



النابوداه

AI Naboodah

Annual Sustainability Report 2020

Building A Resilient And Sustainable Future

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SUSTAINABILITY REPORT 2020

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ABOUT THIS REPORT

GRI 102-46, GRI 102-50, GRI 102-51, GRI 102-52, GRI 102-53, GRI 102-54

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

PERIOD COVERED

The Report covers ANGE's sustainability performance from January 1st till December 31st 2020. This report presents an update of ANGE's most recent 2019 sustainability report.

REPORTING FRAMEWORKS

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

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.

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.



ANGE invites you to read its 2020 Sustainability Report and welcomes your feedback or comments by contacting us at sustainability@alnaboodah.com



CHAIRMAN'S MESSAGE

ABDULLAH MOHAMMED JUMA AL NABOODAH

I am pleased to introduce you all to our fifth annual Sustainability Report, covering our sustainability progress over the course of 2020, a challenging year by all accounts. At Al Naboodah, 'Working as a Family' is an integral pillar of our sustainability agenda. Protecting the health, safety and wellbeing of all our stakeholders, from our employees to our customers and the communities in which we operate, is something that has always been a top priority for us. Therefore, upholding these values during a global health crisis was a challenge for which we were uniquely prepared.

We have a 62-year legacy as a responsible family business that takes care of its employees and gives back to the community, even in the years prior to formally reporting on our sustainability

performance. It is no mistake that our sustainability emblem is the *ghaf* tree, a hardy evergreen tree indigenous to our region's desert and mountain landscapes.

The *ghaf* tree is very significant to us as it carries many of our values – it embodies resilience, perseverance, and generosity, offering shelter, food and fuel, and demanding very little in return.

During the beginning of the pandemic and throughout the crisis, we sought to uphold these values to guide and support us in overcoming the challenges ahead. When we have faced tough decisions, like all businesses, we have had to choose between social and economic factors. As a family business, people first is our approach to everything.

CHAIRMAN'S MESSAGE

ABDULLAH MOHAMMED JUMA AL NABOODAH

Today, our Group employs approximately 8,000 people of around 50 different nationalities, and our various business streams spread across many sectors of the UAE and beyond. Our two main challenges were firstly to keep our employees safe, and secondly to ensure that our businesses remained operational in order to continue supporting our employees and suppliers, and providing essential services to our customers.

At the onset of the health crisis, Al Naboodah formed a COVID-19 Rapid Response Team, the members of which were mostly drawn from our Sustainability Leadership Council. This was the logical approach, as the Council is formed from representatives from each of the Group's main corporate functions.

The Rapid Response Team was able to make critical decisions quickly based on data and information from every area of the company made available to us in real time, which proved essential to our successful response to the pandemic.

Regardless of the many challenges we faced in 2020, with a clear vision, common values and a lot of perseverance, we were still able to achieve 89% of our sustainability goals and targets for 2020, and drive sustainability as a strategic objective for the year.

Throughout 2020 we made great progress on further embedding sustainability into our everyday operations. Sustainability at Al Naboodah is about planning for the future, improving efficiency, implementing

best practice, and being resourceful in order to create value not only for today, but also for future generations.

Throughout the crisis, protecting the health and safety of our employees first has enabled us to remain true to our purpose, which has in turn supported business continuity, thus creating economic value for all, including the communities in which we operate.

As I end this message, I want to reaffirm our commitment to Sustainability, and would like to thank all our workforce, partners, and suppliers once again as we continue to find opportunities amidst all the challenges faced in 2020. Let's continue working towards a sustainable future.



MANAGING DIRECTOR'S STATEMENT

SWAIDAN SAEED JUMA AL NABOODAH

As a 62-year-old family business that is constantly evolving, the ability to move fast and be responsive to change, whilst maintaining strong values and a clear purpose, is something we have excelled at over the years. It is not enough to prepare for a better future – it is working towards creating that future is what sustainability is all about.

2020 has been a challenging year for all – the COVID-19 has uniquely tested our resilience and adaptability under these extraordinary circumstances. The more sustainable a business is, the less it is exposed to unpredictable circumstances.

Sustainable development has helped us to avoid such changes and their negative consequences on our people, our businesses, and the environment.

Resilience is about tackling and overcoming these changes without completely overwhelming our resources.

Our Group's Sustainability Framework includes 'Health & Safety' and 'Employee Welfare' as two integral components, both of which have prepared us well in addressing many of the challenges during the pandemic.

These components are also in line with our yearly Key Strategic Objectives of 'Driving Sustainability' and 'Protecting the Health & Safety of our Stakeholders'. At Al Naboodah, these strategic objectives have ensured that we remain operational while simultaneously ensuring the wellbeing of our employees.

MANAGING DIRECTOR'S STATEMENT

SWAIDAN SAEED JUMA AL NABOODAH

Early on in the crisis it was evident that due to the urgency of the situation prompt decision making was required relying on real time data. The Sustainability Department addressed this requirement by expediting the formation of Rapid Response Team (RRT) with representatives from across the entire Group, including Sustainability, HSE, Facilities Management, Group IT, HR, Procurement, and Marketing & Communications, to ensure the health & safety of our employees, to help businesses across the group maintain operations and ensure that consistent, transparent and accurate messaging is conveyed to all stakeholders.

As we adapted to new ways of operating throughout 2020, we remained steadfast and focused on achieving our sustainability goals and targets for the year, making significant progress across all areas of our framework and managed to achieve 89% of our targets for the year, which is documented transparently in this report.

This pandemic has presented us with a unique opportunity to understand our weaknesses and address them by adapting to new realities and market dynamics. We have learnt so much about ourselves as individuals and as a business throughout 2020, and have emerged as a more resilient organisation overall.

I look to the future with renewed optimism, so let's continue to work towards "Preserving Our Heritage And Working For A Sustainable Future."



CONSTRUCTION GROUP COO'S FOREWORD

KEVIN PERRINS

As we all know, 2020 was a year of challenges, and while sustainability is now well engrained into Al Naboodah Construction Group's (ANCG) culture, it was brought to the forefront in "Preserving our Heritage and Working for a Sustainable Future" during these trying times.

A number of Goals, Targets and Initiatives were set, and I am pleased to see that despite the challenges faced in 2020 we managed to achieve a great deal. This is largely due to the continued support of all our stakeholders, and particularly the dedicated employees of ANCG who have fully embraced the Group's sustainability culture.

Throughout 2020, ANCG continued to consider and implement more sustainable business models to achieve our objectives, along with those of our business partners.

VALUE CREATION

AT AL NABOODAH

GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-1

INPUT

Natural capital

- Environmental data (fuel, water, energy, and waste) collection process further streamlined during 2020.
- Environmental policies were reviewed and updated to reflect the activities of the Group.
- Elimination of Single-Use Plastic Policy has been introduced in our Commercial Group.
- Environmental Engagement Teams have been formed across the Group.
- Environmental Campaigns were introduced across the Group.
- Environmental best practices were introduced and implemented across the Group.

	2018	2019	2020
 Fuel consumption (GJ)	853,338	835,653	513,242
 Electricity from local utilities (kWh)	35,892,606	33,366,755,040	25,932,322
 Water consumption (gallons)	345,039,770	365,352,178	215,779,058

OUTPUT

Natural capital

- ANGE managed resources more efficiently.
- ANGE had no penalties or non-compliance incidents with respect to environmental legislation in the past five years (2016 - 2020).
- ANGE generated a total of 94,640 kWh of renewable (solar) energy on-site.
- The usage of recycled water in ANGE was increased by 3.36%.
- ANGE achieved a reduction of around 25% in energy consumption.
- 2nd place in Dubai Aviation Engineering Projects' (DAEP) 11th Annual Environmental Awareness Campaign.
- 2nd Runner-Up for Mobile Collection and Top 10 in the Can Collection Campaign under the Corporate category of Emirates Virtual Recycling Awards.

Waste generated	2018	2019	2020
 Hazardous waste (tonnes)	13,271	8,940	6,855
 Non-hazardous waste (tonnes)	220,097	89,218	59,255
Emission of GHG			
 Scopes 1 and 2 (tCO ₂ e)	74,676	67,199	40,585
Renewable energy generated (kWh)	20,400	99,520	94,640

VALUE CREATION

AT AL NABOODAH

GRI 102-9, GRI 103-1, GRI 103-2, GRI 103-3, GRI 403-2

INPUT

FINANCIAL CAPITAL

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

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

HUMAN CAPITAL

- Aligned to the UAE's legislation on Domestic Labour Law, a new Resourcing Policy has been introduced.
- 15,704 hours of training was provided to employees in 2020.
- Engaged with over 1,600 internal stakeholders during the annual Sustainability Week.
- 94 new employees were introduced to the Group's Sustainability strategy and framework during onboarding induction and were provided with a Sustainability toolkit.
- 1,274 ANGE employees were provided with health check-ups.

	2018	2019	2020
Total number of employees	14,237	10,121	7,552
Training hours average per employee	8	3.17	2.07

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.

- 58% of total procurement budget is spent on local suppliers.
- Direct creation of 420 new jobs.

HUMAN CAPITAL

- 99% overall employee happiness rate among operatives.
- Reached 3.49% of female representation in the workforce, including operatives, an increase of .52% compared to 2019.
- 12.85% of new recruits were female.
- Over 42 million LTI free man-hours across multiple projects, facilities, yards, and showrooms.
- Recorded an average score of above 80% on safety compliance on our Visible Felt Leadership tours.

	2018	2019	2020
Total man hours worked (thousands)	54,911,708	49,664,940	29,693,431
Total numbers of lost time injuries (LTIs)	5	6	1
Total lost day rate	4.98	4.99	1.51
Total numbers of fatalities	0	0	0

VALUE CREATION

AT AL NABOODAH

GRI 102-9, GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-1

INPUT

MANUFACTURING CAPITAL

- ANGE operates across the UAE, Oman, Vietnam, Sri Lanka, and Saudi Arabia with commercial and construction operations covering 18 sectors.
- The Group self-supplies most of the on-site equipment and materials for its operations at its National Plant and ARCON businesses. 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 wet mix and asphalt.
- The Group owns and leases property to conduct its business activities and to accommodate a large part of its employee base, including:
 - 6 employee villages
 - 228 villas and flats
 - 65 sales offices
 - Headquarters building
 - Commercial premises such as showrooms, service centres, warehouses and workshops, across multiple locations.

OUTPUT

MANUFACTURING CAPITAL

New businesses and services include:

- Audit and Assessment for Dubai Quality Award.
- MECOTY award as the 'Public Car of the Year' for Peugeot 508 fastback sedan.
- Teams from our Agriculture Division played an active role in COVID-19 disinfection along with government agencies under the UAE's national disinfection programme.
- Contribution of Peugeot Expert Van to the Dubai Corporation for Ambulance Services for COVID-19 assistance.
- Opening of Allied service centre at Ibn Battuta Mall.
- Al Naboodah Group ranked 43rd in Forbes Top 100 Arab Businesses.
- Partnership with online service aggregators MySyara.
- ESMA 5-star certification to all CVHE, Automotive and Allied workshops in Dubai and Northern Emirates.

VALUE CREATION

AT AL NABOODAH

GRI 102-13, GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-1

INPUT

INTELLECTUAL CAPITAL

- Digitisation strategy, customer journey mapping and understanding of changing customer behaviour.
- Process Innovation Initiatives – One of the pillars of our Innovation Strategy.
- Smart Cities and Electric Vehicles Strategy.

SOCIAL AND RELATIONSHIP CAPITAL

- Membership and Partnership: Emirates Green Building Council and the Dubai Chamber of Commerce and Industry.
- Signatory to the United Nations Global Compact Principles.
- Launch of Empowering Female Leadership Development Programme for female staff in the Group.
- Participation in Virtual WETEX 2020.
- Youth awareness workshops: Amity University students.
- Local Community support: Dubai Foundation for Women and Children, Royati Family Society, Al Noor and Al Manzil.

OUTPUT

INTELLECTUAL CAPITAL

- Relaunch of Al Naboodah Mobile App with new design and features
- Launch of Warehouse Bar Coding for Swaidan Trading Co.'s Automotive Allied Division.
- Launch of Peugeot Dubai & NE Facebook store, webstore and pre-owned vehicles website.
- Launch of automated and digitised HR Onboarding Module.
- Launch Employee HR Helpdesk Platform (desktop and mobile app).

SOCIAL AND RELATIONSHIP CAPITAL

- 796 volunteering hours completed by employees.
- Aligned with the UAE Vision 2021, the UNGC and the SDGs.
- No penalties or non-compliance with respect to social violations.
- Preparing women for leadership roles in the workforce.
- Raise the profile of and increasing the numbers of our female talent, empowering people of determination and members of the community.
- 512 hours of work experience for people of determination.

OVERVIEW OF AL NABOODAH GROUP ENTERPRISES (ANGE)

GRI 102-1, GRI 102-7, GRI 102-8, GRI 102-16

We are a family-owned business with over 62 years of successful operations combining commercial and construction portfolios under one corporate entity, Al Naboodah Group Enterprises. Approximately 8,000 employees of around 50 different nationalities across 18 companies are encouraged to live and work according to the Group's core values. As one of our core values, sustainability is integrated into our corporate strategy, impacting all of our operations. We believe that sustainability is the key to creating value for all our stakeholders.

