



Annual Sustainability Report 2021



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SUSTAINABILITY REPORT 2021

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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

Al Naboodah continues to publicly report on its sustainability performance for the sixth year in a row, with the objective of continuous improvement.

PERIOD COVERED

The report covers Al Naboodah's sustainability performance from January 1st till December 31st 2021. This report represents an update of Al Naboodah's most recent 2020 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 Al Naboodah's contribution to the UN SDGs 2030, and the UAE Vision 2021.

INFORMATION COVERED

Al Naboodah's approach and performance in managing its environmental, social, and economic impacts are detailed in the report. Working as a Family, Unlocking Potential, and Responsible Consumption are the three main sections of the report, which detail the Group's progress toward its set sustainability strategic goals and objectives.

MATERIAL TOPICS

Al Naboodah's materiality assessment workshops included both internal and external stakeholders. The exercise assisted in re-evaluating Al Naboodah's environmental, social, and economic material topics with the highest business impact and relevance to stakeholders.

TOPIC BOUNDARIES COVERED IN THIS REPORT

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



Al Naboodah invites you to read its 2021 Sustainability Report and welcomes your feedback or comments by emailing us at sustainability@alnaboodah.com.

CHAIRMAN'S MESSAGE

ABDULLAH MOHAMMED JUMA AL NABOODAH



Welcome to our sixth annual Sustainability Report, covering our sustainability progress over the course of 2021, which also happens to be the year of Expo 2020, the year of endless possibilities, as the world comes together showcasing the best of human capabilities, accomplishments and excellence.

Expo 2020 Dubai has given us a strong drive to view the world differently post-pandemic and throughout the recovery stages. We are very proud that Al Naboodah has played an instrumental part at Expo 2020, through the implementation of numerous projects aimed at making the world's largest cultural event a success, reflecting both our values and the UAE's values of inclusivity, with its overall theme of Connecting Minds, Creating the Future.

Leveraging on our vast arsenal of experience and resources, Al Naboodah's Construction Group shaped the framework and facilities of Expo 2020, completing major works including CEEQUAL Excellent certified C38 district project, a 29,000sqm public realm, 60,003 event car parks, Worker's Monument, RTA bus depot and associated roads, LEED Gold certified police, fire, and ambulance buildings, and other works.

Al Naboodah's Commercial Group has also contributed to make Expo's multifaceted logistics more mobile, installing vital behind-the-scenes infrastructure. Representing a synergistic partnership, the themes central to Expo 2020 focus on Mobility and Sustainability, conveniently aligning with our own mobility business, MENA Mobility, which

CHAIRMAN'S MESSAGE

ABDULLAH MOHAMMED JUMA AL NABOODAH

oversaw the supply and installation of pantograph chargers to ensure the RTA's electric buses remain in action throughout the busy event.

As Expo's construction phase progressed, a number of sustainable initiatives were introduced, including eco-friendly workplaces, recycled bitumen for asphalt work, biofuel for plant and equipment, and energy and water conservation programs.

The United Arab Emirates has transformed into a world-class destination with a distinctive global role to play. The two founding fathers of our Group share a progressive vision similar to that of the government. Our strategic development is closely linked to the UAE's Vision, and to address the global difficulties we all face, we, like the

government, have aligned ourselves with the UN's 17 Sustainable Development Goals (SDGs).

We continue to engage with the United Nations Global Compact at the Signatory level. Incorporating the UNGC's ten principles into our strategies, policies, and procedures not only elevates us on the global stage, but also reinforces our commitment to conduct business responsibly in terms of human rights, labour, the environment, and anti-corruption, all of which are reflected in our Sustainability Framework and strategic objectives.

Aligned with the Government, we are very much committed to supporting the Dubai 2040 Urban Master Plan, which aims at improving people's happiness levels and overall quality of life while reinforcing

Dubai as a global destination for citizens, residents, and visitors over the next 20 years, by creating shared value for all throughout our diverse portfolio.

Having played a substantial role in the region's tremendous growth and development, we will continue to employ all of our expertise and capabilities to meet the challenges and seize the opportunities that lie ahead.

