all increasingly prioritising sustainability as an essential part of their strategy and future vision. Leading conglomerates in the region are showing that sustainable development is a key priority in their business models, paving the way for other companies to commit. Reporting on our sustainability performance enables our key stakeholders to learn more about our challenges, opportunities and accomplishments transparently. This increased transparency leads to better decision-making and collaboration, which helps build and maintain trust in our businesses. This is what value creation is all about.



”
Fatima Ahmed Saeed Al Naboodah - General Manager Sustainability

SUSTAINABILITY LEADERSHIP COUNCIL

WORKING AS A FAMILY

GENERAL MANAGER SUSTAINABILITY
FACILITIES MANAGER
SHEQ MANAGER - OPERATIONS
SHEQ MANAGER - NATIONAL PLANT
SHEQ MANAGER - COMPLIANCE
ASSISTANT MANAGER - BUSINESS EXCELLENCE
SUSTAINABILITY COORDINATOR
SUSTAINABILITY SPECIALIST
SUSTAINABILITY SENIOR SECRETARY
HEAD OF HR - ANCG & ANCOM
HEAD OF HR - ANGE & RESOURCING
GENERAL MANAGER - MARKETING
ASSISTANT MANAGER - MARKETING
COPYWRITER
PROCUREMENT MANAGER

RESPONSIBLE CONSUMPTION

SHEQ MANAGER - OPERATIONS
SHEQ MANAGER - COMPLIANCE
SHEQ MANAGER - NATIONAL PLANT
PROJECT HSE ENGINEER
FACILITIES MANAGER

UNLOCKING POTENTIAL

GENERAL MANAGER - SPMO
GENERAL MANAGER - MARKETING
ASSITANT MANAGER - MARKETING
MANAGER - PMO
HEAD OF HR - ANCG & ANCOM
HEAD OF HR - ANGE & RESOURCING
HR CONSULTANT - RESOURCING



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 transmitted for implementation to all functions across the Group.

ENGAGING WITH OUR STAKEHOLDERS

GRI 102-40, GRI 102-42, GRI 102-43

ANGE is consistently taking steps to improve 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.

Identified through a stakeholder mapping exercise with the input of the heads of the 15 business streams and senior management, a key stakeholder list was formalised in 2017 with the following as ANGE's six stakeholder groups:

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

OUR KEY STAKEHOLDERS



EMPLOYEES



CUSTOMERS



GOVERNMENT



SUPPLIERS



LOCAL COMMUNITY



PRINCIPAL PARTNERS

Figure 7. ANGE Key Stakeholder Groups

METHODS OF ENGAGEMENT WITH OUR STAKEHOLDERS

GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44



CUSTOMERS

Media and marketing campaigns - Monthly
 Sharing expertise with customers - Yearly
 Customer happiness surveys - Daily
 Customer feedback mechanisms - Daily
 Customer meet-and-greet sessions - Yearly
 Significant safety milestone recognition - Quarterly



LOCAL COMMUNITY

Awareness campaigns – Monthly/Quarterly
 University and School presentations -Quarterly
 Safety campaigns - Quarterly
 Partnerships with local associations & government entities like the Al Ain – Daily Municipality, EXPO 2020, the Emirates Green Building Council, and the Dubai Charity Association for volunteering – Daily/Monthly/Quarterly



SUPPLIERS

Media and marketing campaigns - Yearly
 Sharing of best practice with peers - Yearly
 Workshops - Monthly
 Awareness sessions on new procurement processes - Yearly
 ANGE procurement website for suppliers - Daily
 Product training - Quarterly



EMPLOYEES

Internal communication on sustainability - Monthly
 Awareness campaigns - Monthly
 Management seminars - Yearly
 Health, Safety and Environmental campaigns - Monthly
 Happiness surveys - Yearly
 Workshops - Monthly
 Sustainability Week - Yearly
 Open forums - Quarterly
 Marhaba induction sessions for new joiners - Monthly
 New employee on-boarding experience survey - Monthly
 Toolbox Talks - Weekly
 safety task instructions - Daily



GOVERNMENT

Workshops and meetings - Monthly
 Government relations - Daily
 Inspections and audits – Monthly/Quarterly
 Exhibitions and events - Yearly



PRINCIPAL PARTNERS

Sharing of best practice with peers - Yearly
 Workshops and meetings - Monthly
 Key stakeholder campaigns - Yearly

Table 2. Methods of Engagement used with each Stakeholder Group

MEMBERSHIPS AND PARTNERSHIPS

غرفة دبي
DUBAI CHAMBER



United Nations
Global Compact

LOCALLY

GLOBALLY

Signatory Level Engagement

SUSTAINABILITY AWARDS

- 🏆 **1st place** in UAE's Happiest Workplace
Happiness Award - Ministry of Human Resources and Emiratization
- 🏆 **Runner Up** awards for the 'Learning and Education Programmes' and 'Best Workplace and HR Practices' categories
Gulf Sustainability and CSR Awards
- 🏆 **Winner** in Zero Accident Construction Challenge
Dubai Municipality
- 🏆 **1st Runner-Up** for paper collection and **top 10 placement** in the Can Recycling Campaign
Emirates Environmental Group (EEG)
- 🏆 **2nd place** in 'Annual Environmental Campaign of the Year'
Dubai Aviation Engineering Projects

- 🏆 **1st place** in 'Clean Technology Category'
Gulf Sustainability and CSR Awards
- 🏆 **Winner** in 'Health & Safety Initiative of the Year', 'Worker Welfare Impact', 'Subcontractor of the Year' and **Runner up** in the 'Environment Initiative of the Year'
EXPO 2020 Awards
- 🏆 **'Best OHS Performance of the Year 2019'** recognition
Dubai Municipality
- 🏆 **HSE Excellence Award**
EMAAR



FOCUSING ON WHAT MATTERS MOST

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

ANGE understands that engaging with its stakeholders is a key for success. The Group places high importance on identifying its material topics which form the basis of its focused strategy. This strategy is integrated across the entire Group in order to develop in the direction needed to stay relevant in business for years to come.

ANGE's materiality assessment process involves conducting workshops with both internal and external stakeholders. The objective of these workshops is to identify and prioritise issues or material topics and better support our reporting and decision-making. Addressing key questions will enable us to have smart, sustainable and inclusive growth that is both profitable and sustainable.

Participants in the workshops were asked to rank the importance and impact of each material topic using an online platform. 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.

ANGE developed a 2-year programme to address its top material topics identified in 2018, so no changes in reporting have been made and the material topics for ANGE have remained the same as the previous year.

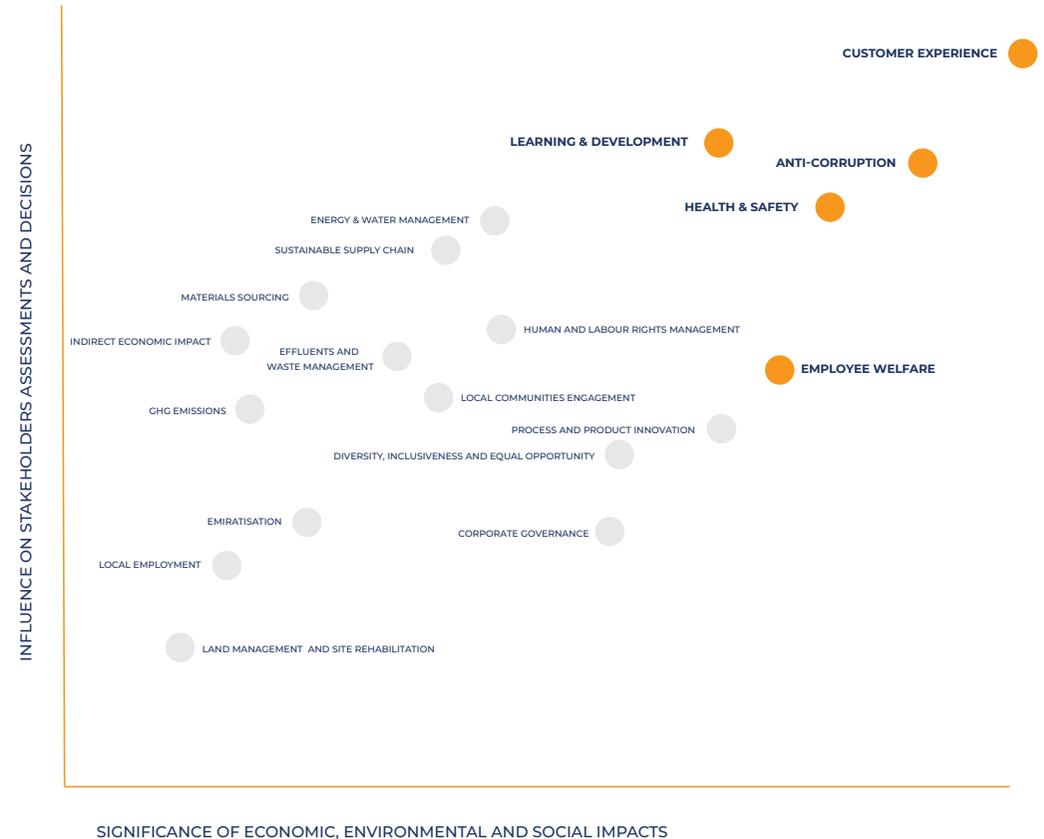


Figure 8. ANGE Sustainability Material Topics

WORKING AS A FAMILY

WORKING AS A FAMILY

KEY 2019 TARGETS

PROGRESS IN 2019

KEY 2020 TARGETS

PRESERVING OUR HERITAGE



Continue targeting key roles for Emiratis.

Emiratisation strategy to continue with targeted internship programme.

Our internship programme welcomed 3 Emiratis.

Continue targeting key roles for Emiratis.

Emiratisation strategy to continue with targeted internship programme.

ENGAGING WITH OUR STAKEHOLDERS



All drivers to be trained and audited on road safety.

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

100% of drivers were trained & are monitored through GPS.

Several engagement activities were conducted throughout the year.

Train all drivers on new RTA regulations and fines.

Conduct internal and external stakeholder materiality workshop with 70 key stakeholders.

Engage with 50% of operatives through open forums.

Conduct Youth Awareness Sessions for up to 500 students .

EMPLOYEE WELFARE



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

Encourage stakeholders to adopt EXPO 2020 standards for worker welfare conduct.

Conduct health check-ups in employee villages.

A total of 1,584 volunteering hours reached in 2019.