WHAT WE BELIEVE IN MOST

OUR CORE VALUES



INTEGRITY



EXCELLENCE



SUSTAINABILITY



COLLABORATION



INNOVATION



TRANSPARENCY

AL NABOODAH GROUP'S VISION 2025

ANGE has established a long-term vision, entitled 'Vision 2025', that lays out our corporate aims to gain economic and sustainable growth, and be a family business that creates value for all stakeholders and provides exceptional customer experience with greater happiness for all employees by the year 2025.

Vision 2025 will be focused on 4 main pillars, as outlined in the graphic below:

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

AL NABOODAH GROUP ENTERPRISES

GOVERNANCE

GRI 102-5, GRI 102-7, GRI 102-18, GRI 102-45

Al Naboodah 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



AL NABOODAH GROUP ENTERPRISES

OPERATIONS OUTREACH

GRI 102-1, GRI 102-2, GRI 102-4, GRI 102-5, GRI 102-6,
GRI 102-45, GRI 103-1, GRI 103-2, GRI 103-3, GRI 203-1

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



Smart Mobility



Light Commercial Vehicles



Buses and Coaches



Travel and Tourism



Lighting



Construction



Heavy Equipment



Automotive



Solar PV Solutions



Smart Buildings



Motorcycles



Logistics



Trucks



Automotive Products



Hospitality



Real Estate

A STRATEGIC APPROACH TO SUSTAINABILITY

GRI 102-11

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. As a key strategic objective, sustainability is on everyone's agenda – driven from the top of the organisation through to every one of the almost 8,000 employees.

In 2019, Al Naboodah revised its Sustainability Policy that unifies its strategy and commitment towards Preserving Our Heritage and Working for a Sustainable Future. The policy is supported by the Board of Directors, with a strong belief that sustainability and long-term profitability go hand-in-hand.

Our sustainability strategy has prioritised a set of actions under an agreed framework that focuses on Working as a Family, Responsible Consumption and Unlocking Potential, as well as engaging internal and external stakeholders with the objective of creating social, environmental and economic value for all.

STRATEGIC OBJECTIVES 2021



ACHIEVE TARGETED NET PROFIT IN ALL OF OUR BUSINESSES



DRIVE SUSTAINABILITY



DRIVE INNOVATION, ANTICIPATE DISRUPTIVE TRENDS & HARNESS CHANGE



DRIVE SYNERGIES AND EFFICIENCIES



EXPAND OUR MARKET SEGMENT AND DIVERSIFY OUR PRODUCTS & SERVICES



DEVELOP OUR PEOPLE



PROTECT THE HEALTH AND SAFETY OF OUR EMPLOYEES & SUBCONTRACTORS

A STRATEGIC APPROACH TO SUSTAINABILITY

GRI 102-11

Sustainability is communicated to the rest of the Group through the Sustainability Framework, which underpins the management approach to Sustainability, and provides clear strategic directions through yearly goals and targets which are identified through internal and external 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.

GOALS & TARGETS



Employee welfare



Innovation for a better future



Engaging with our stakeholders



Health and Safety



Reducing waste



Fair opportunities for all



Preserving our heritage



Saving water



Customer experience



Managing energy efficiently



Figure 1. ANGE Sustainability Framework

AL NABOODAH GROUP ENTERPRISES

CORPORATE GOVERNANCE STRUCTURE

GRI 102-18, GRI 102-45

Establishing a strong sustainability governance structure has enabled Al Naboodah to maintain a culture of transparency and integrity towards all stakeholders.

The Sustainability Committee, along with the Executive Committee, drive strategic decisions related to sustainability. This ensures that the decision-making process is aligned with Al Naboodah's Vision 2025, and with our annual strategic objectives.



DRIVING SUSTAINABILITY

GRI 102-18, GRI 102-45



Fatima Ahmed Saeed Al Naboodah
General Manager Sustainability

2020 has been a year of unprecedented change in almost every way imaginable and, at times, it has also been a year of hope and inspiration. We have seen that the human spirit is resilient through acts of courage, solidarity and faith in a better future.

The COVID-19 pandemic has demonstrated that no one is safe until everyone is safe. Only by acting as one, in solidarity, can communities save lives and overcome the devastating social and economic impacts of the virus.

As a business employing thousands, we have an immense responsibility, and this pandemic drove us to reassess and re-adjust our operations. It has enabled us, for the first time, to recognise our weaknesses in a clear and evident manner, and also gave us the opportunity to address them. Our employees are at the heart of our business, and protecting their health and safety always comes first. This has enabled us to remain true to our purpose and values, underpinning our “Working As A Family” people-first approach, which in turn ensured that we remained operational and supported business continuity, thus creating shared value for all.

COVID-19 has also reaffirmed the critical role sustainability plays in business resilience. Businesses that integrated sustainability as a strategic objective into their operations prior to the crisis have placed an even stronger focus on it now during the crisis. This has made us much more agile in responding to unexpected events strategically. Sustainability is all about preparing for the future by engaging in meaningful value creating partnerships for all our stakeholders, reinforcing our foundations for long-term sustainable growth.

The pandemic has provided a unique opportunity to think about the kind of future we want to create, and as we begin to look beyond the crisis, our focus will remain centred on social responsibility while maximising value creation.

Let's continue to preserve our heritage and work for a sustainable future.

AL NABOODAH'S RESPONSE TO COVID-19

RAPID RESPONSE TEAM

GRI 103-1, GRI 103-2, GRI 103-3

At Al Naboodah Group Enterprises, the health and safety of employees has always been a top priority. In response to the COVID-19 pandemic, the Group has taken a number of key measures to combat the spread of infection, and ensure the continuity of vital operations.

A Rapid Response Team (RRT) was formed comprising representatives from across the Group with the following objectives:

- To create a well-defined plan to protect all stakeholders and keep the business functioning during a disease outbreak.
- To define a process for activating the plan in case of an outbreak.
- To establish a communication protocol to keep all stakeholders informed.
- To prepare to temporarily suspend operations if necessary.
- To determine what jobs are needed to carry on day-to-day activities.
- To see how we can accomplish critical tasks if some key stakeholders are not available.
- To establish a plan on cross training employees.
- To maintain a culture of wellness.



AL NABOODAH'S RESPONSE TO COVID-19

OUTBREAK RESPONSE PLAN

GRI 103-1, GRI 103-2, GRI 103-3

Three steps taken to create the outbreak response plan in order to mitigate the impact of the spread.

The success of our Outbreak Response Plan depended on it being flexible and the involvement of the Rapid Response Team in developing and reviewing it.

STEP 1 INITIATE



Identifying outbreak response plan objectives



Identifying key individuals and resources to remain operational



Reviewing work place policies to ensure they are responsive and adaptable



Assessing workplace exposure risk

STEP 2 IMPLEMENT



Applying measures to prevent and control the spread of infection



Preparing for physical distancing and remote working



Plans to quarantine and isolate sick employees



Anticipating absenteeism and plan for cross-training



Issuing new travel guidelines for restricted travel



Encouraging personal preparedness

STEP 3 INVOLVE



Establishing communication protocol



Developing a process to activating the plan



Engaging and receiving input from workforce



Staying informed

COVID-19 TIMELINE

AL NABOODAH'S RESPONSE TO THE CRISIS

GRI 103-1, GRI 103-2, GRI 103-3



February 2020

- Meeting with Heads of Department to address COVID-19 concerns.
- Choosing key players to form Rapid Response Team (RRT).
- An initial outbreak response plan to initiate, implement, and involve.
- Reviewing current procedures and policies for readjustment.
- Pooling in resources from across the Group directed to protecting the Health and Safety of our Stakeholders.



March 2020

- Suspension of Group owned common facilities, Mosque, recreation, gymnasium, education rooms.
- Set-up of Quarantine and Isolation Rooms.
- COVID-19 Tracker: Dashboard and Report (weekly and monthly).
- First remote working drill test completion.
- Facilitating transportation to quarantine area for operatives returning from leave at our Employee Villages.
- Check list to record body temperature and health assessment for employees returning from leave.
- Disinfection campaigns - internal and external.
- Suspension of all face-to-face meetings, mass toolbox talks and internal/external training.
- Online training sessions instead of classroom sessions.



March 2020

- Official formation of RRT.
- Finalisation of Outbreak Response Plan.
- Release of Communication Protocol.
- Release of Health and Safety Protocol.
- Release of Travel and Leave Guidelines.
- Suspension of all community engagement activities.
- Suspension of bio-metric time clocking for operative's attendance.
- Suspension of maintenance services - Al Naboodah Real Estate (ANRE) managed properties.
- Suspension of community facilities - ANRE managed properties.



April 2020

- Identification of critical internal resources.
- Identification of critical jobs needed to carry on day-to-day activities.
- Identification of critical suppliers and identifying alternative suppliers to avoid any disruption in our value chain.
- Establishment of a cross training plan for employees.
- Completion of second remote working drill test.
- Upgrade of Internet Leased Line to accommodate a larger number of employees to work remotely.
- Remote working facility for employees.
- COVID-19 Ambassadors - 'Breaking the Chain' online training course to raise awareness.
- Disinfection campaigns - internal and external.
- Release of COVID-19 Management Plan- Construction Group.

COVID-19 TIMELINE

AL NABOODAH'S RESPONSE TO THE CRISIS

GRI 103-1, GRI 103-2, GRI 103-3



April 2020

- Health and Safety risk assessment.
- Environmental assessment.
- Rent Relief Assistance to Tenants - ANRE managed properties.
- Resumption of Maintenance Services - ANRE managed properties.
- Disinfection of all ANRE managed properties.



JUNE 2020

- Resumption of community facilities - Al Naboodah Real Estate managed properties with precautionary measures taken.



May 2020

- End of National Lockdown.
- Returning to work.
- Precautionary measures reinforced.
- All showrooms, service centers and offices equipped with temperature gauges.
- Operatives' transportation to 50% capacity.
- Disinfection campaigns - internal and external.
- Work from home option for aged, female and employees with compromised immune system.
- Extended special transportation facility for Head Office staff.

COVID-19 TIMELINE

AL NABOODAH'S RESPONSE TO THE CRISIS

GRI 103-1, GRI 103-2, GRI 103-3



NOVEMBER 2020

- Webinars during Annual Sustainability Week:
 - Al Naboodah's Response to the Crisis
 - Lessons Learnt on COVID-19



FEBRUARY 2021

- Second Dose Mass Vaccination Campaign - Phase 1.



JANUARY 2021

- Vaccination - Data Analysis across the Group.
- First Dose Mass Vaccination Campaign - Phase 1.
- Revised COVID-19 Management Plan with latest protocols.



MARCH 2021

- Mass Vaccination Campaign - Phase 2.

GOVERNING SUSTAINABILITY

GRI 102-18, GRI 102-45

The Sustainability Committee, which consists of senior management, including Al Naboodah family members, meets on a quarterly basis, and our sustainability strategy is integrated into our value chain and day-to-day business operations through our Sustainability Leadership Council (SLC). The SLC includes members across the Group including key departments, from HR and Facilities Management to SHEQ, Marketing and PMO. Sustainability leaders from across the group are committed to transforming our organisation into a sustainable operation by embedding sustainability into the culture through sustainable leadership practices.

SLC activities are supported by numerous clearly articulated policies and procedures which are in place to ensure that industry best practice is implemented in all areas, and they are responsible for ensuring that our strategy is executed across all departments and divisions of the Group, and implementing key initiatives, spreading awareness, and engaging employees across the various business operations.



SUSTAINABILITY COMMITTEE

GENERAL MANAGER SUSTAINABILITY CHAIRPERSON

General Manager
Marketing

General Manager
Emiratisation

Group Chief
Financial Officer

Chief Operations
Officer ANCG

General Manager
Strategy & PMO

SUSTAINABILITY LEADERSHIP COUNCIL

GRI 102-18, GRI 102-45

WORKING AS A FAMILY

Facilities Manager

SHEQ Manager - Operations

HSE Manager - National Plant

Head of HR - ANGE & Resourcing

Head of HR - ANCG & ACG

Assistant HR Manager

Assistant Project Manager - Sustainability

SHEQ Manager - Compliance

Assistant Manager - Business Excellence & SHEQ

Senior Copywriter

Procurement & Logistics Manager

Personal Assistant - Sustainability

UNLOCKING POTENTIAL

General Manager - SPMO

Senior Business Analyst - SPMO

Head of HR - ANGE & Resourcing

Head of HR - ANCG & ACG

Assistant HR Manager

Senior Copywriter

RESPONSIBLE CONSUMPTION

HSE Manager - National Plant

Environmental Manager

Facilities Manager

Assistant Manager - Business Excellence & SHEQ

Assistant Project Manager - Sustainability



Figure 2. Composition of the Sustainability Leadership Council

ADOPTING SUSTAINABILITY

A GLOBAL FRAMEWORK – THROUGH REGIONAL ACTIONS

GRI 102-18

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 United Nation’s 17 Sustainable Development Goals (SDGs). ANGE’s 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 UN Sustainable Development Goals (SDGs). This way, the Group synergises with global and local sustainability goals and targets.