MANAGING DIRECTOR'S STATEMENT

SWAIDAN SAEED JUMA AL NABOODAH



This is our sixth Annual Sustainability Report. 2021 was a year where we learned how to become more agile and use our combined capabilities across the group to achieve 93 per cent of our overall sustainability goals and targets for the year. 2021's Sustainability Report will highlight our sustainability performance transparently and in order to improve our reporting standards, Al Naboodah has taken a step forward towards getting SR2021 assured by an external third party with the aim of building stronger strategic partnerships built on trust and credibility with our key stakeholders.

At Al Naboodah, we believe in 'Preserving our Heritage and Working for a Sustainable Future', which is also reflected in our Corporate Values. As a family-owned business, we have a duty to

contribute to the success story of the UAE whether it is through our contribution to Expo 2020's infrastructure and mobility, or by driving our overall sustainability agenda. Our approach to sustainability is integral to this success. Al Naboodah is one of the engines of the local economy, creating shared value for all stakeholders throughout our diversified business portfolio.

Sustainability is integrated into all that we do, and our Sustainability policy aligns with the newly introduced CSR policy by the Dubai Executive Council. Our Group has also obtained the Dubai Chamber CSR Label as a step toward strengthening our commitment to sustainability and CSR. The label underscores our commitment to our social responsibilities

MANAGING DIRECTOR'S STATEMENT

SWAIDAN SAEED JUMA AL NABOODAH

and highlights our consistency in taking proactive actions to honour them. Our ranking outperformed the industry average in the categories of workplace, environment, community and marketplace.

The Government of Dubai has also awarded us a five-star rating in the Taqdeer Awards for our outstanding commitment to employee welfare and safety requirements which falls under 'Working As a Family' in our sustainability framework. Amongst all the companies that received a 5-star rating, our Construction business earned the highest score, becoming a benchmark for the industry. I am extremely proud of all the hard work the Sustainability Leadership Council have put in throughout the years.

Throughout 2021 we made great progress on further embedding sustainability into our everyday operations. In our digital transformation journey, we have digitalised the majority of our Sustainability, HR, Workshop, and QHSE processes, by migrating our business and support functions to online platforms, making us more resilient and improving overall work efficiency. Our various Commercial businesses moved towards e-commerce ecosystem providers as part of our Innovation Portfolio, allowing us to reach a wider customer base in a more cost-effective manner, as we continue to enhance customer experience and deliver excellence to all our stakeholders.

The past two years have been challenging and as we move towards a journey of

recovery post pandemic, 'Protecting the health and safety of our employees' remains a key strategic objective for us. We have organised multiple mass vaccination drives to keep our employees safe and protected against Covid-19, with over 6,000 of our employees and their immediate families receiving two doses of vaccines in 2021.

In 2021 we made great progress in further embedding sustainability into our everyday operations. Sustainability at Al Naboodah is creating a future we want by creating value for future generations, and we are committed to carrying on our founding father's legacy by 'Preserving our Heritage and Working for a Sustainable Future'.

CONSTRUCTION GROUP COO'S FOREWORD

KEVIN PERRINS



Sustainability as a focal point continues to gain prominence across the world and was at the forefront of a number of major international forums during the past year. Al Naboodah Construction have continued to contribute and play a part in the wider Al Naboodah Group with regional and international initiatives, and sustainability is now well engrained into our culture.

While we continue to face a number of challenges in our industry relating to the pandemic and economic constraints, we have continued to set ourselves a number of goals, targets and initiatives – of which we have managed to achieve a great deal.

Our primary focus over the past year has been the health and wellbeing of our

employees and their families and a number of our key objectives have focused around this topic.

I am pleased and proud of what we have achieved over the past year and the acknowledgement we have received from authorities, clients and professional bodies.

This is all due to the team effort by all stakeholders and particularly our dedicated employees.

Going forward, we will continue 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

- With the implementation of Project Alpha – Phase 1, the Group's environmental data (fuel, water, energy, and waste) recording and reporting process has been digitalised.
- 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 conducted across the Group.
- Environmental best practices were introduced and implemented across the Group.