EXPO 2020 recognised ANGE's commitment to HSE and Worker Welfare in its annual awards.

A total of 2,350 ANGE operatives were provided with health check-ups.

1,500 hours of volunteering to be carried out by ANGE employees.

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

Health Check-up/Medical awareness Lectures and free health check-up campaigns for up to 30% of operatives.

PRESERVING OUR HERITAGE

GRI 102-48



With over 60 years of history, ANGE welcomes the opportunity to celebrate the country's rich heritage and its own contribution to the UAE, to create sustainable value for future generations.

For decades now, the UAE has welcomed people of many different nationalities, faiths and backgrounds to work and live here. Together we have contributed to the success of the country, which is widely recognised as a global capital of multi-culturalism and pluralism.

Since its establishment, Al Naboodah has strived to build its vision on the wisdom of Sheikh Zayed bin Sultan Al Nahyan.

The Group's founders, the brothers Saeed Juma and Mohammed Juma Al Naboodah, were honoured with the UAE Pioneer Award in November 2017.

From our business and commercial operations to our company programmes and initiatives, we have always been committed to the guiding pillars of tolerance and acceptance and support them within both the community and the workplace through education and culture. We celebrated the 48th UAE National Day, commemorating the unification of the seven emirates under the leadership of Sheikh Zayed in 1971, at our Headquarters and site offices. To mark the occasion, there was Emirati music and food celebrated with Al Naboodah family members. In addition, the winners of the Al Naboodah UAE National Day Painting Competition were announced, with prizes awarded to the top three.

We proudly celebrate UAE's national holidays and occasions and incorporate cross-cultural awareness training into our induction programme for all employees. This is aimed at encouraging dialogue, acceptance, and understanding between UAE nationals and expatriates.

The Agriculture division of Swaidan Trading, part of our Commercial business, organised a workshop for the staff of the Al Ain Municipality on 'Rediscovering Date Palm for Sustainable Development'.

This key event on the topic is important for the Middle East region. The workshop was viewed as a success with major media coverage and attention from government officials.

The Agriculture division in Al Ain also continues to recycle waste from old date palms - fronds, leaves and trunks into furniture, huts, shading and traditional Emirati handicrafts.



EMIRATISATION



Now formally in its fourth 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 Identity⁴.

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. As

such, to support this in 2019, the Group welcomed 3 UAE nationals for internship.

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 Dubai and other Emirates, and collaborates with local universities such as Zayed University and Al Ghurair University.

EMIRATI EMPLOYEES AT AL NABOODAH

| | 2017 | 2018 | 2019 |
|---|------|------|------|
| No. | 57 | 60 | 46 |
|  | 42% | 42% | 47% |
|  | 58% | 58% | 53% |

⁴<https://www.vision2021.ae/en>

Table 3. UAE Nationals' presence in the Workforce

EMIRATISATION



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, and strategic management responsibilities and play a proactive role in taking forward the Group's legacy.

UAE NATIONALS REPRESENTATION IN SENIOR MANAGEMENT

| | 2017 | 2018 | 2019 |
|---|------|------|------|
|  NO. IN EXECUTIVE & SENIOR MANAGEMENT POSITIONS | 13 | 13 | 13 |
|  EXECUTIVE & SENIOR MANAGEMENT POSITIONS | 21% | 21% | 21% |

Table 4. UAE Nationals representation in Senior Management

EMIRATI VOICES



I am proud to be part of a reputable organisation in which I can contribute to its legacy. Working at Al Naboodah gave me an opportunity to work with colleagues from diverse backgrounds as one family.

I am very happy with my job. I enjoy working with my team I am proud to be part of Al Naboodah Group.

Maitha Majid Bughnaim
 Assistant Manager - Emiratisation



ENGAGING WITH OUR STAKEHOLDERS

GRI 102-43, GRI 102-44

At the heart of our Sustainability approach is the belief that understanding the needs and challenges of all our stakeholders and incorporating them into our strategy enables us to create, deliver and capture value. This value creation is vital to achieving business growth and a sustainable competitive advantage.

ANGE firmly believes effective engagement helps translate stakeholder needs into organisational goals and creates the basis of effective and focused strategy development. As such, in 2019, under the Working as a Family pillar, the Group introduced various stakeholder engagement initiatives that further strengthen the relationship based on mutual benefit and trust.



ENGAGING WITH OUR EMPLOYEES

Engaging with our employees is key to successful integration of sustainability across the Group. ANGE strives to capture the interest of employees through interactive and engaging activities throughout the year and during the annual Sustainability Week.

Upon joining ANGE, employees are immediately introduced to the Group's Sustainability strategy and framework during onboarding induction, and provided with a Sustainability toolkit. In addition, employees are required to participate in an online sustainability training session that explains its strategic importance and emphasises the role of the employee in the Group's sustainability journey. During 2019, 135 new employees completed this online training.



OPERATIVE HAPPINESS SURVEY



In ANGE’s annual operatives survey, participants anonymously respond to a series of questions that reflects employee happiness levels across several areas. In 2019, with a survey response rate of 98.35% (9,706 responses), which is 28% higher than the response rate in 2018, and an overall satisfaction rate of over 99%, the survey indicated that:

- ▶ 99% of employees are satisfied with their working conditions, feel safe in the work environment and think that management recognises good work.

Over 99% of employees feel that management and employees trust each other and that ANGE listens to them.

- ▶ Over 99% feel satisfied with the food provided by the company as opposed to a 93% satisfaction rate in 2018. The measures taken to improve on the food options at the employee villages were reflected in the improvement in happiness score.

| |  RESPONSE RATE |  OVERALL OPERATIVE SATISFACTION |
|------|--|---|
| 2016 | 67% | 93% |
| 2017 | 70% | >99% |
| 2018 | 98% | >99% |

Table 5. Outcomes of the 2019 Operatives Happiness Survey

- ▶ These improvements from last year’s performance show that listening to employees and engaging with them, as an engine of ANGE progress, is worth the effort. For 2020, the Group aims to maintain the same response rate and happiness levels, using regional languages to facilitate participation.



At Al Naboodah Construction Group, the Facilities Management Department is always focused on adding value to the organisation’s business competitiveness with the motto ‘think strategically and target operationally’. We are in compliance with sustainability objectives set for the year concerning cost savings on energy, resources, materials, etc. Equally, we ensure that Sustainable Practises are always maintained across all facilities, and we are delighted to showcase our facilities both internally & externally to demonstrate best practice in the market.

”
Manzoorudeen KK - Facilities Manager

EMPLOYEE HAPPINESS SURVEY



Alongside the Operatives Survey, it is also important for ANGE to evaluate the happiness rate of its staff. In 2019, 949, out of approximately 2,000 employees, participated and rated their overall happiness rate with ANGE. From results its noted that 91% of employees are 'Happy' or 'Very Happy' working in the Group. During 2020 ANGE will consider this feedback to further develop a happier work environment for its employees.

YOUR VOICE MATTERS



- VERY HAPPY
- HAPPY
- NEITHER HAPPY NOR UNHAPPY
- UNHAPPY

Figure 9. Outcomes of the 2019 Employee Happiness survey

360 DEGREE FEEDBACK SURVEY



Improving efficiency, implementing the best practices, automating and being resourceful are all part of the Sustainability Department's objectives.

In a huge step towards achieving our departmental objectives, in 2019 we supported reintroducing a 360-degree feedback survey in Al Naboodah Commercial Group, an initiative taken by the Commercial HR Department to complete a 2018 annual performance review process of all business unit heads.

This allowed CGU heads to gain more insight into how others perceive them as leaders and provide an excellent opportunity to improve on their leadership skills that will enable them to excel and add value to both a personal and organisational level.

We are working on developing a plan to implement this exercise across the Group in 2020.



All of us at Al Naboodah support the UAE's mission to meet the needs of the present without compromising the ability of future generations to meet their own needs by contributing to a sustainable model of economic development that reduces both our impact on the environment and the depletion of natural resources.

— ” —
Benny Vargheese – Head of Human Resources – Construction and Commercial Group



SUSTAINABILITY DEPARTMENT PERFORMANCE EVALUATION

With the objective of serving its employees better through creating practices that would drive Sustainability as a strategic objective across the Group and create value for all, ANGE rolled out the Sustainability Department Performance Evaluation in 2019.

Feedback was gathered from eight CGUs and nine departments that the Sustainability department works closely with and supports. The evaluation helped the department to refocus and understand how their work and contributions over the course of the year fit within the organisation.

It also allowed them to look at what is working and what is not, which will be a tremendous benefit to map out future sustainability goals.

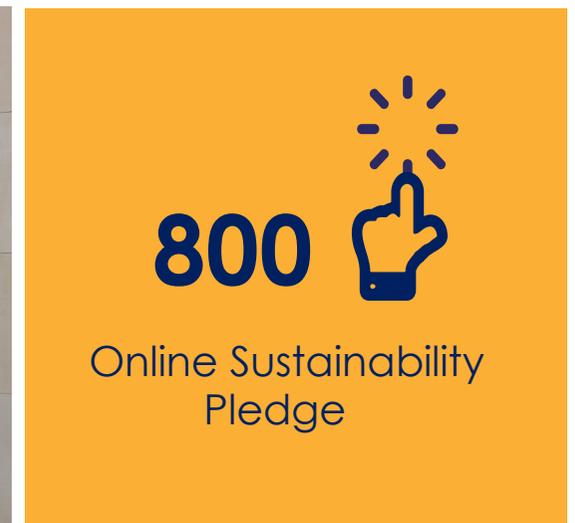


SUSTAINABILITY TOOLKIT

In 2019, the Sustainability Team revised the Sustainability Toolkit that includes detailed information about ANGE's sustainability approach, and general information on sustainability related topics, and encourages employees to get involved with many different initiatives across the Group, enabling them to play a more strategic role in driving sustainability.

SUSTAINABILITY PLEDGE

Reinforcing sustainability as a strategic objective is an ongoing commitment for all. The Sustainability Pledge reached over 2,000 employees, and during 2019 Sustainability Week employees reinforced their commitment by taking the online pledge, taking the number of responses to more than 800.



SUSTAINABILITY WEEK



For the fourth consecutive year, ANGE's Sustainability Week brought together employees, key partners and suppliers, and more, to focus on ANGE's sustainability pillars and material topics. Recognising the Sustainability Leaders for their efforts and awarding them for achieving 100% of the 2019 goals and targets ahead of the time by the Group Managing Director marked the launch of the week.