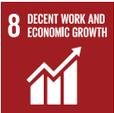
ANGE GOALS	SUSTAINABLE DEVELOPMENT GOALS ¹	UAE VISION ²	ANGE STRATEGIC PROGRAMMES & INITIATIVES
<p>WORKING AS A FAMILY</p>  <p>PRESERVING OUR HERITAGE</p>  <p>ENGAGING WITH OUR STAKEHOLDERS</p>  <p>EMPLOYEE WELFARE</p>	 <p>3 GOOD HEALTH AND WELL-BEING</p>	<p>Competitive Knowledge Economy</p> <p>Cohesive Society and Preserved Identity</p> <p>First-Rate Education System</p> <p>Safe Public and Fair Judiciary</p>	<p>Emiratisation: Internships, UAE candidates for experienced hiring and presence in senior management.</p> <p>Stakeholder engagement: Sustainability Toolkit, Sustainability Week, Sustainability Workshops, government partnerships and exhibitions.</p> <p>Community Engagement: Volunteering initiatives, youth awareness sessions, collaborating with NGOs, schools and universities.</p> <p>Employee Welfare: Happiness surveys, open forums, world-class facilities at Employee Villages (operatives’ accommodation).</p> <p>Health & Safety: Training all drivers on new RTA regulations and fines, health check-ups, safety campaigns, awareness workshops.</p>
	 <p>4 QUALITY EDUCATION</p>		
	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>		

Table 1. Alignment of ANGE Sustainability Framework with the UN SDGs 2030 and UAE Vision 2021

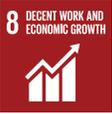
¹ <http://uaesdgs.ae/en>

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

ADOPTING SUSTAINABILITY

A GLOBAL FRAMEWORK – THROUGH REGIONAL ACTIONS

GRI 102-18

	ANGE GOALS	SUSTAINABLE DEVELOPMENT GOALS ¹	UAE VISION ²	ANGE STRATEGIC PROGRAMMES & INITIATIVES
UNLOCKING POTENTIAL	 <p>INNOVATION FOR A BETTER FUTURE</p>	 <p>5 GENDER EQUALITY</p>	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, spend on SMEs ³ , knowledge sharing. Customer experience: Privacy policy, customer feedback mechanisms, Dubai Quality Awards, Emirates Authority for Standardization and Metrology (ESMA) 5-star rating, Dubai Service Excellence Scheme (DSES), and Mystery Shopper programme.
	 <p>CUSTOMER EXPERIENCE</p>	 <p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>		
	 <p>FAIR OPPORTUNITIES FOR ALL</p>	 <p>8 DECENT WORK AND ECONOMIC GROWTH</p>		
RESPONSIBLE CONSUMPTION	 <p>MANAGING ENERGY EFFICIENTLY</p>	 <p>6 CLEAN WATER AND SANITATION</p>	Sustainable Environment and Infrastructure	Streaming data online. Waste: Recycling and reduction campaigns. Water: Water-saving instruments and loss-detection programmes. Energy: Energy consumption reduction programmes. Formation of Environmental Engagement Teams.
	 <p>REDUCING WASTE</p>	 <p>7 AFFORDABLE AND CLEAN ENERGY</p>		
	 <p>SAVING WATER</p>	 <p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>		

¹<http://uaesdgs.ae/en>
² <https://www.vision2021.ae/en/national-agenda-2021>
³ SMEs: Small and medium-sized enterprises

MEMBERSHIPS AND PARTNERSHIPS

A GLOBAL FRAMEWORK – THROUGH REGIONAL ACTIONS

GRI 102-12, GRI 102-13

Since 2019 Al Naboodah Group Enterprises has been committed to the UN Global Compact corporate responsibility initiative and its principles in the areas of human rights, labour, the environment and anti-corruption.

We are a founding member of the Emirates Green Building Council and network member of the Dubai Chamber of Commerce and Industry.

GLOBALLY



WE SUPPORT

Signatory Level
Engagement

LOCALLY

غرفة دبي
DUBAI CHAMBER



ENGAGING WITH OUR STAKEHOLDERS

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

Engaging with our stakeholders is a key part of our Sustainability Framework, and we are consistently taking steps to improve the effectiveness of communications and engagement with our diverse base of stakeholders.

This engagement enables us to respond effectively to stakeholders' expectations and needs. Identified through a stakeholder mapping exercise with the input of the heads of the business streams and senior management, a key stakeholder list was formalised in 2017 with the following as ANGE's six stakeholder groups. 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**

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



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



LOCAL COMMUNITY

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



GOVERNMENT

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



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



PRINCIPAL PARTNERS

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

SUSTAINABILITY AWARDS AND HIGHLIGHTS



Dubai Quality Award
Audit and Assessment
2020



**Happiness Award – Ministry of
Human Resources and Emiratization**
UAE's Happiest Workplace for
3 years in a row 2017 - 2019



CSR Arabia Awards
1st place - Construction Sector
Category 2nd Runner Up - Large
Business Category 2018



ESMA 5-star certification
CVHE, Automotive and Allied
workshops in Dubai and Northern
Emirates 2020



Gulf Sustainability and CSR Awards
1st place in 'Sustainable Business
Model' and 'Clean Technology '
Categories 2018, 2019



Construction Week Awards
Sustainability Initiative of the Year
2019



**Dubai Aviation Engineering
Projects' (DAEP)**
2nd place in 11th Annual
Environmental Awareness
Campaign 2020



EXPO 2020 Awards
'Worker Welfare Initiative of the
Year' Better Together' and 'HSE
Initiative of the Year' 2019



RTA Awards
Safety Contractor of the Year
2019



Emirates Virtual Recycling Awards
2nd Runner-Up for Mobile
Collection and Top 10 in the Can
Collection Campaign 2020



Taqdeer Awards
4-star rating
2017 - 2018



Dubai Municipality Awards
Best Occupational Health and
Safety Performance of the Year
2019

FOCUSING ON WHAT MATTERS MOST

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

ANGE understands the importance of engaging with its stakeholders as a key for success, and that our sustainability journey is not one we make in isolation. It is influenced and driven by both our internal and external stakeholders, ranging from our employees to our clients, our principal partners, our suppliers, the government, the communities in which we operate, and local and international NGOs with which we collaborate.

Our Material Topics are determined by regular internal and external Materiality Workshops held each year. 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.

During 2020, internal and external key stakeholders took part in an online materiality workshop to identify key topics that may impact the way we do business. These workshops gave us great insight into how we can continue to serve and build a stronger long-term relationship with our stakeholders, in return creating shared value for everyone involved.

MATERIALITY MATRIX



COMMITMENT TO ANTI-CORRUPTION

GRI 103-1, GRI 103-2, GRI 103-3, GRI 205-1, GRI 205-2, GRI 205-3

With a strong governance structure and meaningful partnerships, ANGE seeks to establish exemplary governance and anti-corruption practices.

As a signatory to the UN Global Compact, ANGE is committed to supporting Principle 10 on Anti-Corruption through our anti-corruption policy and whistle-blower policy, which are supplemented by our Code of Conduct. Two of our corporate values, Integrity and Transparency, are incorporated into these policies, which demonstrates our commitment to safeguarding our principles and ensuring the Group and its business partners uphold the highest levels of transparency in business relations. All employees are mandated to comply with the policies, which require compliance with the laws and regulations applicable to each country where ANGE operates.

ANGE has zero tolerance towards bribery, fraud, or any form of corruption. To raise awareness among employees and to drive anti-corruption practices in the Group, during 2020 various initiatives were taken that include:

- Ongoing fraud awareness sessions with customised training to drivers at our National Plant business in their regional language.
- Dedicating a full day of activities during annual Sustainability Week to hosting online awareness sessions, online competitions, and reinforcing the Code of Conduct.
- Two webinars on federal and Emirates laws, as well as new regulations introduced for specific industries and their impacts on the business.
- Celebrating the International Anti-Corruption Day to raise awareness for anti-corruption.
- Employees are immediately introduced to the Group's Code of Conduct during on boarding induction.



Photo taken pre-COVID-19

WORKING AS A FAMILY

WORKING AS A FAMILY

KEY 2020 TARGETS

PROGRESS IN 2020

KEY 2021 TARGETS



Preserving our heritage

Continue targeting key roles for Emiratis.
Emiratisation strategy to continue with targeted internship programme.

Our internship programme welcomed 2 Emiratis.

Continue targeting key roles for Emiratis.
Emiratisation strategy to continue with targeted internship programme.



Engaging with our stakeholders

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.

100% of drivers were trained and are monitored through GPS.
Engaged with 105 key stakeholders as part of online materiality workshops.
Youth Awareness Sessions were conducted with 53 students.

Gather a minimum of 80% responses in Operatives Happiness Survey.
Youth Awareness Sessions with a target up to 500 hours.



Employee welfare

1,500 hours of volunteering to be carried out by ANGE employees.
Health check-up/medical awareness lectures and free health check-up campaigns for up to 30% of operatives.

A total of 796 volunteering hours reached in 2020.
A total of 1,274 ANGE operatives were provided with health check-ups.

500 hours of volunteering to be carried out by ANGE employees.
Health check-up/medical awareness lectures and free health check-up campaigns for up to 30% of operatives.

PRESERVING OUR HERITAGE

GRI 103-1, GRI 103-2, GRI 103-3



We believe in preserving our heritage and working towards creating a sustainable economic, social and environmental future for all.

Al Naboodah Construction Group has played a key role in the growth of the UAE, building much of the country's infrastructure over the decades, including roads, bridges and tunnels, dams and airport runways. Our award-winning MEP business is a leader in its field, and a founding member of the Emirates Green Building Council.

Al Naboodah Commercial Group represents a highly diverse portfolio of leading global brands in the transportation, automotive, heavy equipment, travel, logistics electrical, smart cities and renewable energy industries. Over a million UAE residents travel to their places of work every day on buses and vehicles supplied and maintained by Al Naboodah.

Over six decades we have grown to become one of the most trusted names in the UAE, and we consider the Al Naboodah brand and legacy to be our most valuable asset.



PRESERVING OUR HERITAGE

GRI 103-1, GRI 103-2, GRI 103-3



Swaidan Trading's Agriculture & Pest Control Division actively participated in the UAE's disinfection campaign, to clean and sterilise the streets and roads of country, as a part of the measures to combat the spread of Coronavirus.

We were one of the key teams who performed the sanitisation and disinfection activities on UAE streets and key business areas with our specialised team, in collaboration with Dubai Police, Civil Defence, RTA, Tadweer, Al Ain Municipality and RAK Municipality.



Al Naboodah Group and its owners are committed to supporting all UAE government initiatives and has become a major strategic partner for the government departments, in agriculture and pest control related initiatives in the UAE.

Being a 100% UAE local company, we are happy to be part of UAE Government's efforts to combat COVID-19 and thus to extend our full support and commitment to this nation and its citizens.

We supported the UAE National Disinfection Programme with 28 teams in Al Ain and 18 teams in Dubai for a total crew of 227 disinfecting the streets of the UAE for COVID-19.

Hassan Ali Shaban
General Manager, Swaidan Trading Agriculture



Click to Play Video

PRESERVING OUR HERITAGE

GRI 103-1, GRI 103-2, GRI 103-3



UNESCO WORLD HERITAGE SITE, AL AIN OASES DATE PLANTATIONS

One of ANGE's business streams, agriculture, works in strategic partnership with several government municipalities across the UAE protecting agricultural resources, and the company is considered the UAE's leading expert in the protection and preservation of date palms.

One such partnership is with Al Ain City Municipality. For years, ANGE has been entrusted with maintaining the renowned Al Ain Oases date plantations – part of the first listed UNESCO World Heritage Site in the UAE and covering more than 184,000 date palms over 3,000 acres. All waste from the oases is recycled and either donated to local farmers as feed or recycled into products such as roofing and furniture made using traditional methods by local artisans. These sustainable practices contribute to preserving a treasured piece of UAE heritage and supporting the UAE's 2021 Vision to use resources wisely.



EMIRATISATION

GRI 103-1, GRI 103-2, GRI 103-3, GRI 202-2



Now formally in its fifth 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.

In 2020, the Group welcomed two UAE nationals for internship.

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 carrying forward the Group's legacy.

⁴<https://www.vision2021.ae/en>

EMIRATI EMPLOYEES AT AL NABOODAH

	2018	2019	2020
	60	46	41
	42%	47%	41%
	58%	53%	59%

UAE NATIONALS REPRESENTATION IN SENIOR MANAGEMENT

	2018	2019	2020
 Number of UAE nationals in executive and senior management positions	13	13	10
 Percentage of UAE nationals in executive and senior management position	21%	21%	24%

ENGAGING WITH OUR STAKEHOLDERS

GRI 102-40, GRI 102-42, 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 2020, 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.



Photo taken pre-COVID-19

ENGAGING WITH OUR EMPLOYEES

Engaging with our employees is key to the 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 our Sustainability Toolkit. In addition, employees are required to participate in online sustainability training that explains its strategic importance and emphasises the role of the employee in the Group's sustainability journey. During 2020, 94 new employees completed this online training.



ENGAGING WITH OUR STAKEHOLDERS

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



OPERATIVES HAPPINESS

At Al Naboodah, we want happy, motivated, and engaged employees. Our employees' happiness plays a huge role in our success. As part of our commitment to improving employee happiness levels across the Group and to improve upon our 'Employee Welfare' programme, which has been a material topic for us for four consecutive years, we gathered feedback from our operatives through an online Operatives Happiness Survey, composed in seven different languages.