	2019	2020	2021
 Fuel consumption (GJ)	835,653	513,242	453,121
 Electricity from local utilities (kWh)	33,366,755	25,932,322	21,533,369
 Water consumption (gallons)	365,352,178	215,779,584	189,266,698

OUTPUT



Natural capital

- LEED certification for EXPO projects.
- Al Naboodah managed resources more efficiently.
- Al Naboodah had no penalties or non-compliance incidents with respect to environmental legislation in the past five years (2016 - 2021).
- Al Naboodah generated a total of 82,080kWh of renewable (solar) energy on-site.
- The usage of recycled water in Al Naboodah was increased by 1.76 per cent.
- Al Naboodah achieved a reduction of around 17 per cent in energy consumption.
- Al Naboodah's waste diversion rates were significantly improved by diverting 64 per cent of waste from landfill.

Waste generated

	2019	2020	2021
 Hazardous waste (tonnes)	8,940	6,855	6,008
 Non-hazardous waste (tonnes)	89,218	59,255	49,054

Emission of GHG

	2019	2020	2021
 Scopes 1 and 2 (tCO ₂ e)	67,199	40,585	38,772
 Renewable energy generated (kWh)	99,520	94,640	82,080

VALUE CREATION

AT AL NABOODAH

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

INPUT

FINANCIAL CAPITAL

Since we are a family business, we do not disclose our annual financial results. Internal reserves, as well as short- and long-term borrowings from financial institutions, are utilised to fund our networking capital needs and to invest in our facilities, plant, and equipment.

Furthermore, we have a considerable amount of unfunded external liability lines with financial institutions, principally for use in our construction business's guarantee and letter of credit commitments.

HUMAN CAPITAL

- Aligned to the UAE's legislation on Domestic Labour Law, a new Resourcing Policy has been introduced.
- 14,532 hours of training were provided to employees in 2021.
- Engaged with over 3,200 internal and external stakeholders during the annual Sustainability Week.
- 101 new employees were introduced to the Group's Sustainability strategy and framework during onboarding induction and were provided with a Sustainability toolkit.
- 1,274 Al Naboodah employees were provided with health check-ups.

	2019	2020	2021
Total number of employees	10,121	7,552	6,186
Training hours average per employee	3.17	2.07	2.44

OUTPUT

FINANCIAL CAPITAL

The Group has a significant economic impact on the surrounding market as a large-scale conglomerate. The enormous expenditures that Al Naboodah makes to operate are a fundamental component of this contribution.

- 61 per cent of total procurement budget is spent on local suppliers.
- Direct creation of 394 new jobs.

HUMAN CAPITAL

- 5 – star rating in Taqdeer Awards by Government of Dubai.
- CSR Label by Dubai Chamber of Commerce.
- 1st place in Dubai Aviation Engineering Projects' (DAEP) 12th Annual Environmental Awareness Campaign.
- 1st place in Dubai Aviation Engineering Projects' (DAEP) Annual Safety Awareness Campaign.
- 99 per cent overall employee happiness rate among operatives.
- Reached 4.05 per cent of female representation in the workforce, including operatives, an increase of 0.61 per cent compared to 2020.
- 17.25 per cent of new recruits were female.
- Over 19 million LTI free man-hours across multiple projects, facilities, yards, and showrooms.
- Recorded an average score of above 80 per cent on safety compliance on our Visible Felt Leadership tours.

	2019	2020	2021
Total man hours worked (thousands)	49,664,940	29,693,431	21,201,747
Total numbers of lost time injuries (LTIs)	6	1	1

VALUE CREATION

AT AL NABOODAH

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

INPUT

MANUFACTURING CAPITAL

Al Naboodah 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:
 - 4 employee villages.
 - 174 villas and flats.
 - 64 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:

- Electric/Hybrid 3008 PHEV launched by Peugeot as part of their global electrification strategy.
- Teams from our Agriculture Division continued to work with government agencies under the UAE's national disinfection programme.
- Allied division acquired the dealership for Sumitomo tyres which is globally known for their ESG values.
- Partnership with DP World to create sales channels for our products in their b2b e-commerce – dubuy.com
- We collaborated with RTA in providing the charging infrastructure for Dubai's first electric bus.
- Water re-cycling plant set up in Rashidiya facility with an expected yearly savings of 1.8 million imperial gallons.
- Created a new upselling channel using workshop digitalization application.