ANGE's Sustainability Week focused on the Group's top five material topics: Employee Welfare - Customer Experience - Occupational Health & Safety - Anti-Corruption - Learning & Development: A full themed day was assigned for each topic.

OVER **10,000**
PARTICIPANTS

27
PARTICIPATING
LOCATIONS

6
QUIZZES ON
SUSTAINABILITY MATERIAL TOPICS

90
WORKSHOPS AND
AWARENESS SESSIONS

Figure 10. Highlights from the Sustainability Week



ENGAGING WITH THE LOCAL COMMUNITY



As part of our commitment to engage with our stakeholders and the community around us, a youth awareness initiative was conducted on the importance of ‘Sustainability and Health & Safety in the Workplace’ to 45 students from Amity University, Dubai. In addition, an opportunity was also provided for the Amity University CPM students to visit our ‘Mixed-Use Building’ at project Mankhool with the objective of providing them with an insight into internal operations and working at construction sites. This enabled the students to understand the practical side of the theoretical knowledge gained at their University, future career prospects and professional growth along with the opportunity to meet the site supervisors and engineers and discuss various aspects of the work.

ANGE supported the Al Noor Centre for Students of Determination by hosting a Smiles n’ Stuff Bazaar Day at its headquarters on two different occasions during 2019.

Funds raised through the sale of products, which are handcrafted by Al Noor students themselves, helped towards the training and running costs of the Centre. In addition, every sale is a message of encouragement to the students.

Providing work experience to people of determination is one of ANGE’s 2019 Sustainability Goals & Targets. To address this, ANGE has collaborated with two NGOs. Two students from the Al Noor Training Centre and three students from the Manzil Centre were provided with work placement for 1,382 hours in 2019, equivalent to 172 days.

ANGE believes that providing work experience to people of determination will increase workforce morale and motivation and reflects its Sustainability Goal of providing ‘fair opportunities for all’, creating a work environment that promotes inclusion.

In line with the UAE Vision 2021 objective of creating a Cohesive Society and Preserved Identity⁵, ANGE places a high emphasis on engaging with local communities in order to develop a sustainable UAE economy. In this regard, a workshop was conducted at the Dubai Foundation for Women and Children on how to excel in job interviews, and support was provided on improving and tailoring their CVs.

In collaboration with the Royati Family Society with the aim of encouraging the community to donate pre-loved toys, furniture, clothes and more to people in need, ANGE ran a ‘Share Your Blessings’ initiative during Sustainability Week. Around half a tonne of pre-loved items that were in good condition were collected during this campaign and donated to the Royati Family Society to be distributed to the people in need.



⁵<https://www.vision2021.ae/en>

ENGAGING WITH LOCAL GOVERNMENT



ANGE aligned its Sustainability goals and targets globally with UNSDGs and regionally with the UAE's Vision 2021. The UAE Government is one of our key stakeholders.

AGRICULTURE DIVISION HOSTED WORKSHOP ON DATE PALM FOR SUSTAINABLE DEVELOPMENT



The Agriculture business of Swaidan Trading hosted the hugely successful training programme in Al Ain. As part of its long-standing partnership with the Al Ain Municipality to preserve and maintain the important date palm plantations in the area, Swaidan Trading's Agriculture business has a responsibility to keep abreast of new avenues for sustainable management of the plantations. In this regard, the business hosted a workshop entitled 'Rediscovering Date Palm for Sustainable Development', which explored both traditional and pioneering new techniques for recycling date palm waste for useful and viable applications. Our agriculture business is considered a leading authority in the field of date palm preservation, so this was a significant event on the topic in the GCC region and was well attended by staff from the Al Ain Municipality, the media and government officials. The business was presented with a Certificate of Appreciation from the Al Ain Municipality for their efforts in hosting the successful workshop.

EMPLOYEE WELFARE



Employee welfare ranks as the fourth highest material topic for ANGE and employees are at the core of its success. We constantly develop programmes to enhance our employees' welfare and our commitment to their wellbeing is demonstrated with our Employee Villages receiving an 'A' grade and Gold rating for six consecutive months in 2019 by the Dubai Municipality. These awards were received for maintaining exceptionally high standards and quality of life at our Employee Villages, which are widely considered to be a leading example in the construction sector.

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 Emiratisation, 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 countries of origin. 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.

ANGE was the proud recipient of the UAE's Happiest Working Environment award for three consecutive years, decisively confirming its status as the employer of choice in the UAE.

There were several initiatives we took in 2019 to provide exceptional facilities for our operatives. We organised the celebrations of regional festivals including Eid, Onam, Ganesh Chaturthi, Prophet Guru Nanak's Birthday, Holi and many more at our Employee Villages.



EMPLOYEE WELFARE



Reinforcing our commitment to ‘Working as a Family’ and the welfare of our employees, we celebrated World Labour Day across our Employee Villages on the 1st May 2019 by conducting various activities such as fun games, a singing competition and other exciting programmes. Our operatives enjoyed all the activities and the winners were awarded with gifts.

In addition, our operatives at the EXPO2020 project sites were recognised for their outstanding work in an awards ceremony.

Furthermore, an awareness campaign was conducted for operatives by the Embassy of India. The campaign included talks addressing several issues faced by operatives, including the dangers of alcohol and smoking, protection against identity theft and fraud, debit card and account security, financial advice and appropriate activity on social media, among others.

In line with ANGE’s commitment to the wellbeing of its employees, the Group IT department has set up secure company wireless internet access in the garden area our Al Awir headquarters.

This initiative provides employees with the opportunity to work from the garden, with the objective of encouraging, inspiring and motivating employees to stay productive whilst enjoying the pleasant weather during winter time in the UAE.

It will also help employees to de-stress and improve vitamin D levels, which is stimulated by short-term exposure to sunlight and is essential for healthy bones and a well-functioning immune system.

The internet accessibility is proven to be 100% secure and provides employees with a bit more freedom to work away from their desks.



As a Key Strategic Objective, the Group IT department understands the important role sustainability plays in its day-to-day activities and decision-making process, whether its investing in new technology or supporting ANGE with its new sustainable business models by implementing cutting-edge technology.

We are very proud of our achievements, and the economic and environmental value created by our Data Centre is a great example, where we currently use a Hyperconverged Private Cloud technology that uses 40% less physical space, requires less power to operate thus generating less heat and less energy consumption for cooling. In addition, more than 95% of our employees’ PCs and Laptops across the Group are HP computers, that currently heading the list of “Guide to Greener Electronics”, which supports our values of using suppliers that apply environmentally friendly practices. Furthermore, the Group IT department has become a 100% paperless department since 2018, where all IT forms are now electronic and tightly connected to their related approval workflow processes. Group IT has also been a powerful engine behind business development and IT sustainability initiatives such as MPS (Multifunction Printers Solution), which reduced paper use by 16%, free Wi-Fi access at our Employee Villages, the Employee Redeployment Portal, external & internal ideation initiatives and more. We are committed to creating value every day by driving sustainability as a strategic objective across the Group.



Mario Foster – Group Executive - IT

EMPLOYEE WELFARE



ANGE EMPLOYEES IN NUMBERS⁶

All ANGE employees are hired on a full-time permanent basis. During 2019, 586 new employees joined the Al Naboodah family.

| | 2017 | 2018 | 2019 |
|----------------------------------|---------------|---------------|---------------|
| Total number of employees | 15,809 | 14,237 | 10,121 |
| UAE | 15,369 | 14,001 | 9,835 |
| OTHERS | 440 | 236 | 286 |
| Gender | | | |
| MALE | 15,555 | 13,924 | 9,820 |
| FEMALE | 258 | 313 | 301 |
| Nationality | | | |
| UAE | 55 | 54 | 46 |
| OTHERS | 15,754 | 14,183 | 10,075 |
| Age group | | | |
| Below 30 | 32% | 26% | 21% |
| 30-50 | 60.5% | 63.5% | 67% |
| Above 50 | 7.5% | 10.5% | 12% |

Table 6. Summary of ANGE's Employees

⁶Employees under employee welfare covers ANGE employees globally.

⁷The attrition rate is calculated by dividing the total number of employees leaving by the total number of employees.

| | 2017 | 2018 | 2019 |
|---|-------------|--------------|--------------|
| New employees entering employment during the reporting period | | | |
| | 3,250 | 1,939 | 586 |
| MALE | 3,182 | 1,828 | 492 |
| FEMALE | 68 | 111 | 94 |
| Age group | | | |
| Under 30 years old | 1,728 | 915 | 285 |
| 30-50 years old | 1,440 | 935 | 288 |
| Over 50 years old | 82 | 89 | 13 |
| Number of employees leaving employment during the reporting period | | | |
| | 3,745 | 2,645 | 4,402 |
| MALE | 3,704 | 2,569 | 4,351 |
| FEMALE | 41 | 76 | 51 |
| Age group | | | |
| Under 30 years old | 1,753 | 1,070 | 1,195 |
| 30-50 years old | 1,778 | 1,384 | 2,636 |
| Over 50 years old | 204 | 191 | 571 |
| Attrition Rate⁷ | 0.24 | 0.185 | 0.435 |

Table 7. Summary of ANGE's New Recruits

EMPLOYEE WELFARE



EMPLOYEE WELFARE - REDEPLOYMENT SCHEME

2019 witnessed the launch of our Employee Redeployment Scheme, which invited other businesses in the UAE to participate, and is a free initiative that benefits both employers and employees within the UAE with the objective of finding new opportunities for employment.

The Employee Redeployment Scheme is a Human Resources 'portal' listing the categorised skills, educational and professional qualifications and experience of employees leaving the company.

As part of the scheme, if the employee is made redundant, the responsible department of the respective company uploads the employee's personnel profile (with their permission) for a predetermined period of time (in most cases the legitimate notice period) to the Redeployment Database shared between all participating companies, who will then be able to potentially view and recruit the employee to meet their criteria instead of approaching other sources.

Once the time period has expired, the profile will be unlisted automatically unless it is renewed by the respective partner.

The Employee Redeployment Scheme falls under our Employee Welfare objectives and contributes towards our corporate social responsibility and sustainable business practices, which help to create value for the community and society in which we live and work.



The human element in any organisation plays a vital role in establishing sustainable business development, with a firm belief that environmental and societal considerations are in parallel to growth and profit.