Participants anonymously responded to a series of questions that reflect employee happiness levels across several areas. In 2020, with a survey response rate of 98%, and an overall satisfaction rate of over 99%.



Photo taken pre-COVID-19



Response Rate



Overall Operative Satisfaction

2017

70%

>99%

2018

98%

>99%

2019

98%

>99%

Figure 3. Outcomes of the 2020 Operatives Happiness survey

SURVEY HIGHLIGHTS

- 99% of employees are satisfied with their working conditions.
- Over 95% of employees feel that management and employees trust each other.
- Over 99% feel satisfied with the food provided by the company.

ENGAGING WITH OUR STAKEHOLDERS

GRI 102-40, GRI 102-42, GRI 102-43, GRI 102-44, GRI 103-1, GRI 103-2, GRI 103-3



SUSTAINABILITY RELATED PLEDGES

Reinforcing sustainability as a strategic objective is an ongoing commitment for us all. The Sustainability Pledge reached over 2,500 employees during our 2020 Sustainability Week, where they reinforced their commitment by taking the online pledge, with the number of responses reaching more than 800. Employees made pledges in the areas in which they are more involved or in what they believe in the most.

2,500 +



Sustainability
Related
Pledges



800

Sustainability
Week Pledge

HARNESSING THE BENEFITS OF DIVERSITY

Our employees play a vital role in our success, and having a diverse workforce is one of our greatest assets. This cultural diversity is celebrated and encouraged across the Group with open communication, acceptance and common values, and is a strength that enables us to improve our competitive advantage, as we strive to create a working environment that nurtures collaboration, equal opportunity and an innovative spirit.

The theme for 2020 year's International Women's Day was 'Balance for Better', and we celebrated by recognising female employees as rising stars at Al Naboodah, with the day including various activities for our female staff from across the Group such as yoga sessions and motivational talks.



Photo taken pre-COVID-19

ENGAGING WITH OUR STAKEHOLDERS

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



SUSTAINABILITY WEEK

For the fifth consecutive year, ANGE's Sustainability Week brought together employees, key partners, suppliers, and more, to focus on ANGE's sustainability pillars and material topics.

Despite this year's restrictions on conducting events, we managed to organise an exciting calendar of activities which was conducted predominantly online. Having the activities online had the added bonus of making them accessible to employees across all of the Group's showrooms, sites and facilities, which resulted in a high participation rate.

ANGE's Sustainability Week focused on the Group's top five material topics dedicating a full day for each topic:



Employee Welfare



Learning & Development



Occupational Health & Safety



Customer Experience



Anti-Corruption



ENGAGING WITH OUR STAKEHOLDERS

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



SUSTAINABILITY WEEK HIGHLIGHTS



SUSTAINABILITY WEEK KEY ONLINE ACTIVITIES

- Over **1,600** participants for online activities
- Over **250** participants for the online opening ceremony
- 3** sustainability challenges on material topics
- 10** Community Engagement Activities
- Webinars**
 - COVID-19: AI Naboodah's Response to the Crisis
 - Lessons Learnt on COVID-19
 - Renewable Energy
 - Mental Stress Awareness
 - Mindfulness and Meditation - Life Transformation
 - COVID-19 control measures and lifestyle diseases
- Toolbox Talks on COVID-19 prevention
 - Depression and Stress Management
 - Anti-Corruption
 - Presentation Skills - The power and impact of presentations
 - Occupational Health Awareness
 - Flagman Refresher and Fire Hose Reel
 - Safe Driving
 - Importance on Waste management and power conservation
 - Water Conservation
 - Health and Nutrition
 - Personal Skills - Influencing Others

ENGAGING WITH THE LOCAL COMMUNITY

GRI 103-1, GRI 103-2, GRI 103-3



In line with the UAE Vision 2021 of a Cohesive Society and Preserved Identity, ANGE engages with numerous charities and NGOs to participate in activities which support our sustainability objectives. We are members of the Dubai Chamber, and our MEP business, Trans Gulf Electromechanical, is a founding member of the Emirates Green Building Council. We are also signatories of the UN Global Compact, and we are collaborating with the Global Compact Network UAE on various initiatives, one of which in 2020 involved our GM - Sustainability, Fatima Ahmed Saeed Al Naboodah participating in a webinar on crisis management during COVID.

As part of our commitment to engaging with our external stakeholders and the local community, we conducted two online student interaction sessions for the Amity University MBA Construction Project Management students on the topic of 'Commencing a Career in the Construction Industry - CV writing & how to attend an interview', and 'Maintaining Business Operations During The Outbreak'.

The first interactive session focused on how to get started in the construction industry with a clearly

defined professional CV, and how to excel in a job interview, where a lot of questions were asked by the future construction professionals.

The second interactive session focused on the implications of businesses disruption irrespective of geography, size or sector, and highlighted the importance of maintaining a Business Continuity Plan as part of an organisation's strategy to not merely survive but thrive on new opportunities. During the session, a lot of questions were asked by the future Project Managers, which sparked a lot of interest about ANGE's implementation of a Business Continuity Plan to minimise impact on customers, processes, people and finances.

'Fair Opportunities for All' is central to our business growth and social impact. At Al Naboodah, we are determined to build a diverse culture that respects all our employees - regardless of gender, age, race, or disability. In collaboration with multiple NGOs, we have provided an internship programme for people with determination giving them an opportunity to obtain permanent employment.



ENGAGING WITH THE LOCAL COMMUNITY

GRI 103-1, GRI 103-2, GRI 103-3

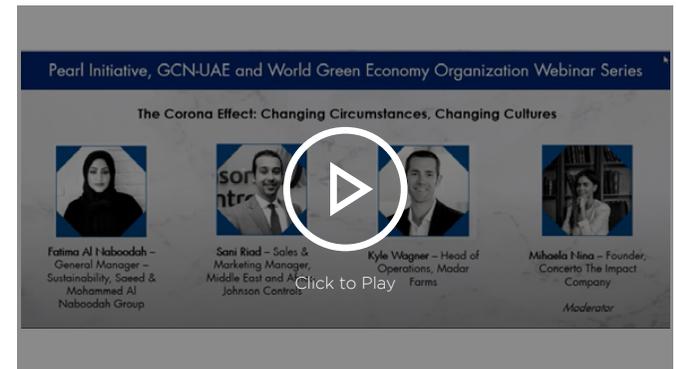


AL NABOODAH SPEAKS AT UNGC WEBINAR

In a webinar entitled ‘Leadership Behaviour During a Crisis: Changing Circumstances, Changing Cultures’, hosted by the Global Compact Network UAE, in collaboration with the World Green Economy Organization and the Pearl Initiative, Fatima Ahmed Saeed Juma Al Naboodah, General Manager of Group’s Sustainability Department, shared her insights on crisis management strategies.

Crisis management for institutions often starts with an evaluation of any impacts, followed by mitigation processes. However, it is also essential for institutions to revisit their company cultures and see if formal and informal processes are equipped to rise to the challenge. This is particularly important in the present, seeing as how the COVID-19 pandemic has led nearly every business to adapt internal processes in order to continue operations. So how institutions can manage working through a crisis by reworking their culture in a time of rapid change was discussed in the webinar, with a focus on the below topics:

- Discussing crisis management strategies to revitalise corporate culture to build resilience post COVID-19.
- Evaluating what Gulf region institutions are doing to manage through the current crisis.
- Understanding the necessity of changing an institution’s culture and practices during times of crisis.



ENGAGING WITH THE LOCAL COMMUNITY

GRI 103-1, GRI 103-2, GRI 103-3



Our Commercial Group's Vietnam team organised a charity event day for employees to contribute to the prevention of COVID-19 and get more engagement in social responsibility activities. Even though there was no mask mandate in Vietnam, this donation of supplies to fight infectious diseases will prepare them for the next outbreak.

The team chose the S.O.S Children's Village in Saigon, which looks after more than 150 orphans of many different ages, and provided specialised kits consisting of 500 mask packs, 50 litres of hand sanitiser, and five thermometers to the Village. In addition, some of our employees voluntarily raised funds and donated boxes of apparel, stationery, and confectionery to the children there.

We were also specially invited to be part of the 15th anniversary celebrations of Manzil Special Needs Centre for our support in providing work experience to people of determination, an internship opportunity and for our contribution to the Give & Gain Day.



Photo taken pre-COVID-19



ENGAGING WITH THE LOCAL COMMUNITY

GRI 103-1, GRI 103-2, GRI 103-3

In collaboration with the Ro'yati Family Society ANGE ran a 'Clothes Collection Campaign' during Sustainability Week with the aim of encouraging the community to donate pre-loved toys, furniture, clothes and more to people in need. Around 345kg of clothes that were in good condition were collected during this campaign and donated to the Ro'yati Family Society to be distributed to people in need.

VOLUNTEERING TO PROTECT THE ENVIRONMENT

In line with our Group's commitment to protecting the environment and engaging with our stakeholders, we recently participated in the 'Clean Up UAE' Campaign organised by the Emirates Environmental Group. During the campaign, 20 employees from our Group contributed their efforts towards cleaning up the Al Qudra Lake area in Dubai, clearing away trash and debris to enhance awareness on environmental issues and the impact of reducing waste for the environment.

Towards achieving the overall objective of reducing the amount of waste sent to landfills and meeting our annual waste diversion targets, ANGE participated in Emirates Environmental Group's (EEG) 'One Root, One Communi-tree' (OROC) project by collecting aluminium cans and unused mobile phones from residents in our Employee Villages.



ENGAGING WITH LOCAL GOVERNMENT



ANGE aligned its sustainability goals and targets globally with UNSDGs and regionally with UAE's vision 2021⁵. The UAE Government is one of our key stakeholders.

Peugeot Dubai & Northern Emirates, which is part of the Automotive division of Swaidan Trading, contributed a Peugeot Expert van to the Dubai Corporation for Ambulance Services to help them in their battle against COVID-19. The Expert van, which will be used for the delivery of emergency supplies and medicine, is ideal for this kind of application with generous interior depth and height, expansive rear door opening and wide side sliding door, and superior reliability and driver comfort with automatic transmission setting it apart in its segment.

As part of our commitment to engaging with our stakeholders, our Construction Group recognised the efforts of medical workers at DHA by rewarding frontline workers at the Dubai Health Authority Clinic at the Expo 2020 Car Parks & Roads project site. To recognise their outstanding work in challenging conditions during the pandemic, 83 medical staff were honoured at the clinic with certificates of appreciation and gifts at an event attended by our Construction Group and Expo management.



⁵ <https://www.vision2021.ae/en>

EMPLOYEE WELFARE

GRI 103-1, GRI 103-2, GRI 103-3, GRI 412-1



Employee welfare ranks as one of the top material topics for ANGE and employees are at the core of its success. ANGE was the proud recipient of the UAE's Happiest Workplace award for three consecutive years, decisively confirming its status as the employer of choice in the UAE.

ANGE's Worker Welfare Policy and programme ensure the Group is in line with EXPO 2020 mandates and principles, whilst at the same time upholding UNGC Principles on Labour and Human Rights.

In addition to briefings on employment and human rights given directly by the Ministry of Human Resources and Emiratization, ANGE employees 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.

Reinforcing our commitment to 'Working as a Family' and the welfare of our employees, we conduct regular open forums 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.



Photo taken pre-COVID-19



EMPLOYEE WELFARE

GRI 103-1, GRI 103-2, GRI 103-3, GRI 412-1



ANGE is well-known for its uncompromising approach to worker welfare and safety. As a measure in improving the health and wellbeing of our employees, a Virtual Clinic has been installed at the Al Awir Head Quarters to provide instant access to medical advice and services for ANGE employees.

Services available via the Virtual Clinic include instant access to doctors via video link, medical advice on health, wellness and medical conditions, advice and prescriptions for medications, and referrals to specialist care where required.

We hosted many Employee Welfare activities during the year including online job-oriented training, stress release workshops, and informative webinars on handling COVID-19.



EMPLOYEE WELFARE

GRI 103-1, GRI 103-2, GRI 103-3



During the COVID-19 pandemic, ANGE has taken several measures to safeguard its employees, customers and other stakeholders. Within our business, ensuring employees can operate safely and effectively has required a number of initiatives to be introduced including:

- A COVID-19 Outbreak Response Plan
- Pooling in resources from across the Group directed to protecting the health and safety of our stakeholders
- COVID-19 specific Health & Safety Risk Assessments
- Issuance of Travel and Leave Guidelines
- Remote working facility for aged, female and employees with compromised immune system
- Flexible working arrangements for female employees with children
- Remote working facility for employees
- Regular communication with COVID-19 updates and briefings to all employees via different platforms
- Face masks and hand gloves distribution to all our operatives
- Establishment of a cross training plan for employees
- Precautionary measures as we function with full capacity
- Arranging vaccination drives covering all employees and their immediate families



The COVID-19 pandemic has immersed us in a situation unlike anything we have ever seen before. But sustainability remains an important focus area for the Al Naboodah Group because so many people depend upon us, and we have taken significant measures to protect the health and safety of our employees and customers – and to support the society and businesses where we live, work and operate.