The value created and delivered by the Group depends on how well our Financial and Intellectual Capital are managed by Human Capital. As such, by investing in our employees (our core asset), we will successfully drive our strategic objectives of developing our people, driving sustainability, and protecting their health and safety. By taking this sustainable approach at Al Naboodah, we have improved our employee engagement, and created a culture of innovation and growth and a brand identity employees are proud of and customers are loyal to.



Ahmed Mohammed Issa Al Sowaidi - Group Executive - Human Resources

EMPLOYEE BENEFITS AND PARENTAL LEAVE



Contributing to the UN 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 its 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), 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. 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 2019, 79 employees who had children took the parental leave and all of them returned to work after the parental leave.

| | 2017 | 2018 | 2019 |
|---|-------|-------|-------|
| Number of employees covered by the parental leave policy | | | |
| | 3,236 | 3,623 | 3,341 |
| MALE | 2,952 | 3,379 | 3,040 |
| FEMALE | 284 | 244 | 301 |
| Number of employees that took parental leave | | | |
| | 49 | 81 | 79 |
| MALE | 44 | 67 | 68 |
| FEMALE | 5 | 14 | 11 |

Table 8. Utilisation Rates of the Parental Leave Policy by ANGE Employees



At Al Naboodah, both individuals and the organisation understand the importance of sustainable development. By focusing on 'Working As A Family' and 'Unlocking Potential' we have created a highly engaged and productive workforce leading us to positive change which contributed to achieving major sustainability milestones. In other words, what we sow into the lives of others is the harvest we will reap tomorrow.



Anwar Mohammad – Head of Human Resources – ANGE and Head of Resourcing

HEALTH AND SAFETY (H&S)



Health and Safety is consistently identified by stakeholders as ‘what matters most’ during materiality workshops and supports the Government’s vision to provide a safe and resilient built environment. 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 safety initiatives.

To drive Health & Safety as a strategic objective we are currently working on a Group-wide Health & Safety Policy.

ANGE is committed to a health and safety culture that results in its employees working safely and our target is zero accidents. 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, facilities, yards and showrooms without exception. Every project has an HSE 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 villages can be raised at regular operatives open forums. Furthermore, HSE performance updates also get discussed and reviewed during monthly Sustainability Leadership Council meetings.

The data reported in the H&S section includes the operations of the Group in UAE and Vietnam.

| Weekly HSE meetings | Representative |
|---------------------|---|
| Site | Senior manager, such as the Project Manager for the site |
| Safety | Project Safety Lead |
| 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 9. Standard Members of a Project's HSE Team



At Al Naboodah Construction Group, we remain focused on operating responsibly and health & safety continues to be our number one priority. While we welcome the improvement seen in our key Health & Safety measures in 2019, our attention is always on caring for the people behind the numbers. This extends to wherever we operate, and you’ll find updates in this report on some of our activities to respect the communities in which we work. Only by operating as a responsible and reliable business do we earn the trust of our internal and external stakeholders which is essential for and progressive culture of caring for humankind.



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 all legal requirements, such as maintaining an 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 Senior Management visit the projects every quarter. A report is issued at the end of the tour with key findings and recommendations for corrective measures. During 2019, 2,901 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 employees is key to maintaining a safe workplace. ANGE rewards employees and workers who put forward suggestions for new initiatives or best practices. 746 employees were recognised and rewarded during 2019 for their contribution towards maintaining the highest level of safety standards in ANGE.

There were also 6 Safety Stand Downs conducted across the business and numerous Health and Safety campaigns and initiatives, including Work at Height, Hand Safety, Working in the Heat and our Man & Machine Interface Campaign (ZERO-STRIKE-360). The latter received recognition from EXPO 2020 as part of their Better Together Awards for SHEQ which resulted in ANGE being awarded 'Best Health and Safety Initiative - ANCG' and 'Best Subcontractor for ANCG (Trans Gulf-MEP)'.

2019 HEALTH AND SAFETY HIGHLIGHTS



ECITB⁸ safety passports
544 were trained and certified in safety during 2019



Significant safety milestones
Over **37 million** LTI free man-hours across multiple projects and showrooms



Hands safety campaign
Approximately 8,500 operatives received additional training to reduce hand injuries



Zero fatalities and life changing injuries



Outstanding safety leadership
The Visible Felt Leadership tours recorded safety compliance above **82%**



Approximately 20% reduction in All Accident Frequency Rate
140 first aid cases in 2019 compared to **171** in 2018

⁸ECITB Engineering Construction Industry Training Board: <https://www.ecitb.org.uk/About-Us>

SAFEGUARDING HEALTH AND SAFETY



The monitoring and reporting of Near Misses¹¹ is an important element of the Group's H&S Strategy and a key leading indicator. During 2019, we continued to conduct classroom and Visual Impact Training sessions aimed at encouraging the workforce to accurately report Near Misses.

With these initiatives, the number of minor first aid cases recorded reduced from 171 cases in 2018 to 140 cases in 2019. The reporting of Near Misses, Unsafe Acts and Unsafe Conditions was also positive throughout the year with 1052 Near Misses being reported. The reporting of Near Misses is an important part of our Health & Safety Strategy and one of our key Leading Indicators, as it gives us an excellent opportunity to be proactive in putting the necessary controls in place to ensure future accidents/incidents are prevented.

Lost day rate and Lost Time Injuries (LTI) information presented opposite apply to male employees.



| | 2017 | 2018 | 2019 |
|---|------------|------------|------------|
| Total hours worked | 50,074,273 | 54,911,708 | 49,664,940 |
| Employees (ANGE) | 41,703,528 | 42,747,133 | 33,262,255 |
| Workers (contractors) | 8,370,745 | 12,164,575 | 16,402,685 |
| Total number of lost day rate⁹ | 5.63 | 4.98 | 4.99 |
| Employees (ANGE) | 5.56 | 4.98 | 4.83 |
| Workers (contractors) | 6.42 | 0 | 0.16 |
| Total number of Lost Time Injuries (LTIs)¹⁰ | 5 | 4 | 6 |
| Employees (ANGE) | 3 | 4 | 5 |
| Workers (contractors) | 2 | 0 | 1 |

Table 10. H&S Performance

⁹Lost 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.

¹⁰Lost Time Injuries are injuries that result in more than 3 days off work, not including the day of the accident.

¹¹A Near Miss is defined as an unplanned event which did not result in injury, illness, or damage but had the potential to do so.



ZERO-STRIKE-360

ZERO-STRIKE-360 is an initiative designed to raise awareness on the dangers of working with (or in close proximity to) construction vehicles and/or heavy plant and equipment. It is an acronym which stands for:

ZERO - 0 Strikes by machinery is the target!

S - Scan the Area for workers before operating plant & equipment

T - Trained Workers & operators are required for Man-Machine Interaction activities

R - Reversing Vehicles must be directed by a flagman and have an audible reversing warning

I - Increase Visibility by wearing high-vis clothing and ensure work areas are illuminated

K - Keep a Safe Distance of 5 meters from plant & equipment at all times

E - Exclusion Zones established around work areas to prevent unauthorised access

360 - 360° Field of Vision should always be maintained by operators around plant & equipment

The initiative has given and continues to give the workforce a better understanding of the dangers when working with, or in close proximity to construction vehicles and/or heavy plant and equipment. It is also identified as one of ANCG's 'Critical Activities' and forms one of its 'Life Saving Rules' (LSR's), which are regularly communicated to the workforce and who are randomly tested during Senior Management Safety Tours for their understanding of these LSR's.

The delivery of the Visual Impact Training in the operatives' native language also significantly contributes to safer working practices on sites.

Near Miss reporting increased and incidents decreased in the second half of the year, and there have been ZERO strikes involving man & machine interaction.

SAFEGUARDING HEALTH AND SAFETY



Lagging indicators

| KPI | TARGET | ACTUAL |
|---|--------------------|--------|
| Lost Time Injury frequency rate | 0.08 | 0.12 |
| All accident frequency rate | 5.90 | 2.81 |
| Injury severity rate | 5.00 | 4.99 |
| Restricted Work Day Case Frequency Rate | Introduced in 2019 | 0.22 |
| Restricted Work Day Case Severity Rate | Introduced in 2019 | 2.71 |

Leading indicators

| KPI | TARGET | ACTUAL |
|--|--------|--------|
| Project Management HSE inspections (four per calendar month) | 100% | 100% |
| Near miss reporting frequency rate | 18.60 | 21.18 |
| Delivery of structured HSE training | 100% | 100% |
| 1 Mass tbt per project per week | 100% | 100% |
| USACFR (Unsafe Acts & Conditions Frequency Rate) | 98.00 | 214.96 |

Table 11. ANGE Health & Safety Continuous Targets

All the rates listed above are calculated in the same manner: Number of items times 1,000,000 divided by total number of man-hours worked.



BEST OHS PERFORMANCE OF THE YEAR 2019

As part of the Dubai Municipality Site inspections and rating among all Civil Contractors in Dubai, Al Naboodah Contracting Co. was awarded as the Best OHS Performance in recognition of efforts in ensuring the Occupational Health and safety within our organisation. NAS, JAD and Satwa are the three construction sites that were selected for this recognition.



HEALTH AND SAFETY LEARNING



Ownership of H&S by employees starts with awareness and self-care. ANGE updated the employee charter during 2019 and included this update in the induction session for all new employees. It was also a focus during Sustainability Week when additional 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. VIT is delivered mostly by operatives from ANGE. Since introducing 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 2019, 49 Visual Impact Training sessions were conducted on-site, reaching 6,955 employees. Our in-house VIT team also delivered Visual Impact Training externally to around 70 contractors at EXPO. During 2019, 16 new training courses were developed taking the total count of available training courses to 75.

- 
Work at Height
- 
Live Energy
- 
Traffic Management
- 
Excavations
- 
Confined Spaces
- 
Lifting Operations
- 
Safety in the heat
- 
Temporary works
- 
Fire
- 
Plant & Equipment



DRIVER SAFETY REWARDED AT AL NABOODAH



The safety and wellbeing of our employees and those we serve is one of our key priorities. At Al Naboodah we are committed to a culture that endorses safe driving that begins at the top and is embraced and enforced at every level of our organisation. We recognised all drivers in our Commercial Group for showing an exemplary driving record with zero fines. In 2020, all other drivers across the Group are encouraged to follow suit.



At Al Naboodah our goal is to ensure that everyone involved in our work goes home safe and sound every day. We believe that the best way to achieve this is to foster a positive safety culture. A culture where everyone in the business considers themselves a safety leader, and where our workers are recognised and rewarded for contributing to our high standards of Health and Safety.