Benny Vargheese

Head of Human Resources - Construction and Commercial Group



EMPLOYEE WELFARE

GRI 102-8, GRI 103-1, GRI 103-2, GRI 103-3, GRI 401-1, GRI 401-2



ANGE EMPLOYEES IN NUMBERS⁶

All ANGE employees are hired on a full-time permanent basis. During 2020, 420 new employees joined the Al Naboodah family.

	2018	2019	2020
Total number of employees	14,237	10,121	7,552
UAE location	14,001	9,835	7,303
Other location	236	286	249
Gender			
Breakdown of employees by gender			
Male	13,924	9,820	7,292
Female	313	301	260
Nationality			
Breakdown of employees by nationality			
UAE	54	46	41
Others	14,183	10,075	7,511
Age group			
Breakdown of employees by age group			
Below 30	26%	21%	28.16%
30-50	63.5%	67%	61.53%
Above 50	10.5%	12%	10.31%

Table 2. Snapshot of ANGE's employees

⁶Employees under employee welfare covers ANGE employees globally.

	2018	2019	2020
Total number of new employees entering employment during the reporting period	1,939	586	420
Breakdown by gender			
Male	1,828	492	366
Female	111	94	54
Breakdown by age group			
Under 30 years old	915	285	211
30-50 years old	935	288	194
Over 50 years old	89	13	15
Total number of employees leaving employment during the reporting period	2,645	4,402	2,940
Breakdown by gender			
Male	2,569	4,351	2,882
Female	76	51	58
Breakdown by age group			
Under 30 years old	1,070	1,195	704
30-50 years old	1,384	2,636	1,794
Over 50 years old	191	571	442
Attrition Rate ⁷	0.185	0.435	0.39

Table 3. Snapshot of ANGE's new recruits

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

EMPLOYEE WELFARE

GRI 103-1, GRI 103-2, GRI 103-3



The health & safety and wellbeing of our employees remain our top priority. Prior to the World Health Organization (WHO) declaring COVID-19 as a global pandemic, we developed an Outbreak Response Plan with a business checklist for COVID-19 preparedness. COVID-19 has impacted all of us, to adapt to a new work environment and with the objective to establish a safe and efficient work environment while minimising operational disruptions we have revised specific policies and procedures providing:

- Extended transportation facility to our employees
- Setting-up of Quarantine and Isolation Rooms
- Separate food arrangements for the quarantined employees
- Daily disinfection of commuter buses, elevators, and other Group facilities
- Process to examine & record body temperature, assessment form completion of all leave returnees
- Thermometers and hand sanitisers in the offices



At Al Naboodah Construction Group, Facilities Management 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 Practices are always maintained across all facilities, and we welcome any opportunity to showcase our facilities to internal or external stakeholders as an example of industry best practice.

Manzoorudeen K.K.
Facilities Manager

EMPLOYEE WELFARE

GRI 103-1, GRI 103-2, GRI 103-3, GRI 401-2, GRI 401-3



EMPLOYEE BENEFITS AND PARENTAL LEAVE

Contributing to SDG 3 - good health and well-being, and to the UAE Vision 2021⁸ Agenda for world-class healthcare, is at the foundation of the Group's efforts, and employee benefits reflect this contribution.

At ANGE, we recognise the importance of looking after the well-being of our employees and maintaining a positive, productive and safe working environment. To ensure that all employees are aware of their leave entitlements, clearly defined Leave of Absence Policies were developed. The Group's parental leave policy covers both genders, offering fathers the option to take paid paternity leave as well.

During 2020, 64 employees who had children took parental leave and all of them returned to work after their leave.



Health and Wellbeing are the two most relevant aspects of our life under the prevailing pandemic situation. We have been managing the consequences quite well, but the battle is not over yet.

It is crucial for every one of us to maintain our balance, learn new skills, and remain physically active, mindful, and optimistic.

Anwar Mohammad
Head of Human Resources - ANGE & Head of Resourcing



	2018	2019	2020
Total number of employees covered by the parental leave policy	3,623	3,341	3,374
Breakdown by gender			
Male	3,379	3,040	2,996
Female	244	301	289
Total number of employees that took parental leave	81	79	64
Breakdown by gender			
Male	67	68	45
Female	14	11	19

Table 4. Utilisation Rates of the Parental Leave Policy by ANGE Employees

⁸ <https://www.vision2021.ae/en>

HEALTH AND SAFETY

GRI 103-1, GRI 103-2, GRI 103-3, GRI 413-2



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 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 the UAE and Vietnam.

Weekly HSE meetings (online)	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 5. Standard members of a project’s HSE team

HEALTH AND SAFETY

GRI 103-1, GRI 103-2, GRI 103-3, GRI 403-2, GRI 413-2



2020 HEALTH AND SAFETY HIGHLIGHTS



Significant safety milestones

Over 42 million LTI-free man-hours across multiple projects, facilities and yards



Hands safety campaign

Approximately 4,500 operatives received additional training to reduce hand injuries



Outstanding safety leadership

The Visible Felt Leadership tours recorded safety compliance above 80%



Approximately 33% reduction in All Accident Frequency Rate

94 first aid cases in 2020 compared to 140 in 2019



Zero fatalities

and life changing injuries



HEALTH AND SAFETY

GRI 103-1, GRI 103-2, GRI 103-3



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 a HSE plan and training their employees with approved third parties. Regular inspections and audits ensure these standards are met. Contractors are invited to attend specialised training delivered by ANGE to its employees, for example training on high-risk activities, ensuring a full H&S knowledge baseline on site.

One key element of ANGE's H&S approach is Visible Felt Leadership (VFL), which visibly involves top management in site safety. The award-winning programme sets periodic tours by management to project sites, to inspect the facilities and talk to the workers. Project managers conduct weekly tours, managers conduct monthly tours and the Senior Management visits the projects every quarter. A report is issued at the end of the tour with key findings and recommendations for corrective measures. During 2020, 1,657 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. 540 employees were recognised and rewarded during 2020 for their contribution towards maintaining the highest level of safety standards in ANGE.

Also, there were 5 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 Fire Safety. There was also a continuous rolling campaign regarding COVID-19 awareness throughout 2020.



Photo taken pre-COVID-19

HEALTH AND SAFETY

GRI 103-1, GRI 103-2, GRI 103-3



SAFETY ENGAGEMENT TEAMS (SET)

Safety Engagement Teams are established across all of our Projects, Facilities and Yards (PFY's). They are a mechanism for innovation and continuous improvement across the Construction Group. SETs comprise of teams of people intended to support the delivery of “Safer Together - Zero Accidents Every Day” within our business by providing a local focus on reducing workplace hazards and risks and involving all levels of our workforce and our subcontractors.

SEE IT, SORT IT (SI2)

See It, Sort It (SI2) is the cornerstone of active leadership and engagement within our business. Our business leaders challenge all of our Projects, Facilities and Yards to achieve a minimum of 1 SI2 observation per person per month for operatives and 4 SI2 observation per person for management, supervision and staff.

ACHIEVEMENT OF ISO45001 HEALTH AND SAFETY STANDARDS

Following a comprehensive audit in December 2020 by the British Standards Institution (BSI), the globally-recognised body for technical standards, over the course of several weeks, both AI Naboodah Construction Group and AI Naboodah Commercial Group have successfully migrated from OHSAS18001:2007 to ISO45001:2018 - Occupational Health and Safety Standard. The assessment by BSI identified no major non-conformities, and the few observations of areas for improvement raised have been flagged for follow-up by the SHEQ teams.

HEALTH AND SAFETY

GRI 103-1, GRI 103-2, GRI 103-3



LIFE SAVING RULES CAMPAIGN

To ensure the safety of workers all the time at Work, a ‘Life Saving Rules’ campaign was initiated with the objective of reinforcing the basic safety rules. Each rule has a mandatory safety sign assigned to it, highlighting the most basic requirement for workers to stay safe.

The Life Saving Rules campaign identifies the significant hazards and key behaviours that will prevent people suffering serious injury on Al Naboodah plants/sites/workshops. All employees were asked to commit to creating an environment that promotes safe behaviours for all activities shown within the Life Saving Rules.



Photo taken pre-COVID-19

10 LIFE SAVING RULES



Working at Height



Plant and Equipment



Driving and Traffic Management



Breaking Ground and Excavations



Working With Live Energy



Confined Spaces



Temporary Works



Hot Works and Fire Prevention



Lifting Operations



Working in the Heat

HEALTH AND SAFETY

GRI 103-1, GRI 103-2, GRI 103-3



The monitoring and reporting of Near Misses¹¹ is an important element of the Group's H&S Strategy and a key leading indicator. During 2020, we continued to conduct classroom and Visual Impact Training sessions aimed at encouraging the workforce to accurately report Near Misses by taking all the precautionary measures, COVID-19 Health & Safety guidelines (maintaining safe physical distance and wearing face masks) With these initiatives, the number of minor first aid cases recorded reduced from 140 cases in 2019 to 94 cases in 2020.

The reporting of Near Misses, Unsafe Acts and Unsafe Conditions was also positive throughout the year with 734 Near Misses being reported and 5,576 unsafe acts and/or conditions 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 above apply to male employees.

	2018	2019	2020
Total hours worked	54,911,708	49,664,940	29,693,431
Breakdown by work group			
Employees (ANGE)	42,747,133	33,262,255	21,556,693
Workers (Contractors)	12,164,575	16,402,685	8,136,738
Total number of lost day rate⁹	4.98	4.99	1.51
Breakdown by work group			
Employees (ANGE)	4.98	4.83	2.08
Workers (Contractors)		0.16	0.00
Total number of lost time injuries (LTIs)¹⁰	4	6	1
Breakdown by work group			
Employees (ANGE)	4	5	1
Workers (Contractors)	0	1	0

Table 6. 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 1.51 is calculated as follows 45 x 1,000,000 / 29,693,431 = 1.51.

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.

HEALTH AND SAFETY

GRI 103-1, GRI 103-2, GRI 103-3, GRI 403-2



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.

KPI	Target	Actual	KPI	Target	Actual
1 Lost Time Injury frequency rate	0.11	0.03	1 Project Management HSE inspections (four per calendar month)	100%	100%
2 All accident frequency rate	4.77	3.16	2 Near miss reporting frequency rate	23.30	24.71
3 Injury severity rate	4.51	1.51	3 Delivery of structured HSE training	100%	100%
4 Restricted Work Day Case Frequency Rate	0.20	0.06	4 1 Mass tbt per project per week	100%	100%
5 Restricted Work Day Case Severity Rate	2.44	0.16	5 Unsafe acts and conditions frequency rate (USACFR)	107.80	187.78

Table 7. ANGE Health & Safety Continuous Targets



At Al Naboodah Construction Group, we remain focused on operating responsibly with the Health, Safety and Welfare of our employees continuing to be our number one priority. While we welcome the improvement seen in our key Health, Safety and Welfare measures in 2020, 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 in respect to 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 a progressive culture of caring for one and all.

Scott McLaughlin
SHEQ Manager Compliance

HEALTH AND SAFETY

GRI 103-1, GRI 103-2, GRI 103-3



SAFE HANDS CAMPAIGN 2020

In November, during annual Sustainability Week the SHEQ department ran a ‘Safe Hands’ campaign throughout all Projects, Facilities & Yards (PFYs), with the slogan: “Take Care of Your Most Valuable Tools!”

As tools that are “irreplaceable”, the campaign’s focus was on hand safety, with a focus on safe working practices and the use of appropriate PPE to protect hands from potential damage and permanent injury.



HEALTH AND SAFETY

GRI 103-1, GRI 103-2, GRI 103-3



ONLINE PERSONAL PERFORMANCE COMMITMENT

As part of enhancing our Construction Group's SHEQ Strategy 2020, an online Personal Performance Commitment (PPC) has been introduced similar to pledge. Employees took this opportunity to reinforce their commitment to Health, Safety, Environment & Quality. Through this program, 416 of our Construction Group employees have reaffirmed their commitment to leading a continual improvement change in their SHEQ performance.

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 Group for showing an exemplary driving record with zero fines.



Gareth Main
SHEQ Manager Operations

At Al Naboodah Construction Group we are committed to continually improving our safety performance across all of our projects, facilities and yards. In 2020 our Civil Engineering, National Plant, Trans Gulf and Specialist Services Divisions collectively achieved a year without any Lost Time Incidents. This was made possible by a positive safety culture and recognising and rewarding safe behaviour every day. At Al Naboodah, we believe that a safe and healthy workplace is the right and responsibility of everyone. We do it safely and healthily, or we don't do it at all. Safety is simply part of who we are and how we do business every day.



HEALTH AND SAFETY

GRI 103-1, GRI 103-2, GRI 103-3



HEALTH AND SAFETY TRAINING

The training hours reported in this section covers SHEQ Training Modules which are delivered internally (Excavation/Work at Height etc.) and Mandatory 3rd Party delivered SHEQ Training (confined space entry, scaffolders, first aid etc.).

The training data covered all the trainings delivered to our employees. Same employees attended multiple trainings sessions in different topics.