— ” —
Gareth Main – SHEQ Manager, Operations



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.

In 2020, we plan to form a Project Environmental Engagement Team (EETs) with the objective of driving forward the environmental actions and targets of a project and to contribute towards progress measured against the business Sustainability Strategy.



H&S TRAINING



| | 2017 | 2018 | 2019 |
|---|-----------|-----------|-----------|
| Total number of training courses/sessions available | 60 | 59 | 75 |
| Total number of training hours | 86,146.50 | 61,297.50 | 24,246.00 |
| MALE | 85,923.85 | 60,859.50 | 24,037.00 |
| FEMALE | 222.65 | 438 | 209 |

Table 12. Total hours of H&S Training provided to Employees by ANGE

| | 2017 | 2018 | 2019 |
|--|--------|-------|--------|
| Total number of employees covered | 12,378 | 9,031 | 11,193 |
| MALE | 12,267 | 8,908 | 11,109 |
| FEMALE | 111 | 123 | 84 |
| Employee category | | | |
| Executive & senior management | 24 | 12 | 23 |
| Middle management | 112 | 179 | 194 |
| Staff (professional, operational and administrative) | 1,677 | 1,436 | 1,391 |
| Operatives | 10,565 | 7,404 | 9,585 |

Table 13. Breakdown of the H&S Training provided to Employees by ANGE

The training data covers all the training delivered to our employees. The same employees attended multiple training sessions in different topics

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 passport¹².

| | 2017 | 2018 | 2019 |
|---|-------|-------|------|
| Number of operatives who completed ECITB training | 2,269 | 1,970 | 544 |

Table 14. Operatives who completed the ECITB Training



¹²ECITB 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>)

UNLOCKING POTENTIAL

UNLOCKING POTENTIAL

KEY 2019 TARGETS

PROGRESS IN 2019

KEY 2020 TARGETS

INNOVATION FOR A BETTER FUTURE



Develop Innovation capabilities within employees:

- Planned Design thinking workshops (2)
- Awareness sessions (4)

Provide Innovation Platforms ideas:

- Internal Ideation Programme (Smart Cities)

Achieve Process efficiency and improvement through automation:

- 3 processes per support function

Collaborate with external Innovation ecosystem:

- Smart City start-ups (10)
- Accelerators/Incubators (2)

Conducted 6 Design Thinking Workshops and 4 Awareness Sessions.

3 innovation platforms were provided (Internal Ideation Programme, Best Practice Contest and Smart Cities Accelerator).

9 Processes were identified across Commercial Group in which 8 were implemented.

25 collaboration opportunities identified, 13 in progress and partnered with 2 Accelerator/Incubators.

Pursue Process innovation within core capabilities.

Leverage innovative technologies to drive automation.

Explore profitable innovative business models in sustainability.

Pioneer thought leadership to lead the mind battle.

FAIR OPPORTUNITIES FOR ALL



10% of new hires to be female.

Develop a female leadership programme; introduce gender pathways to identify career framework for promotion of women into senior roles.

60 hours dedicated to providing work experience for people of determination.

Collaborating with 2 NGOs/organisations.

6.2% of all new employees are female
18 female new joiners in 2019.

1,382 hours were provided work experience for people of determination.

Collaborated with 4 NGOs in 2019.

10% of new recruits to be female.

To provide 500 hours of work experience for people of determination.

Collaboration with 4 NGOs/organisations.

CUSTOMER EXPERIENCE



Lay out detailed customer journey maps for all Business Units:

- Automotive division (Q1 2019)
- Travel and SMKA division (Q2 and Q3)
- Internal Ideation Programme (Customer Experience)

Customer journey maps were created for Automotive and Allied Divisions.

Digital strategy was launched to focus on offering seamless customer experience at retail outlets.

New showrooms were included as part of DSES that achieved a score of over 97%. Launched Key Strategic Partners Programme.

Increase customer satisfaction from 96.1% to 97%.

Increase amount of customer feedback by 5 %.

New customer feedback module introduction to Travel business.

Maintain 97% DSES score.

Dubai Service Excellence Scheme expansion to ATTA and Service Centres in 2020.

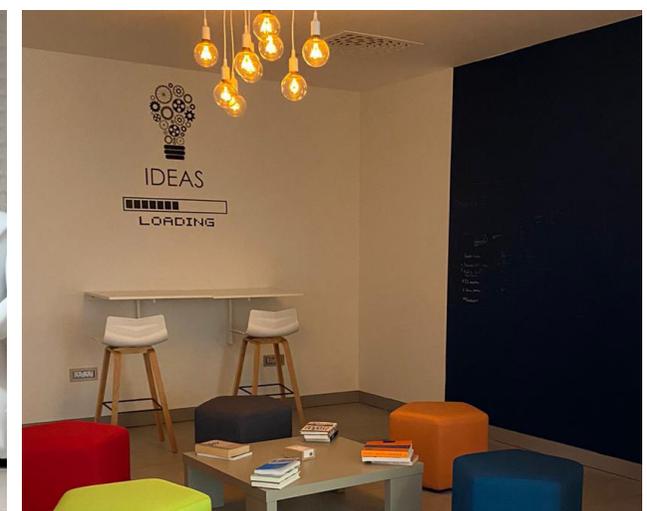


INNOVATION FOR A BETTER FUTURE

Innovation is a key driver for sustainability, and this is widely acknowledged by industry professionals and government representatives. This is due to the fact that sustainable development is a pressing issue that requires immediate action and changes from governments, industries, and society as whole. At Al Naboodah we also believe that innovation is a vital part of the sustainable development process. 'Drive Innovation, Anticipate Disruptive Trends & Harness Change' is one of our yearly key strategic objectives.

In line with the UAE's National Innovation Strategy, to become one of the most innovative nations in the world by 2021, ANGE aspires 'to be recognised as the most sustainable and innovative family-owned conglomerate that passionately embraces new business models and ideas in the GCC, and provides exceptional customer experience by 2025'.

This acceleration of new innovative business models will allow us to create, deliver, and capture value for all our key stakeholders. Part of our Innovation Strategy was the launch of the Smart Cities Division, which is directly aligned to the Dubai Smart City Vision 2021¹³ and aims to introduce over 100 smart initiatives in the next three years.



¹³<https://2021.smartdubai.ae/>



ACCELERATING INNOVATION

Innovation is a central engine and driving force of economic growth and development - it can drive sustainable, economic and social development for the region. Innovation is also part of the pillar 'United in Knowledge' of the UAE's Vision 2021, which we at Al Naboodah are aligned with.

In order to foster a culture of innovation and develop innovation capabilities and new skill sets among our employees, ANGE celebrated Innovation Month during February 2019 by taking an active role to stimulate the culture of innovation within the Group. Several activities were conducted across the Group's offices and showrooms in the UAE. During this period, ANGE launched several platforms for its internal employees and the public to submit their business ideas.

The platforms include:

IBTIKAR, a platform devised to invite the participation and innovation of employees, 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

BEST PRACTICE CONTEST, a platform that was aimed at recognising employees for their best practice initiatives. The best practice contest was launched to recognise successful implementation of ideas and activities that resulted in tangible results that can be replicated in other departments.

BUSINESS IDEAS, a platform for both internal employees and external innovators to submit business ideas in the area of smart mobility, smart building, renewable energy and sustainability.

The platforms were open throughout the month and received a total of 9 business and best practice ideas from participants.

From the ideas received, 2 ideas were selected under the Internal Ideation Programme and were evaluated by subject matter experts.

Through the IBTIKAR suggestion scheme, a total of 29 ideas were received.

Innovation Month also witnessed the launch of our Innovation Lounge, unveiled by the Group's Managing Director, Mr Swaidan Al Naboodah, as well as ANILO the robot. Several other design thinking workshops and knowledge sharing sessions were conducted during the month to help businesses identify the challenges in the adoption of an innovation mind-set and make them aware of the upcoming trends that are disrupting our business sectors.

INNOVATION ACCELERATION



SMART MOBILITY AND ELECTRIC VEHICLES STRATEGY

As part of the Al Naboodah Smart Cities Initiative, a comprehensive Electric Vehicles Strategy was launched during March 2019, with the objective of adapting our existing automotive business to the changing industry and consumer trends. As the UAE is a proponent of smart mobility and electric vehicle solutions, Al Naboodah Commercial Group has identified key short-term and long-term goals for the organisation in the areas of EV dealership models, EV infrastructure and maintenance business models. Al Naboodah's Electric Vehicles strategy will aim to deliver cutting-edge technology solutions in these sectors by partnering with innovative automotive companies in the region.



Customer experience and innovation are the 2 key driving forces at Al Naboodah Commercial Group. Our focus for 2019 was to streamline customer experience processes and ensure we deliver superior services to our customers. Customer journey maps were developed, customer touch points identified, and 9 projects undertaken to improve/digitise customer touchpoints. Our key Strategic Partners programme has been a great success for the group and is being expanded to increase interactions with key B2B customers. As part of our Innovation strategy, the Al Naboodah Smart City CGU was launched, and a dedicated team is being put in place to target opportunities in Smart Mobility & Smart Buildings.



Pankaj Khadye - General Manager – Strategy, PMO and Business Excellence



FAIR OPPORTUNITIES FOR ALL

FOSTERING EMPLOYEES' GROWTH

ANGE is committed to enabling its employees to grow and progress in their career, and 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.

By investing in training programmes that develop new skills and offer new experiences for our employees, we fuel the intellectual curiosity of our teams and promote innovation. And, when we cultivate their abilities, we are able to increase employee engagement, motivation and productivity. Some of the training programmes that we conduct in-house include Building Information

Modelling(BIM), Control of Documents and Records, ISO 9001:2008 Standard Requirements & Quality System Procedure (QSP) - Awareness, Express Workshops: Brand Guidelines, etc.



| | 2017 | 2018 | 2019 |
|--|----------------|----------------|---------------|
| Total number of training hours | 203,832 | 112,428 | 32,094 |
| MALE | 199,969 | 109,653 | 31,797 |
| FEMALE | 3,863 | 2,775 | 297 |
| Average hours of training that the organisation's employees have undertaken during the reporting period | 13 | 8 | 3.17 |
| MALE | 12.9 | 10.5 | 3.23 |
| FEMALE | 13.1 | 9.8 | 0.97 |
| Employee category | | | |
| Executive & senior management | 24 | 12 | 31 |
| Middle management | 112 | 179 | 244 |
| Staff (professional, operational & admin) | 1,677 | 1,436 | 1,423 |
| Operatives | 10,565 | 7,404 | 9,585 |

Table 15. Training provided by ANGE to Staff and Operatives



LEARNING OPPORTUNITY FOR OPERATIVES

ANGE is committed to providing new learning opportunities for its employees, thus enabling their growth and progress by Unlocking their Potential.

Based on ANGE's needs, a wide range of training programmes were delivered to its employees, with the majority of them managed in-house with no extra cost.

In 2019, 150 of our Construction Group operatives were offered 3 days of English Speaking Skills training. A fair approach has been followed in selecting the operatives and with their consent, the training was scheduled after their work hours.



HARNESSING THE BENEFITS OF DIVERSITY

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





HARNESSING THE BENEFITS OF DIVERSITY

Like many multinational 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.

During 2019, no incidents of discrimination have been recorded.

In 2019, among the new recruits, 16.04% were female and in the Sustainability Department female staff comprise 90% of the team.

In celebration of International Women's Day under the theme 'Balance for Better', we had various activities for our female staff from across the Group. We conducted a slogan competition to emphasise the importance of 'Fair Opportunities For All' and received a lot of creative responses.

The programme included different activities, such as horse riding, volleyball game, martial arts and Harley-Davidson bike rides.

ANGE believes in equal opportunity regardless of gender.

16%

FEMALE IN 2019 NEW RECRUITS

90%

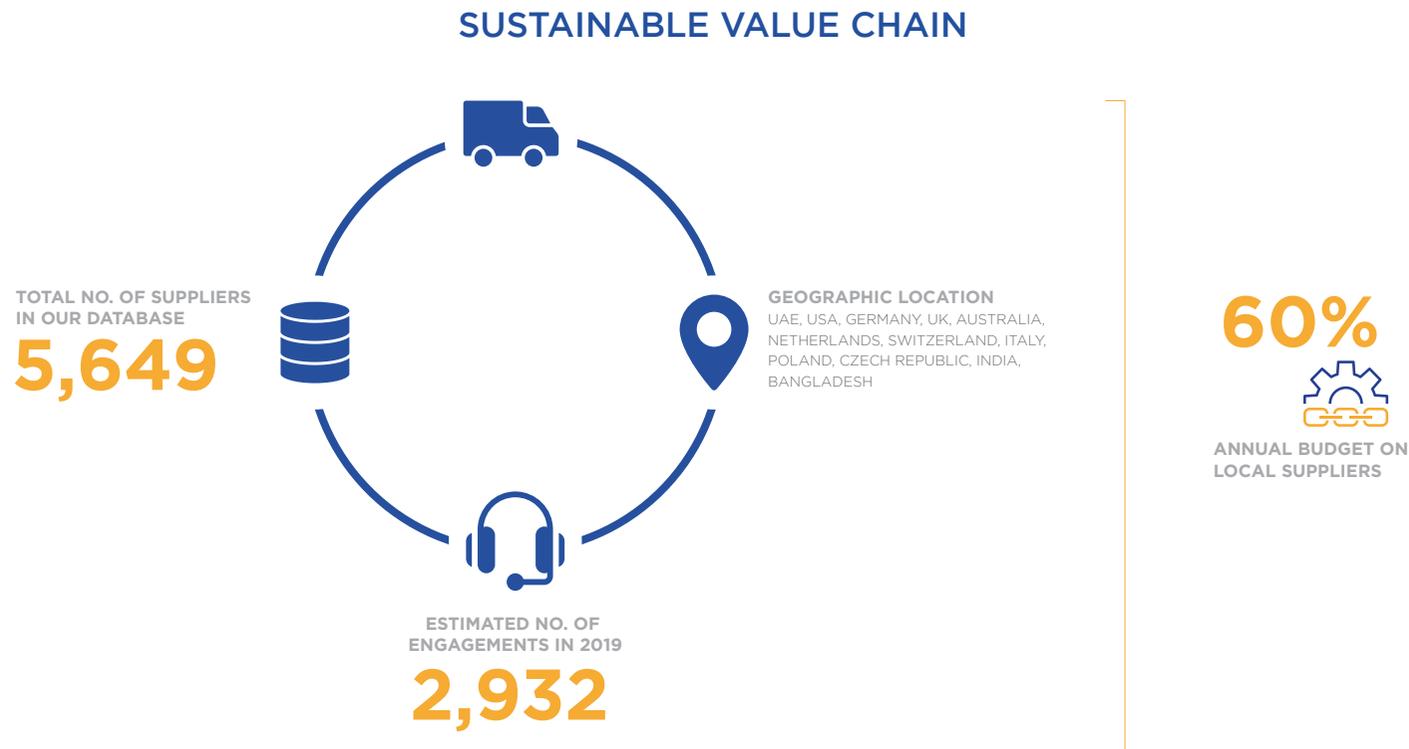
FEMALE IN SUSTAINABILITY DEPARTMENT



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.

Our Commercial Group conducted its first e-auction for common commodities and further extensive implementation is planned to use e-auction across the Group. In support of small and medium-sized enterprises, ANGE places a high priority on working with local businesses, supporting their growth as well as contributing to the local economy. During 2019, ANGE spent 60% of its annual procurement budget on local suppliers.





PRIMARY BRANDS, PRODUCTS AND SERVICES





CUSTOMER EXPERIENCE

'To provide exceptional customer experience' is a key element of ANGE's 2025 vision and 'Customer Experience' is the highest rated material topic. ANGE is committed to offering solutions that are relevant, useful and sustainable.

AL NABOODAH DIGITAL STRATEGY

In our efforts to enhance our customers' experience, in 2019 a detailed exercise was conducted across Al Naboodah Commercial Group's Automotive and Allied business streams to lay out the customer journey maps for their respective businesses. This was followed by identification of digital initiatives and the launch of the Al Naboodah Digital Strategy with the objective of offering a seamless customer experience to our customers at all automotive retail touchpoints. A core team was formed which included employees from the Commercial Business, Marketing,

IT and Support functions to identify processes that can be automated and digitised, through introduction of smart initiatives such as digital marketing, Emirates ID integration and CRM automation, Loyalty Programmes and customer retention solutions and Digital showroom experiences.

In addition to this, a Process Innovation Initiative was rolled out to automate internal processes of support functions (HR, Finance and Procurement) to offer better support to the business units.



EMIRATES ID INTEGRATION WITH CRM SYSTEM

In line with the Group's Digital Strategy to streamline the customer experience process across all retail touchpoints, we have integrated our Customer Relationship Management software with Emirates ID readers which can capture customer data within a few seconds by scanning the Emirates ID of customers. This application has been fully developed in-house by our Group IT department and will be installed in all CRM user laptops across all branches of Al Naboodah Commercial Group during 2020.

Some of the benefits of this application include:

- A seamless showroom experience to the customer, as the customer would not have to provide any details manually.
- Hassle-free CRM usage for all retail staff – User does not have to manually type the customer details in the CRM. All customer data gets transferred automatically to the system upon scanning the Emirates ID.
- Faster and more accurate customer data being captured in the CRM – the process of creating a customer profile from the beginning takes less than 20 seconds and without any spelling mistakes.
- Duplicate customer accounts can be avoided, and incentives of the sales executives can be better protected, as the system will automatically identify and delete duplicate customer accounts.

We will continue to bring the best platforms, tools, features, utilities and initiatives to the organisation.



CUSTOMER EXPERIENCE

As we make vital progress on our Sustainability journey, it is important to share our successes with our stakeholders and our partners in the media, so that we can set an example for others to follow. The great strides we have made in employee welfare, customer experience, improving efficiency, driving innovation, maximising quality and creating value are what set Al Naboodah apart as a brand, and as a family business. We strive to ensure that these achievements are made visible to all, so that our reputation for integrity and excellence is maintained across all of our operations.



Shaikha Abdullah Mohammed Al Naboodah - General Manager Marketing



Here are some of the value-oriented solutions that ANGE started offering during 2019:

KEY NEW PROJECTS IN 2019

1ST QUARTER

Launch of Ashok Leyland Partner LCV Vehicles.

Opening of new and used car showroom (GW & Haval) in Abu Dhabi.

Execution of projects by Solar Division.

Innovation Month 2019.

2ND QUARTER

Launch of the new stylish Peugeot 508 sedan.

Opening of new spare parts outlets in Sharjah & Abu Dhabi.

Launch of e-Auction Platform.

Implementation of Speed Rent a Car system.

Launch of the Digital Strategy.

Launch of the Smart City Strategy.

3RD QUARTER

Supply of 94 Optare buses to RTA.

Launch of GoAir flights from UAE.

Opening of new travel office in Sharjah.

Relocation of travel office in Abu Dhabi.

2 new irrigation projects with Al Ain Municipality.

4TH QUARTER

Emirates ID integration with CRM system.

Participation in WETEX 2019, & launch of Al Naboodah Smart Cities CGU.

Peugeot 5-year plan.

Warehouse Barcoding.

Helpdesk for HR and Finance.



CUSTOMER HAPPINESS SURVEYS

ANGE believes that customers are central to our existence, and therefore customer happiness is of the utmost importance. Our Commercial Group collects customer information and market knowledge through various sources. Customer feedbacks is gathered through the following mechanisms:

- Tablet-based Apps at showrooms and service centres
- Mystery shopping conducted by in-house teams
- Dubai Service Excellent Scheme (DSES)
- Principals and key customer meets.

A dedicated CRM is in place to manage leads and customer interactions. We have an extensive network of sales and service centres across the UAE to cater to diverse customer segments. Some of the targets we set for 2020 in the area of Customer Experience include:

- ✔ Increase customer satisfaction from 96.1% to 97%
- ✔ Increase amount of customer feedback by 5%
- ✔ New customer feedback module introduction to Travel business
- ✔ Maintain 97% DSES score
- ✔ Dubai Service Excellence Scheme expansion to ATTA and Service Centres in 2020.

During 2019, no substantiated complaints were received concerning breaches of customer privacy and losses of customer data.



At Al Naboodah Commercial Group, we aim to maintain excellence by focusing on people (be it customers, partners or our own people) and the environment & society that we impact. We are driven by the Sustainability Pillars – Working as Family, Responsible Consumption & Unlocking Potential – ensuring customer happiness, a safe working environment and efficient operations which reduce wastage. This is reflected in our performance and certifications. We have consistently maintained ISO certifications – ISO 9001:2015, ISO14001:2015, OHSAS18001:2007 with high standards of operations in all our businesses. We are also Dubai Service Excellence Scheme (DSES) certified for the last 4 years now with consistent average scores above 95% in customer experience. In 2019, we have met all our Sustainability goals working together as a team with the support from the Sustainability Department, its Council Members and the businesses.