	2018	2019	2020
Total number of training courses/sessions available	59	75	39
Total number of training hours	61,297.50	24,246.00	10,930.00
Breakdown by gender			
Male	60,859.50	24,037.00	10,904.00
Female	438	209	26

Table 8. Total hours of H&S training provided to employees by ANGE

	2018	2019	2020
Total number of employees covered	9,031	11,193	3,465
Breakdown by gender			
Male	8,908	11,109	3,450
Female	123	84	15
Breakdown by employee category			
Executive and senior management	12	23	13
Middle management	179	194	207
Staff (professional, operational and administrative)	1,436	1,391	833
Workers	7,404	9,585	2,412

Table 9. Breakdown of the H&S training provided to employees by ANGE

UNLOCKING POTENTIAL

UNLOCKING POTENTIAL

KEY 2020 TARGETS

PROGRESS IN 2020

KEY 2021 TARGETS



INNOVATION FOR A BETTER FUTURE

Implement 1 innovation technology related to customer experience in a year.
 Provide 1 innovation platforms for employees to suggest ideas.
 E-commerce listing of 1 ACG business unit.
 Identify 1 burning issue related to profitability that can be automated.
 Target 4 Thought Leader opportunities in 2020 for ACG.
 Collaborate with 2 new businesses and start-ups in 2020.

Two projects delivered to enhance customer experience:

- Emirates ID integration with CRM (Automotive Division)
- Digital payments system

Two innovation platforms were provided in 2020 (Internal Ideation Programme and Innovation Challenge)
 Two new business unit products were listed on E-commerce websites/Apps:

- CV&HE parts listed on Amazon.com
- STC Automotive Workshop listed on online service aggregator app

Automotive and CVHE Workshop process automation in development (expected to be completed in H2 2021).
 Completed 3 speaker opportunities and 1 PR article on Digital Transformation Partnership signed with 4 new startups/ organisations: Mysyara, Seez, Carzaty and Invygo.

Process innovation in support functions.
 Establish 2 new sales channels for business units.
 Explore profitable innovative business models in sustainability.
 Identify and conduct two employees training sessions to build internal capabilities in process audits and best practice sharing.



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.
 To provide 500 hours work experience for people of determination.
 Collaboration with 4 NGOs/organisations.

12.85% of new employees are female.
 54 Female new joiners in 2020.
 Rolled out 'Emerging Female Leadership Programme' to female staff in the Group.
 512 hours were provided work experience for people of determination.
 Collaborated with 4 NGOs in 2020.

10% of new recruits to be female.
 To provide 500 hours work experience for people of determination.
 Collaboration with 4 NGOs/organisations.



CUSTOMER EXPERIENCE

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.

Current CSAT YTD Score is 98.4% approx. 1.4% above the target of 97%.
 The Customer feedback module is now live on the Travel Management System.
 DSES is cancelled by DED for the rest of the year.
 All workshops have been certified by ESMA.

Increase customer satisfaction from 98% to 98.5%.
 Increase amount of customer feedback by 5%.

INNOVATION FOR A BETTER FUTURE



Innovation is a key driver for sustainability, which is widely acknowledged by industry professionals and government representatives. This is because 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 is to launch the Smart Cities Division, which is directly aligned to the Dubai Smart City Vision 2021 and aims to contribute towards Dubai's leadership as a Smart City.

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.

To foster a culture of innovation and develop innovation capabilities and new skill sets among our employees, ANGE celebrated Innovation Month during February 2020 by taking an active role in stimulating the culture of innovation within the Group. Several activities were conducted across the Group's offices and showrooms in the UAE.



INNOVATION FOR A BETTER FUTURE



INNOVATION MONTH 2020

As part of the Innovation Month 2020 celebrations, several events were conducted to encourage employees to participate and contribute towards the Group's growth and streamlining processes through digitisation. Two innovation platforms were launched to achieve this: the Internal Ideation Programme and the Innovation Challenge.

The Internal Ideation Programme is conducted every year during the Innovation Month to source profitable business ideas from internal employees. If approved, the participant who contributed the idea would get a chance to lead his/her own project.

The Innovation Challenge was launched with a specific theme of digitising internal processes to achieve a cost/time benefit.

The contests enjoyed active participation among employees. However, they were put on hold due to the pandemic-induced lockdown. The contests will be reintroduced in 2021 Innovation Month and the same ideas would be evaluated and brought to a conclusion.

SMART MOBILITY AND ELECTRIC VEHICLES STRATEGY

As part of the AI Naboodah Smart Cities Initiative, a comprehensive Electric Vehicles Strategy was launched 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, AI 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. The AI Naboodah Electric Vehicles strategy will aim to deliver cutting-edge technology solutions in these sectors by partnering with innovative automotive companies in the region.





E-AUCTION

Implemented in 2019, the e-auction tool has proven to be a great success in saving procurement costs of non-principal items for Al Naboodah Commercial Group (ACG). In 2020, the e-Auction tool continued to deliver savings for various projects including fitout contracts, maintenance contracts and pantry. On average, the tool has delivered savings of 22% on non-principal procurement. Moving forward, the scope of the auction will be further expanded to target greater savings for ACG.



Pankaj Khadye

General Manager Strategy PMO
and Business Excellence

Though 2020 has been tough for all businesses worldwide, at Al Naboodah we have managed to quickly adapt our business models in line with changing market conditions and continue to deliver value to our customers. The year was marked by adopting innovative business models by being at the forefront alongside government entities in the fight against pandemic, whether that be through active participation in sanitisation campaigns or by ensuring safe travel conditions for public transport buses. Customer service has been at the heart of our business, and we took COVID-19 in our stride to deliver customer satisfaction within their secure environments in the home or office. Al Naboodah Commercial Group won a Dubai Quality Appreciation Award in 2020, which is a testament to the excellent work undertaken by our tremendous team in our journey to achieve business excellence. In 2019, we identified a business opportunity in the EV charging space and, we are now pleased to say that our Smart Mobility business has started to gain traction and we are seeing good opportunities for the Group.





IN-HOUSE DEVELOPED PIPE SWABBING MACHINE

Al Naboodah Construction Group's Shindagha Project team have developed a pipe swabbing machine completely in-house, instead of purchasing or renting from external service providers, to clean water pipes prior to their installation and use.

The project operational team developed this machine through their own skills and experience. The swabbing operation was tested by DEWA and approved to use at the project. This innovative pipe swabbing machine does not require any electricity to operate as it is manually operated, which helps to mitigate the associated environmental impacts and help to achieve ANGE's Sustainability Framework goal - Innovation for a Better Future.



CREATING VALUE THROUGH A SUSTAINABLE APPROACH TO SUPPLY CHAIN

GRI 102 - 9

ANGE employs a progressive approach to its sustainable supply chain practices, recognising suppliers as key stakeholders and partners in its success. Our Supply Chain Code of Practice ensures that all the materials we source are produced and sourced ethically, and we require all of our suppliers and subcontractors to sign our Supply Chain Charter to ensure that they follow the same code of ethics.

With our expansive portfolio of businesses and projects, the Group has created immense in-country value through socio-economic development. 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. 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 2020, we spent around 58% of our annual procurement budget on local suppliers.



Sustainability is no longer about doing less harm; it is about doing more good. In our day-to-day operations, if we take a good look around ourselves, just by implementing simple steps we can make a big difference. This difference will not only impact our future, but also the future of our children and the leaders of tomorrow. The word sustainability is still unknown to many, and it is our responsibility to turn this around. Let's remember that there is only one Earth, and it's worth fighting for.

Adnan Doriwala
Procurement and Logistics Manager



SUSTAINABLE VALUE CHAIN



Total no. of suppliers engaged



Estimated no. of suppliers throughout the supply chain in 2020



Geographic locations



Total Procurement Budget in 2020 spent on Local Suppliers

PRIMARY BRANDS, PRODUCTS AND SERVICES

GRI 102-9



FAIR OPPORTUNITIES FOR ALL

GRI 103-1, GRI 103-2, GRI 103-3, GRI 404-2, GRI 406-1



ANGE is dedicated to unlocking the potential of its employees through training and professional development. In addition to practical training on job-related skills and H&S, the Group recognises that knowledge above and beyond career skills and professional training is important to enrich and improve the lives of our workforce, so a number of health, safety, knowledge and awareness sessions are hosted throughout the year at our Employee Villages to benefit workers.

A truly gender diverse culture can be created only if women are empowered in a culture of inclusiveness.

The Group is determined to unlock the potential of our female employees, under the Fair Opportunities For All segment of our Sustainability Framework. Creating equal opportunities will ensure equal gender representation and a clear path to career progression.

During 2020, no incidents of discrimination were recorded and among the new recruits, 12.85% were female.



At Al Naboodah, we actively encourage diversity and inclusion. In addition to setting a target of 10% new recruits to be female, many new initiatives were implemented for our female employees in 2020 with 'Female Leadership Development Programme' being one in them.

The well-structured 4 months programme is aimed at empowering women in the workplace which helped as a great tool in our journey towards a leadership role - 'Fair Opportunities for All' in action at our Group!

Saritha Binu
Assistant Human Resources Manager

FAIR OPPORTUNITIES FOR ALL



GRI 103-1, GRI 103-2, GRI 103-3, GRI 404-1, GRI 404-2, GRI 404-3

	2018	2019	2020
Total number of training hours	112,428	32,094	15,704
Breakdown by gender			
Male	109,653	31,797	15,588
Female	2,775	297	116
Average hours of training that the organisation's employees have undertaken during the reporting period	8	3.17	2.07
Breakdown by gender			
Male	10.5	3.23	2.13
Female	9.8	0.97	0.46
Breakdown by employee category			
Executive & Senior Management	12	31	44
Middle Management	179	244	44
Staff (professional, operational and administrative)	1,436	1,423	1,465
Operatives	7,404	9,585	3,220

Table 10. Training provided by ANGE to employees and operatives



Photo taken pre-COVID-19

FAIR OPPORTUNITIES FOR ALL

GRI 103-1, GRI 103-2, GRI 103-3, GRI 404-2



EMPOWERING WOMEN AT AL NABOODAH

In our efforts to empower women at Al Naboodah, in 2020 we introduced an Online Emerging Female Leadership Programme with the objective of identifying and nurturing potential female staff and providing them with a personalised training and development programme. The five-month programme was aligned to our corporate values, Sustainability Framework and culture, with a focus on agility and self-leadership. This has provided an important opportunity for our female employees to move a step closer towards their career aspirations of taking on bigger roles.

The programme included assessment of knowledge, behaviour and competence, and immersive online learning leadership modules as well as Group learning through strategic personal and group projects.

The programme helped the delegates in improving their skills in making a difference by collaboration, decision making, agile thinking, team work etc.

Part of the programme, a pre- and post-360-degree evaluation was carried out which helped in understanding how others perceive their strengths and development areas against the Emerging Female Leaders Framework. A post-course 360-degree assessment was carried out where we were able to measure the progress made by each of the delegates.

The Group is pleased to see the progress and the proactive approach of the delegates throughout the programme with lots of collaboration with different internal stakeholders, and with every new module our group of female leaders were evolving.

EMERGING FEMALE LEADERS



CUSTOMER EXPERIENCE

GRI 103-1, GRI 103-2, GRI 103-3, GRI 418-1



‘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 providing solutions that are relevant, useful and sustainable.

AL NABOODAH COMMERCIAL GROUP DIGITAL STRATEGY - ADAPTING TO COVID-19

In our efforts to enhance our customers experience, in 2020 during the country-wide lockdown, Swaidan Trading was still operating and fulfilling essential services such as disinfection activities and automotive maintenance services. In an effort to combat the spread of the COVID-19 pandemic and to encourage contactless transactions, Swaidan Trading’s Automotive Workshops made a transition to online and contactless services. The Automotive Workshops partnered with service aggregator Mysyara to engage customers who can book car services online and have their vehicles serviced while at home. In addition, the customers were also given the option of paying through CC Avenue, a completely contactless and digital payment gateway, which allowed the workshops to accept payments from the customer by sending a payment link via WhatsApp, Email or SMS. In addition to this, a Process Innovation Initiative was rolled out to automate HR processes with the introduction of the online helpdesk for employees.



To create a strong, sustainable business, it is no longer enough for IT departments to take a reactive approach towards sustainability. Having an IT strategy led by sustainability goals is the first step towards achieving a sustainable business model. During 2020, and specifically during the COVID-19 pandemic, I was proud of the agility, availability, and flexibility of my team in responding to the crisis. We reimagined our IT infrastructure to optimise efficiency in our Data Centre resources and business computing ecosystem, thereby immediately offering users the flexibility to work remotely. This was just one of our contributions towards maintaining a sustainable business in 2020.

Mario Foster
Group Executive - IT

CUSTOMER EXPERIENCE

GRI 103-1, GRI 103-2, GRI 103-3, GRI 418-1



CUSTOMER HAPPINESS SURVEYS

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

- ☑ Tablet-based at showrooms and service centres
- ☑ Mystery shopping conducted by in-house teams
- ☑ Dubai Service Excellence Scheme (DSES)
- ☑ Principals and key customer meets
- ☑ Online customer feedback for B2B customer segments



During the COVID-19 pandemic, clear and consistent messaging was never more crucial. From the rapid distribution of essential health and safety guidelines and information to thousands of employees in our family, to reassuring our stakeholders of our commitment to sustaining our operations, it was vital to ensure that accurate information was reaching the right people when needed.