”
Satish Mungse – Assistant Manager – Business Excellence

RESPONSIBLE CONSUMPTION

RESPONSIBLE CONSUMPTION

| | KEY 2019 TARGETS | PROGRESS IN 2019 | TARGETS FOR 2020 |
|--|--|---|--|
| MANAGING ENERGY EFFICIENCY  | <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> | <p>ANGE's Energy Policy was updated and an Energy Management Team was established that practices ISO 50001 standards.</p> <p>Internal audits were conducted on the most significant energy uses, including HQ chiller, and air conditioning units at National Plant.</p> <p>Achieved around 7% reduction in energy consumption.</p> | <p>3% reduction in energy consumption by taking 2019 data as baseline.</p> <p>Establish Environmental Engagement Teams (EETs) throughout Projects/Yards/Facilities.</p> <p>Conduct at least one environment-related campaign per project per quarter.</p> <p>Target All Environmental Incident Frequency Rate (AEIFR) to 0.15.</p> |
| REDUCING WASTE  | <p>Streamline 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> | <p>Data collection system was improved to include all significant ANGE operations.</p> <p>Data maintained in a centralised location improving the accuracy and reporting process.</p> <p>19% of the waste generated in ANGE was recycled.</p> | <p>Ensure Data Verifier checks are in place for all data received.</p> <p>Explore options to automate the data collection and reporting process.</p> <p>25% of our waste to be diverted from landfill.</p> |
| SAVING WATER  | <p>Develop remedial action plan.</p> <p>Conduct water audits for each of the significant areas of water inefficiency identified.</p> | <p>Investigated efficient water supply systems and installed water push taps.</p> <p>Conducted regular maintenance on all water closets at headquarters, National Plant and Employee Villages.</p> | <p>3% reduction in water consumption by taking 2019 data as baseline.</p> <p>Increase the usage of recycled water by 3%.</p> |

MANAGING ENERGY EFFICIENTLY¹⁴



As a responsible organisation conscious of its environmental obligations, 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.

The Energy Management scope includes ANGE Headquarters, National Plant, and all the Group's owned properties. The Energy Management team established in 2018 continue to monitor the progress of energy targets and are always looking for innovative new ways to minimise energy consumption.

During 2019 ANGE improved the quality of data by adjusting its data collection process, to ensure that the Group can reflect the real progress of its energy conservation efforts. ANGE's energy consumption for 2019 in the UAE was 835,653.2 GJ on fuel¹⁵ (Scope 1); 33,366,755 kWh on electricity (Scope 2) and 99,520 kWh¹⁶ of renewable energy generated at National Plant with solar panels.

| | 2017 | 2018 | 2019 |
|---|--------------|--------------|---------------|
| Fuel consumption (GJ) | 988,026.9 | 853,337.9 | 835,653.2 |
| Electricity from local utilities (kWh) | 35,975,691.7 | 35,892,605.8 | 33,366,755.40 |
| Renewable energy (kWh) | - | 20,400 | 99,520 |

Table 16. Breakdown of Energy Consumption across ANGE

| | 2017 | 2018 | 2019 |
|--|----------|----------|-----------|
| Total carbon emission Tonnes of eCO₂ (Scope 1 and 2) | 88,685.4 | 74,675.8 | 67,199.62 |

Table 17. Direct (Scope 1) Emissions reported by ANGE through its Fuel Consumption

During 2019, ANGE continued to install LED lights in several employee villages, the Al Awir Headquarters, 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's efforts to combat climate change along with all Paris Agreement¹⁷ 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 2019, the Scope1¹⁸ and Scope2¹⁹ GHG emissions estimate stood at 67,199.62 tonnes of CO₂ e²⁰. This represents a significant decrease in carbon emissions which is a result of the adoption of clean energy sources and efficient energy use.

¹⁴The data reported in the Managing energy efficiency section corresponds to the Group's activities in the United Arab Emirates.

¹⁵Fuel consumption includes Diesel and Petrol which is directly spent on Generators/vehicles/etc.

¹⁶Data for the consumption of self-generated energy at National Plant includes 2019 full year data

¹⁷<https://unfccc.int/process-and-meetings/the-paris-agreement/the-paris-agreement>

¹⁸Scope 1 emissions refer to GHG emissions derived from non-renewable energy consumption

¹⁹Scope 2 emissions refer to the electricity consumption by the Group's assets.

²⁰Greenhouse gas (GHG) emissions only include CO₂ gas



ENERGY EFFICIENT OFFICES AT EXPO 2020 CAR PARK PROJECT

WHY WE DID IT?

Part of our Sustainability Wheel includes 'Responsible Consumption', and as a Group we recognise the importance of managing our energy consumption more efficiently by applying best practices.

HOW WE DID IT?

An energy assessment was conducted in the site office cabins with the objective of measuring energy consumption. Energy reduction can be achieved in two ways - by using energy efficient products and reducing the amount of electricity used (Switching off lights and unplugging sockets). Introducing skylights as part of the cabin's design replaced LED lights, and the natural light from these skylights helped to reduce the amount of energy required to attain the same level of illumination as LED lights.

All meeting rooms and washrooms were fitted with motion sensors which helped to save unnecessary energy wastage and reduce the total electricity demand.

An Energy Simulation was done by energy analysis software Visual DOE 4.1 to evaluate the energy consumption of the proposed site office in line with the methodology described in ASHRAE 90.1-2007 standards.

VALUE CREATED

With skylights usage, the total energy savings per month were recorded as 644.40 kWh.

It can be inferred from the results that the site office building will save 13.62% energy when compared with ASHRAE 90.1-2007 budget building.



ANGE's effort to drive sustainability across the company in 2019 led us to be appreciated by the Dubai Municipality Waste Management Department that follows the Best Waste Management Practices across the Emirates.

— ” —
John Cortez - SHEQ Manager



REDUCING WASTE

ANGE believes that waste management is a pivotal environmental factor due to the nature of its operations and the materials it uses. Waste management is an integral part of the UAE's green growth vision and ANGE continuously strives to improve waste management procedures to help conserve and properly manage natural resources. Optimising efficiencies in waste management supports the UAE Vision 2021 to ensure sustainable development²¹ and the SDG 12 - Responsible Consumption and Production.²²

A degree of progress was achieved in the waste management area during 2019 after launching Project Alpha, an internal project of ANGE that was launched with the objective of streamlining consumption data into one platform to reduce cost and improve on our resourcefulness.

As many as 100 different waste streams were identified and segregated by type. An enhanced reporting system for waste generation and separation delivers improved monitoring and capturing the quality of waste management data. ANGE consolidated individual office waste recycling programmes into a Group-wide approach.

During 2019, 89,218.34 tonnes of non-hazardous waste were generated, from which 17,280.47 tonnes were recycled and diverted from landfill. In the same period, 8,940.1 tonnes of hazardous waste were generated and appropriately managed through approved vendors.

| | 2017 | 2018 | 2019 |
|---|-----------|-----------|-----------|
| Hazardous waste²³ | 14,315.7 | 13,270.5 | 8,940.1 |
| Non-hazardous waste²⁴ | 344,478.2 | 220,097.2 | 89,218.34 |

Table 18. Breakdown of the Waste Generation across ANGE

ANGE generated a total of 98,158.44 tonnes of waste, of which 82% corresponds to construction waste.

The decrease with respect to the generation of hazardous and non-hazardous waste in 2017 and 2018 is due to various factors including the number of facilities, number of active employees, implementation of Project Alpha, etc.

Waste generated through ANGE activities (tonnes)

| | |
|---------------------------|----------|
| Construction waste | 80,896.3 |
| Residential waste | 5,592.95 |

Table 19. Breakdown of the Waste Generation of ANGE

Since 2018 we have been following Environmental Product Declaration (EPD) environmental standards for construction products by implementing Environmental Product Declaration (EPD) software in the Al Naboodah Ready-Mix Concrete (ARCON) production facility.

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.

Along with using it for concrete, we are working on plans to apply EPD software to other materials which can change the whole culture of the construction material manufacturing process.

²¹<https://www.vision2021.ae/en/national-agenda-2021/list/environment-circle>

²²<http://uaesdgs.ae/en/goals/responsible-consumption-and-production>

²³Hazardous waste: rubber, oil, bitumen, oil filters, paints, solvents, hydraulic fluids and asbestos from demolition waste.

²⁴Non-hazardous waste: excavated soil, concrete, paper, plywood, timber, rebar, and other construction waste.

SAVING WATER²⁵



ANGE, through the Responsible Consumption pillar of its Sustainability framework, recognises the importance of Saving Water and puts more emphasis on reducing water consumption and developing various initiatives in improving water usage and protecting this shared resource for the future. This commitment aligns with the UAE Vision 2021 Agenda for a Sustainable Environment and Infrastructure and with SDGs 6 - Clean Water and Sanitation and 12 - Responsible Consumption and Production. No incidents of non-compliance with environmental laws or regulations were reported in 2019.

ANGE's total water consumption in 2019 was 365,352,177 gallons, which includes purchased, recycled and free water, and municipal water supply. This figure comprises all business streams, including the accommodation of more than 10,000 operatives and 292 villas and flats for employees.

Our water recycling plant capacity at our National Plant facility is 2000 litres per hour. On average 30 units of plant and equipment are washed per day with the recycled water. Water compliance tests are carried out before the water is discharged.

In 2020, National Plant have set a target to increase the use of recycled water by 3% when compared to 2019.

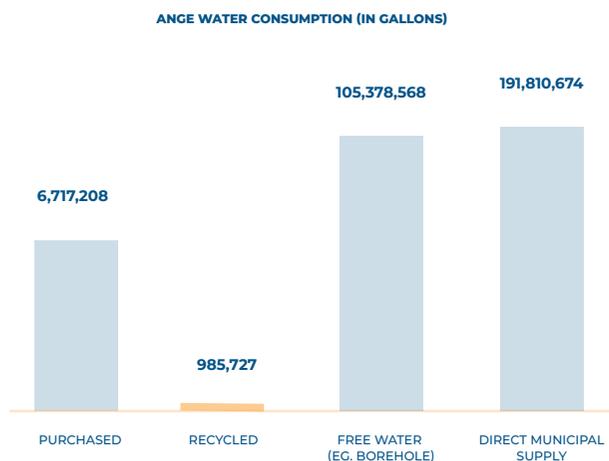


Figure 11. Consumption of Water by Type

With a target to reduce the consumption of purchased water by 3% in 2020, ANGE is exploring various options for implementing a more efficient water supply system in its headquarters.

The successful implementation of the new system aims to reduce the carbon footprint, move towards zero plastic, reduce dependence on single use beverage containers, decrease the cost of transportation and storage of water bottles, and provide instant filtered and purified water compared to bottled water.

ANGE will continue to identify new and innovative water saving initiatives.



VOLUNTEERING TO PROTECT THE ENVIRONMENT

In line with the company's commitment to sustainability and engaging with our stakeholders, ANGE participated in the 'Clean Up the World Campaign' organised by Dubai Municipality. During the campaign, which was

hosted in partnership with the United Nations Environment Programme (UNEP) under the theme 'Beat Plastic Pollution', 158 volunteers from ANGE contributed their efforts towards cleaning up the Al Warsan 3 area, clearing away trash and debris to enhance awareness on environmental issues and the impact of reducing waste for the environment. On World Wetlands Day 2019 that was convened under the theme, 'Wetlands and Climate Change', around 79 ANGE staff and their families participated in Mangrove Tree planting.

| | 2017 | 2018 | 2019 |
|-----------------------------------|-------------|-------------|-------------|
| Total water consumption (gallons) | 332,401,103 | 345,039,770 | 365,352,177 |

Table 20. Total Water Consumption reported by ANGE for the year 2019

²⁵The data reported in the Saving water section corresponds to the Group's activities in the United Arab Emirates.

²⁶<https://www.vision2021.ae/en/national-agenda-2021/list/environment-circle>

²⁷<http://uaesdgs.ae/en/goals/clean-water-and-sanitation>

²⁸<http://uaesdgs.ae/en/goals/responsible-consumption-and-production>

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 organisation | P. 16, P. 18 | | |
| | 102-2 | Activities, brands, products, and services | P. 18 | | |
| | 102-3 | Location of headquarters | Back Cover | | |
| | 102-4 | Location of operations | P. 18 | | |
| | 102-5 | Ownership and legal form | P. 17, P. 18 | | |
| | 102-6 | Markets served | P. 18 | | |
| | 102-7 | Scale of the organisation | P. 16, P. 17 | | |
| | 102-8 | Information on employees and other workers | P. 16, P. 48 | | |
| | 102-9 | Supply chain | P. 13, P. 14, P. 69 | | |
| | 102-10 | Significant changes to the organisation and its supply chain | P. 19 | | |
| | 102-11 | Precautionary Principle or approach | P. 22 | | |
| | 102-12 | External initiatives | P. 13, P. 30 | | |
| 102-13 | Membership of associations | P. 30 | | | |

GRI CONTENT INDEX

| GRI STANDARD | DISCLOSURE | PAGE NUMBER | OMISSIONS & CLARIFICATIONS | UNGC PRINCIPLES | UN SDGS |
|-------------------------------|--|-----------------------------|---|-----------------|---------|
| 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. 17 - P. 19, P.26 - P. 27 | | | |
| STAKEHOLDER ENGAGEMENT | | | | | |
| | 102-40 List of stakeholder groups | P. 28, P. 29 | | | |
| | 102-41 Collective bargaining agreements | | Clarification: Collective bargaining agreements are prohibited by 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. 28, P. 29 | | | | |
| | 102-43 Approach to stakeholder engagement | P. 28, P. 29 | | | | |
| | 102-44 Key topics and concerns raised | P. 29, P. 32 | | | | |
| | REPORTING PRACTICE | | | | | |
| | 102-45 Entities included in the consolidated financial statements | P. 17 - P. 19 | | | | |
| | 102-46 Defining report content and topic boundaries | P. 5 | | | | |
| | 102-47 List of material topics | P. 32 | | | | |
| | 102-48 Restatements of information | No restatements of information have been made | | | | |
| | 102-49 Changes in reporting | P. 32 | | | | |
| | 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 | | | | |

GRI CONTENT INDEX

| 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. 79 - P. 95 | | | |
| | 102-56 External assurance | Not available | Clarification: Did not conduct external assurance | | |

MATERIAL TOPICS

GRI 200 ECONOMIC STANDARD SERIES 2016

| | | | | | |
|--|--|---------------|--|--|--|
| GRI 103: MANAGEMENT APPROACH 2016 | MARKET PRESENCE | | | | |
| | 103-1 Explanation of the material topic and its boundary | P. 35 - P. 37 | | Clarification: Topic boundary: employees, local community, local authorities | |
| GRI 202: MARKET PRESENCE 2016 | 103-2 The management approach and its components | P. 35 - P. 37 | | | |
| | 103-3 Evaluation of the management approach | P. 35 - P. 37 | | | |
| | 202-2 Proportion of senior management hired from the local community | P. 37 | | | |

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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 | INDIRECT ECONOMIC IMPACTS | | | | |
| | 103-1 Explanation of the material topic and its boundary | P. 12 - P. 15, P. 18 | Clarification: Topic boundary: employees, local community, suppliers, principal partners | | |
| | 103-2 The management approach and its components | P. 12 - P. 15, P. 18 | | | |
| 103-3 Evaluation of the management approach | P. 12 - P. 15, P. 18 | | | | |
| GRI 203: INDIRECT ECONOMIC IMPACTS 2016 | 203-1 Infrastructure investments and services supported | P. 12 - P. 15, P. 18 | | | |

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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 | 103-1 Explanation of the material topic and its boundary | P. 20, P. 21 | Clarification: Topic boundary: internal and external stakeholders | Principle 10 | |
| | 103-2 The management approach and its components | P. 20, P. 21 | | | |
| | 103-3 Evaluation of the management approach | P. 20, P. 21 | | | |
| GRI 205: ANTI-CORRUPTION 2016 | 205-1 Operations assessed for risks related to corruption | P. 20, P. 21 | | | |
| | 205-2 Communication and training about anti-corruption policies and procedures | P. 20, P. 21 | | | |
| | 205-3 Confirmed incidents of corruption and actions taken | P. 20, P. 21 | | | |

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| GRI STANDARD | DISCLOSURE | PAGE NUMBER | OMISSIONS & CLARIFICATIONS | UNGC PRINCIPLES | UN SDGS |
|---|--|-------------------|---|-----------------|---------|
| GRI 300 ENVIRONMENTAL STANDARDS SERIES 2016 | | | | | |
| GRI 103: MANAGEMENT APPROACH 2016 | ENERGY | | | | |
| | 103-1 Explanation of the material topic and its boundary | P. 75, P. 76 | Clarification: Topic boundary: ANGE operations, legal authorities | | |
| | 103-2 The management approach and its components | P. 75, P. 76 | | | |
| 103-3 Evaluation of the management approach | P. 75, P. 76 | Principle 8 and 9 | | | |
| GRI 302: ENERGY 2016 | 302-1 Energy consumption within the organisation | P. 75 | | | |
| | 302-4 Reduction of energy consumption | P. 75 | | | |

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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 |
|--|--|-------------|---|-----------------|---|
| | ENERGY | | | | |
| GRI 305: EMISSIONS 2016 | 305-1 Direct (Scope 1) GHG emissions | P. 75 | | | |
| | WATER | | | | |
| GRI 103: MANAGEMENT APPROACH 2016 | 103-1 Explanation of the material topic and its boundary | P. 78 | Clarification: Topic boundary: ANGE operations, local communities | Principle 8 |   |
| | 103-2 The management approach and its components | P. 78 | | | |
| | 103-3 Evaluation of the management approach | P. 78 | | | |
| GRI 303: WATER 2016 | 303-1 Water withdrawal by source | P. 78 | | | |

GRI CONTENT INDEX

| GRI STANDARD | DISCLOSURE | PAGE NUMBER | OMISSIONS & CLARIFICATIONS | UNGC PRINCIPLES | UN SDGS |
|---|--|---------------|--|-------------------|---|
| GRI 300 ENVIRONMENTAL STANDARDS SERIES 2016 | | | | | |
| | WASTE | | | | |
| GRI 103: MANAGEMENT APPROACH 2016 | 103-1 Explanation of the material topic and its boundary | P. 77 | Clarification: Topic boundary: ANGE operations, legal authorities, local community | Principle 8 and 9 |  |
| GRI 306: EFFLUENTS AND WASTE 2016 | 103-2 The management approach and its components | P. 77 | | | |
| | 103-3 Evaluation of the management approach | P. 77 | | | |
| | 306-2 Waste by type and disposal method | P. 77 | | | |
| | ENVIRONMENTAL COMPLIANCE | | | | |
| GRI 103: MANAGEMENT APPROACH 2016 | 103-1 Explanation of the material topic and its boundary | P. 75 - P. 78 | Clarification: 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. 75 - P. 78 | Clarification: Topic boundary: ANGE operations local communities | Principle 8 |  |
| | 103-3 Evaluation of the management approach | P. 75 - P. 78 | | | |
| GRI 307: ENVIRONMENTAL COMPLIANCE 2016 | 307-1 Non-compliance with environmental laws and regulations | P. 78 | | | |

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| GRI STANDARD | DISCLOSURE | PAGE NUMBER | OMISSIONS & CLARIFICATIONS | UNGC PRINCIPLES | UN SDGS |
|--|--|---------------|--|-----------------|---|
| GRI 400 SOCIAL STANDARDS SERIES 2016 | | | | | |
| | EMPLOYMENT | | | | |
| GRI 103: MANAGEMENT APPROACH 2016 | 103-1 Explanation of the material and its boundary | P. 46 - P. 49 | Clarification: Topic boundary: employees, local communities | Principle 3 |  topic |
| | 103-2 Management approach and its components | P. 46 - P. 49 | | | |
| | 103-3 Evaluation of the management approach | P. 46 - P. 49 | | | |
| GRI 401: EMPLOYMENT 2016 | 401-1 New employee hires and employee turnover | P. 48 | | |  |
| | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees | P. 48, P. 50 | | | |
| | 401-3 Parental leave | P. 50 | | | |
| | OCCUPATIONAL HEALTH AND SAFETY | | | | |
| GRI 103: MANAGEMENT APPROACH 2016 | 103-1 Explanation of the material topic and its boundary | P. 51 - P. 59 | Clarification: 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. 51 - P. 59 | | |  |
| | 103-3 Evaluation of the management approach | P. 51 - P. 59 | | | |
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