In an extremely challenging year, it has also been important for all corporate functions of the Group to support the sustainability of the company in any way they can, such as by improving efficiency or productivity, or boosting profitability, for example. As our business units struggled in difficult economic conditions, we supported them through intelligent, cost-effective and targeted marketing campaigns that provided much-needed revenue during the lockdown periods.

Whether we're ensuring the health and wellbeing of our workforce or supporting the business, our mission is always clear. We shall continue to employ sustainable business models to create value for our stakeholders and strive for excellence in everything that we do.

Shaikha Abdullah Mohammed Al Naboodah
General Manager Marketing

CUSTOMER EXPERIENCE

GRI 103-1, GRI 103-2, GRI 103-3, GRI 418-1



IMPROVING ON CUSTOMER EXPERIENCE: DUBAI QUALITY AWARDS

The Dubai Quality Award is presented to organisations that demonstrate continual improvement and organisational excellence. The Dubai Quality Award (DQA) participants are evaluated based on the Excellence Model used by the European Foundation for Quality Management (EFQM).

The Award, which is one of the highest levels of recognition of business excellence that an organisation can achieve in the region, provides Al Naboodah Commercial Group a platform to showcase its business best practices to boost growth and outperform competition.

Enduring the process of application is in itself an enabler for the journey towards excellence. The process helps to improve, streamline and make business operations more efficient while improving client confidence in the organisation.



Al Naboodah Commercial Group is committed to protecting the environment, preventing accidents, and being a leader in workplace safety, and will continue to move forward through a strategy which is based on high standards of integrity and performance. Based on an environmental impact assessment, measures have been taken to use energy and natural raw resources sparingly, to minimise pollution, to limit the use of hazardous substances and waste generation and to investigate alternatives. Initiatives are taken to re-use and recycle materials and to introduce and apply best practices wherever practical. In 2020, Al Naboodah Commercial Group successfully migrated from OHSAS 18001 to ISO 45001 revised standard. All of our people, facilities and partnerships are accountable for Sustainability Goals and Targets.

Satish Mungse

Assistant Manager - Business Excellence & SHEQ

CUSTOMER EXPERIENCE

GRI 103-1, GRI 103-2, GRI 103-3, GRI 418-1



A Customer Relationship Management application 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 2021 in the area of Customer Experience include:



Increase customer satisfaction from 96.1% to 97%



Maintain 97% Dubai Service Excellence Scheme (DSES) score



New customer feedback module introduction to Travel business



Increase amount of customer feedback by 5%



DSES expansion to Al Naboodah Travel and Service Centres

During 2020, no substantiated complaints were received concerning breaches of customer privacy and losses of customer data.

CUSTOMER EXPERIENCE

GRI 103-1, GRI 103-2, GRI 103-3, GRI 418-1



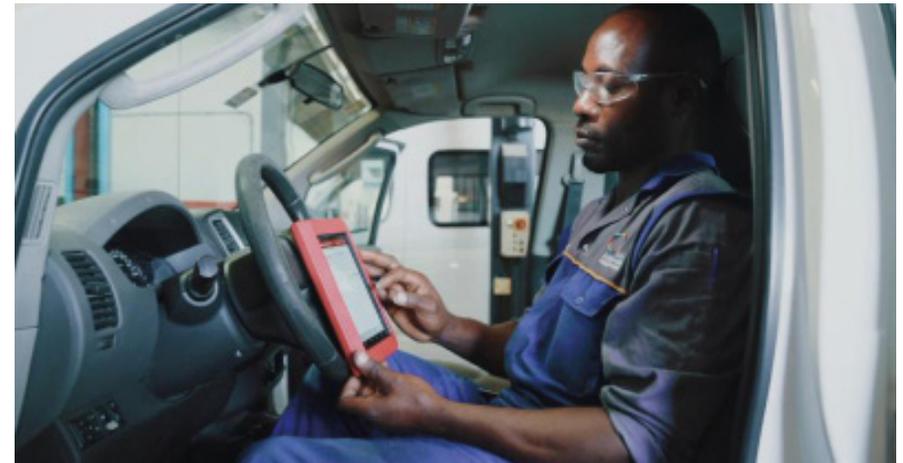
WORLD QUALITY DAY

'World Quality Day' was celebrated on 12th November 2020 across ANGE with the theme of "Creating Customer Value". Various activities were arranged for staff and operatives to enhance their quality awareness. Online quality, quality pledge signing sessions and a quality poster competition were conducted across the Group. Other activities such as quality presentations, site walks and training for staff and operatives were also arranged. Employees demonstrated their commitment towards quality, and an increased awareness on the importance of quality and striving for the "Right First Time" approach in their work and businesses were clearly visible.



ESMA 5 STAR RATING FOR ACG WORKSHOPS

In Q3 2020 the UAE government had mandated local workshops to comply with the standards established with the Emirates Authority for Standardisation and Metrology. ACG's Automotive and CV&HE Service Centres had aced the rating with a 5-star certification in the very first cycle of the evaluation process. This was a great achievement for the company as the service centres were audited for OH&S and Process compliance in several aspects including customer orientation, customer service and process standardisation.



KEY ACHIEVEMENTS IN 2020

Here are some of the value-oriented solutions that ANGE started offering during 2020:

1 ST QUARTER	2 ND QUARTER	3 RD QUARTER	4 TH QUARTER
Audit and Assessment for Dubai Quality Award.	Launch of automated and digitised HR On boarding Module.	Award of the Car Sharing Tender from RTA to operate as the 3rd player in Dubai.	Award of Dubai Quality Appreciation Awards and Virtual Ceremony.
Launch of Warehouse Bar Coding for STC Allied.	Agriculture Division active role in COVID-19 disinfection.	Partnership with online service aggregators, MySyara and Service My Car.	Participation in WETEX 2020.
MECOTY award as the 'Public Car of the Year' for Peugeot 508 fastback sedan.	Contribution of Peugeot Expert Van to DCAS for COVID-19 assistance.	ESMA 5-star certification to all CVHE, Automotive and Allied workshops in Dubai and Northern Emirates.	Staff cars outsourced to external leasing company – a cost-saving initiative.
Relaunch of the AI Naboodah Mobile App with new design and features.	Opening of Allied service centre at Ibn Battuta Mall.		
	Launch of Peugeot Dubai & NE Facebook Store, Webstore & used car website.		
	Opening of Classy Biker Café in Saigon, Vietnam.		
	AI Naboodah Group ranked 43rd in Forbes Top 100 Arab Businesses.		

RESPONSIBLE CONSUMPTION

RESPONSIBLE CONSUMPTION

KEY 2020 TARGETS

PROGRESS IN 2020

KEY 2021 TARGETS



MANAGING ENERGY EFFICIENCY

3% reduction in energy consumption by taking 2019 data as baseline.

Establish Environmental Engagement Team (EETs) throughout Projects/Yards/Facilities.

Conduct at least one environmental related campaign per project per quarter.

Target All Environmental Incident Frequency Rate (AEIFR) down to 0.15

Achieved around 25% of energy reduction.

Environmental Engagement Teams were established across the Group.

Environmental Campaigns were conducted at all Projects/Yards/Facilities.

All Environmental Incident Frequency Rate (EIFR) recorded to 0.06.

All Environmental Incident Frequency Rate (AEIFR) of 0.11.

To conduct a minimum of 2 Environmental Campaigns.

All new Projects, Facilities, Yards to complete a Social Impact Assessment (SIA) during the mobilization period.

A reduction of 5% in energy consumption in 2021.



REDUCING WASTE

25% of our waste to be diverted from landfill.

41% of the waste generated in ANGE was diverted from landfill.

A minimum of 30% of waste to be diverted from landfill at our Projects/Yards/Facilities in 2021.



SAVING WATER

3% reduction in water consumption by taking 2019 data as baseline.

Increase the usage of recycled water by 3%.

40 % reduction in water consumption.

Usage of recycled water is increased by 3.36%.

A reduction of 10% in purchased water consumption. Every Project/Yard/Facility to conduct a minimum of 1 Mass Environmental TBT per month.

Increase the usage of recycled water by 1%.

MANAGING ENERGY EFFICIENTLY¹²

GRI 103-1, GRI 103-2, GRI 103-3



With the UAE's carbon footprint being one of the highest in the world, it is the country's vision to use at least 30% clean energy sources for power generation by 2030. ANGE is committed to aligning ourselves with this vision and to do so, where practically feasible, we ensure energy efficient measures are implemented. The ANGE Energy Policy describes our commitment to work with our workforce, customers, and suppliers to ensure we effectively manage our energy consumption, reduce our carbon footprint and work together in creating a carbon neutral society.

This is in line with the UAE Vision 2021 on developing a 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, preserve and be respectful to the environment.

The Energy Management Teams established during 2018 continue to monitor the progress of our Energy Targets, report on energy consumption and performance each month and develop an Energy Reduction Plan outlining the opportunities for new innovative ways to minimise energy consumption.

8 of our Al Naboodah Construction Group projects have implemented all or most of the following based on the nature of project:

- All lights to be energy efficient LED lights within the office
- Sky lights installation for the maximum use of sunlight in the offices
- Solar streetlights/solar bollards for outdoor lighting
- Solar-powered tower lights
- Biofuel as an alternative fuel source
- Motion sensors for meeting rooms and washrooms
- Use of smart multi-function printers
- Use of energy-efficient IT equipment



¹² The data reported in the Managing energy efficiency section corresponds to the Group's activities in the United Arab Emirates.

MANAGING ENERGY EFFICIENTLY

GRI 103-1, GRI 103-2, GRI 103-3, GRI 302-1, GRI 302-4



The Energy Management scope includes ANGE Headquarters, National Plant, and all the Group's owned properties.

During 2020 ANGE improved the quality of data by training more staff and expanding the Environmental Engagement Teams to all other Facilities in the Group.

ANGE's energy consumption for 2020 in the UAE was 513,242 GJ on fuel¹³ (Scope 1); 25,932,322 kWh on electricity (Scope 2) and 94,640 kWh¹⁴ of renewable energy generated at National Plant with the solar panels.

	2018	2019	2020
Fuel consumption (GJ)	853,337.9	835,653.2	513,242
Electricity from local utilities (kWh)	35,892,605.8	33,366,755.40	25,932,321.80
Renewable energy (kWh)	20,400	99,520	94,640



AMBIENT AIR & NOISE MONITORING SYSTEM

As a responsible organisation conscious of our environmental impact, the Group remains committed to minimising any negative impact while improving operational efficiency, reducing costs, and preserving our ability to do business in the future. We achieve this by continuously seeking new technologies and practices that are more respectful to the environment.

In this regard, our Construction Group's Shindaga project implemented a 3rd party ambient air and noise monitoring system at its site. To maintain the required limits, measures such as pre-task noise assessment, prevention of unnecessary engine idling, use of equipment and machinery with comparatively lower emissions, ensuring generators are fitted with engine covers, silencers, mufflers and other forms of acoustic linings/attenuators were implemented.

The air and noise (pollution) parameters were scheduled to be monitored every quarter to ensure they are within the limits as prescribed in the National Air and Noise Quality Ministerial Executive.

¹³Fuel consumption includes Diesel and Petrol which is directly spent on generators/vehicles/etc.

¹⁴Data for the consumption of self-generated energy at National Plant includes 2020 full year data.

MANAGING ENERGY EFFICIENTLY

GRI 103-1, GRI 103-2, GRI 103-3, GRI 302-1, GRI 302-4, GRI 305-1



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 2020, the Scope 1¹⁵ and Scope 2¹⁶ GHG emissions¹⁷ estimate stood at 40,585.46 tonnes of CO₂ e . This represents a significant decrease in carbon emissions which is a result of the adoption of clean energy sources and efficient energy use.

		2018	2019	2020
Total carbon emissions (Scope 1 and 2)	Tonnes of eCO₂	74,675.8	67,199.62	40,585.46

Table 12. Direct (Scope 1) emissions reported by ANGE through its fuel consumption



With continued support and teamwork at our workshop facilities, we work to minimise our environmental impact by focusing on energy conservation, increase reliance on alternative & renewable energy, water conservation and waste reduction. In Y2020, we are proud to say that we have exceeded all our set targets for the year.

John Cortez
HSE Manager

WORLD ENERGY DAY

To observe World Energy Day, which is celebrated internationally on October 22nd to raise awareness of issues around global energy consumption and to encourage the creation and implementation of policies that increase energy efficiency and conserve our world's natural resources, various activities were hosted in the Group in alignment with the Responsible Consumption segment of Group's Sustainability Framework.



¹⁵ Scope 1 emissions refer to GHG emissions derived from non-renewable energy consumption.

¹⁶ Scope 2 emissions refer to the electricity consumption by the Group's assets.

¹⁷ Greenhouse gas (GHG) emissions only include CO₂ gas.

REDUCING WASTE

GRI 103-1, GRI 103-2, GRI 103-3



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 development¹⁸ and the SDG 12 - Responsible Consumption and Production.¹⁹

ANGE believes that waste management is a pivotal environmental factor due to the nature of its operations and the materials it uses. The enhanced reporting system to record and report on waste management KPIs implemented in 2019 delivers improved monitoring and capturing of high-quality waste management data. ANGE consolidated individual office waste recycling programmes into a Group-wide approach.

8 of our Al Naboodah Construction Group projects have implemented all or most of the following based on the nature of project:

- ☑ **Paper, plastic, cans and cartridges segregation bins**
- ☑ **Waste collection area to collect the segregated recyclable items from the bins**
- ☑ **Sustainable wood for temporary works**
- ☑ **Re-use of materials where appropriate**
- ☑ **Regular tracking of materials on site to avoid wastage and surplus orders**

 <p>REDUCE your plastic footprint.</p> <p>Cut down on your consumption of goods that contain excessive plastic packaging and parts. If it will leave behind plastic trash, don't buy it.</p>	 <p>REFUSE disposable plastic whenever and wherever possible.</p> <p>Choose items that are not packaged in plastic, and carry your own bags, containers and utensils. Say 'no straw, please.'</p>
 <p>RECYCLE what you can't refuse, reduce or reuse.</p> <p>Pay attention to the entire life cycle of items you bring into your life, from source to manufacturing to distribution to disposal.</p>	 <p>REUSE durable, non-toxic straws, utensils, to-go containers, bottles, bags, and other everyday items.</p> <p>Choose glass, paper, stainless steel, wood, ceramic and bamboo over plastic.</p>

¹⁸<https://www.vision2021.ae/en/national-agenda-2021/list/environment-circle>
¹⁹<http://uaesdgs.ae/en/goals/responsible-consumption-and-production>



REUSE OF CRUSHED ASPHALT FOR PERMANENT ROAD WORKS

What We Did

Our Construction Group reused the asphalt waste generated at its Kalba Project.

Why We Did It

Part of our Sustainability Wheel includes “Responsible Consumption”, and as a Group we recognise the importance of reducing waste by applying best practices.

How We Did It

The asphalt waste generated at the project is being crushed and used as a sub-base for the permanent road works at the same location. Numerous laboratory studies and field trials have already been conducted to confirm that the crushed asphalt is suitable to replace natural aggregates in road construction and prior to re-using the crushed asphalt quality inspections are undertaken and approved by the project consultant.

The Results

The initiative will not just reduce the consumption of natural resources, but will reduce the cost for outsourcing sub-base material and reduce the carbon emissions associated with trucks which are required to deliver the material to the project. The project has reused 25,000 m³ of crushed asphalt for this purpose.

REDUCING WASTE

GRI 103-1, GRI 103-2, GRI 103-3, GRI 306-2



All Al Naboodah projects monitor the waste generated and identify the recyclable waste streams through the Waste Management Plan.

During 2020, 59,255.189 tonnes of non-hazardous waste were generated, from which 24,527.61 tonnes were recycled and diverted from landfill. In the same period, 6,854.9 tonnes of hazardous waste were generated and appropriately managed through approved vendors.

	2018	2019	2020
Hazardous waste ²⁰ (tonnes)	13,270.5	8,940.1	6,854.9
Non-hazardous waste ²¹ (tonnes)	220,097.2	89,218.34	59,255.18

Table 13. Breakdown of the waste generation across ANGE

Waste generated through ANGE activities (tonnes)	
Construction waste	51,452.21
Commercial waste	10,046.253
Residential waste	4,611.642

Table 14. Breakdown of the waste generation of ANGE



Al Naboodah is fully committed to reducing the impact we have on the environment by implementing a long and lasting strategy that is built on the protection of the environment. We scaled up our environmental performance by achieving the objectives, supported by targets set for the year on the identified key environmental impacts. All operations comply with relevant environmental legal and other requirements and corporate guidelines, and we implement proactive self-monitoring to ensure compliance.

Albert Golden
Environmental Manager



²⁰ Hazardous waste: rubber, oil, bitumen, oil filters, paints, solvents, hydraulic fluids and asbestos from demolition waste.

²¹ Non-hazardous waste: excavated soil, concrete, paper, plywood, timber, rebar, and other construction waste.

SAVING WATER²²

GRI 103-1, GRI 103-2, GRI 103-3, GRI 307-1



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 to improve water usage and protect 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 sanitation²³, and 12 - Responsible Consumption and Production²⁴.

No incidents of non-compliance with environmental laws or regulations were reported in 2020.

8 of our Al Naboodah Construction Group projects have implemented all or most of the following based on the nature of project:

- ☑ Push taps with water reducers in all washrooms
- ☑ AC condensate collection system that can be reused to water plants and also for dust suppression in nominal quantities around the office area
- ☑ RO systems or water filter systems
- ☑ Chemical concrete curing usage instead of water
- ☑ Link Water Treatment Plant to the water used for washing mixture trucks to enable reusing for the suppression activity



²²The data reported in the Saving water section corresponds to the Group's activities in the United Arab Emirates.

²³<http://uaesdgs.ae/en/goals/clean-water-and-sanitation>

²⁴<http://uaesdgs.ae/en/goals/responsible-consumption-and-production>

SAVING WATER

GRI 103-1, GRI 103-2, GRI 103-3, GRI 303-1



The projects monitor and report on their water consumption monthly and develop a Water Reduction Plan outlining the possible opportunities for improvement.

ANGE total water consumption in 2020 was 215,779,583.674 gallons which includes purchased, recycled and free water, and municipal water supply.

In 2020, our National Plant business set a target to increase the use of recycled water by 3% when compared to 2019. At end of the year 2020, a 3.36% increase was recorded.

During 2020, ANGE explored various options and implemented more efficient water supply systems in its headquarters and other facilities and yards which resulted in substantial reduction of water consumption.

The new water supply system that's implemented helped to reduce the carbon footprint, move towards zero plastic, reduce dependence on single-use beverage containers, decrease cost of transportation and storage of water bottles along with providing instant filtered and purified water compared to bottled water.

The Group will further continue identifying more innovative water saving initiatives.

ANGE Water Consumption (in Gallons)

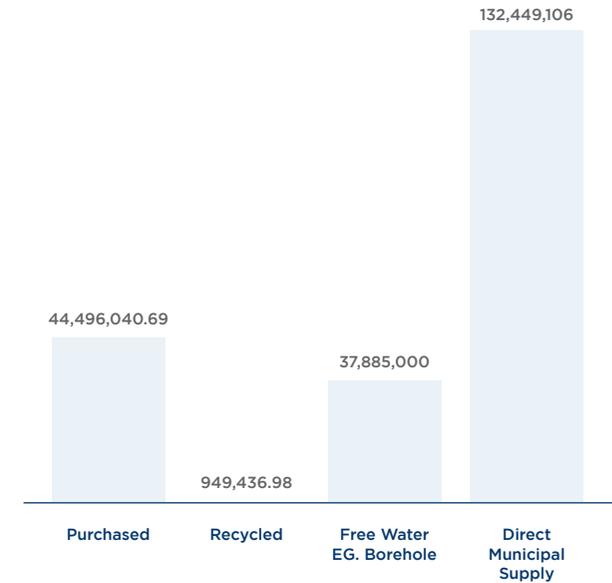


Figure 4. Consumption of water by type

	2018	2019	2020
Total water consumption (gallons)	345,039,770	365,352,177	215,779,583

Table 15. Total water consumption reported by ANGE for the year 2020

SAVING WATER



WORLD WETLANDS DAY

As part of 'World Wetlands Day' celebrated on 2nd of February in 2020, under the theme, 'Wetlands and Climate Change', our Group employees participated in mangrove tree planting activities organised by Dubai Municipality. 10 of our employees contributed 30 hours of volunteering work, which serves to positively impact on this environmentally significant nature reserve. Awareness sessions on wetland protection and the optimal use of its resources were also conducted at our Construction projects.

WORLD ENVIRONMENT DAY

We marked the occasion of World Environment Day on the 5th of June with a range of activities, including an 'Art from Waste' competition, an online awareness activity, educational webinars on environmental issues and more. In line with COVID-19 social distancing guidelines, all the activities were conducted online. These events are in line with 2020's theme of Biodiversity and helped to raise awareness about the importance of the ecosystem which supports all life on earth.



RRT FORMATION ANNOUNCEMENT



AL NABOODAH GROUP ENTERPRISES

Wednesday, 18th March 2020

COVID-19 Rapid Response Team

In order to effectively deal with developments related to the Coronavirus outbreak, a rapid response team has been formed led by Fatima Ahmed Saeed Al Naboodah, with members representing various departments of Al Naboodah.

The rapid response team members, who are listed below, will be responsible for completing the objectives of the Outbreak Response Plan, which are as follows:

- To create a well-defined plan to protect all stakeholders and keep the business functioning during a disease outbreak.
- To define a process for activating the plan in case of an outbreak.
- To establish a communication protocol to keep all stakeholders informed.
- To prepare to temporarily suspend operations if necessary.
- To determine what jobs are needed to carry on day-to-day activities.
- To see how we can accomplish critical tasks if some key stakeholders are not available.
- To establish a plan on cross training employees.
- To maintain a culture of wellness.

If you wish to urgently convey any relevant information to the response team, or provide any suggestions for actions to be taken, please contact the Sustainability Department.

RAPID RESPONSE TEAM

Staff	Department
Fatima Ahmed Saeed Al Naboodah	Sustainability
Anwar Mohammad	HR - ANGE
Benny Vargheese	HR - ANCG and ANCOM
Manzoorudeen KK	Facilities Management
Gareth Main	Health & Safety - ANCG
Scott James McLaughlin	Health & Safety - ANCG
Satish A. Mungse	Health & Safety - Commercial
John Cortez	Health & Safety – National Plant
Mario Foster	IT
Anthony Sidgwick	Marketing
Vikas Sivaraman	Procurement - ANCOM
Jamil Bardawil	Property Management - ANREI

Swaidan Al Naboodah
Managing Director ANGE



PRESERVING OUR HERITAGE
& WORKING FOR A SUSTAINABLE FUTURE

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					
ORGANISATIONAL PROFILE					
GRI 102: GENERAL DISCLOSURES 2016	102-1 Name of the organisation	P. 13, P. 16			
	102-2 Activities, brands, products, and services	P. 16, P. 75			
	102-3 Location of headquarters	Back Cover			
	102-4 Location of operations	P. 16			
	102-5 Ownership and legal form	P. 15, P. 16			
	102-6 Markets served	P. 16			
	102-7 Scale of the organisation	P. 13, P. 15			
	102-8 Information on employees and other workers	P. 13, P. 55			
	102-9 Supply chain	P. 10, P. 11, P. 74, P.75			
	102-10 Significant changes to the organisation and its supply chain	P. 19			
	102-11 Precautionary Principle or approach	P. 17			
	102-12 External initiatives	P. 12, 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. 4 - P. 8			
	102-15 Key impacts, risks, and opportunities	P. 4 - P. 8			
	ETHICS AND INTEGRITY				
	102-16 Values, principles, standards, and norms of behaviour	P. 13			
	GOVERNANCE				
	102-18 Governance structure	P. 15, P. 19 P. 26, P. 27			
	STAKEHOLDER ENGAGEMENT				
	102-40 List of stakeholder groups	P. 31, P. 32			
	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. 31, P. 32			
	102-43 Approach to stakeholder engagement	P. 31, P. 32			
	102-44 Key topics and concerns raised	P. 32, P. 34			
	REPORTING PRACTICE				
	102-45 Entities included in the consolidated financial statements	P. 15, P. 19			
	102-46 Defining report content and topic boundaries	P. 3			
	102-47 List of material topics	P. 34			
	102-48 Restatements of information	No restatements of information have been made			
	102-49 Changes in reporting	P. 34			
	102-50 Reporting period	P. 3			
102-51 Date of most recent report	P. 3				
102-52 Reporting cycle	P. 3				
102-53 Contact point for questions regarding the report	P. 3				

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. 3			
	102-55 GRI content index	P. 98 - P. 112			
	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. 9, P. 38 - P. 41	Clarification: Topic boundary: employees, local community, local authorities		
GRI 202: MARKET PRESENCE 2016	103-2 The management approach and its components				
	103-3 Evaluation of the management approach	P. 9, P. 38 - P. 41			
	202-2 Proportion of senior management hired from the local community	P. 41			

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
MATERIAL TOPICS					
GRI 200 ECONOMIC STANDARD SERIES 2016					
INDIRECT ECONOMIC IMPACTS					
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	P. 9 - P. 12, P. 16	Clarification: Topic boundary: employees, local community, suppliers, principal partners		
	103-2 The management approach and its components	P. 9 - P. 12, P. 16			
	103-3 Evaluation of the management approach	P. 9 - P. 12, P. 16			
GRI 203: INDIRECT ECONOMIC IMPACTS 2016	203-1 Infrastructure investments and services supported	P. 9 - P. 12, P. 16			

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
MATERIAL TOPICS					
GRI 200 ECONOMIC STANDARD SERIES 2016					
ANTI-CORRUPTION AND BRIBERY					
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	P. 35	Clarification: Topic boundary: internal and external stakeholders	Principle 10	
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GRI 205: ANTI-CORRUPTION 2016	205-1 Operations assessed for risks related to corruption	P. 35			
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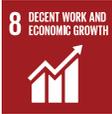
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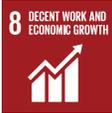
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GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	P. 58 - P. 67	Clarification: Topic boundary: employees, suppliers, contractors	Principle 3	

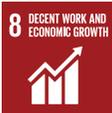
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