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.
- Youth awareness workshops.
- Local Community support: Dubai Foundation for Women and Children, Royati Family Society, Al Noor, Al Manzil, Emirates Red Crescent, and Emirates Environmental Group.

OUTPUT

INTELLECTUAL CAPITAL

- Launch of new strategic management tool automating the Group's KPIs measurement using Balanced Scorecard application.
- Launch of QHSE digitalisation software solution to increase visibility and accountability in QHSE and contract management functions while automating process workflows across multiple functions.
- Supply chain charter made completely online as part of our digital transformation initiatives.
- Launch of online ordering channel for Peugeot models in the UAE.
- Launch of automated and digitised HR support mobile application.

SOCIAL AND RELATIONSHIP CAPITAL

- 636 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.
- 1,978 hours of work experience for people of determination and graduates.

OVERVIEW OF AL NABOODAH GROUP

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

Al Naboodah Group Enterprises is a family-owned business with over 63-years of successful history encompassing commercial and construction portfolios under one corporate entity. Across 18 businesses, around 6,000 employees from around 50 countries are encouraged to live and function according to the Group's core values. As one of our core values, Sustainability is woven throughout our Group's strategy and impacts all of our activities. We believe that being sustainable is the key to creating value for all of our stakeholders.

WHAT WE BELIEVE IN MOST

OUR CORE VALUES



INTEGRITY



EXCELLENCE



SUSTAINABILITY



COLLABORATION



INNOVATION



TRANSPARENCY

AL NABOODAH GROUP'S VISION 2025

Al Naboodah Group Enterprises is a family-owned business with over 63-years of successful history encompassing commercial and construction portfolios under one corporate entity. Across 18 businesses, around 6,000 employees from around 50 countries are encouraged to live and function according to the Group's core values.

As one of our core values, Sustainability is woven throughout our Group's strategy and impacts all of our activities. We believe that being sustainable is the key to creating value for all of our stakeholders.

AL NABOODAH'S VISION 2025



Achieve strong and sustainable net profit



To be the employer and business partner of choice



To engage in a net-positive approach to sustainability



To provide exceptional customer experience

AL NABOODAH GROUP'S GOVERNANCE

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

The Al Naboodah Group is headquartered in the United Arab Emirates and has businesses in Oman, Vietnam, Sri Lanka, and Saudi Arabia. All of the entities within Al Naboodah Construction Group LLC and Al Naboodah Commercial Group LLC are included in Al Naboodah's internal financial statements.

ORGANISATION STRUCTURE

Saeed & Mohammed Al Naboodah Holding LLC

Al Naboodah Group Enterprises LLC

Al Naboodah
Construction Group LLC

Al Naboodah
Commercial Group LLC

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

Al Naboodah's operations span across 18 business streams as an international conglomerate with a major presence in the UAE.
Visit <https://www.alnaboodah.comsectors> for more information on Al Naboodah's business streams and the brands it represents.



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

Al Naboodah applies the Precautionary Principle through its strategic approach to sustainability and our strategic objectives for 2021.

One of Al Naboodah's key strategic objectives is to drive sustainability, with the vision of creating long-term value for its stakeholders and having a net positive impact by 2025. Sustainability is a key strategic objective that is being pursued by everyone in the organisation, from the top down to each of the over 6,000 employees.

The Group's strategy and commitment to Preserving Our Heritage and Working for a Sustainable Future are unified by the Sustainability Policy. The Board of Directors endorses the policy, believing that long-term profitability and sustainability are inextricably linked.

STRATEGIC OBJECTIVES 2021



Achieve targeted net profit in all of our businesses



Drive sustainability



Drive innovation, anticipate disruptive trends and harness change



Drive synergies and efficiencies



Expand our market segment and diversify our products and services



Develop our people



Protect the health and safety of our employees and subcontractors

AL NABOODAH'S SUSTAINABILITY FRAMEWORK

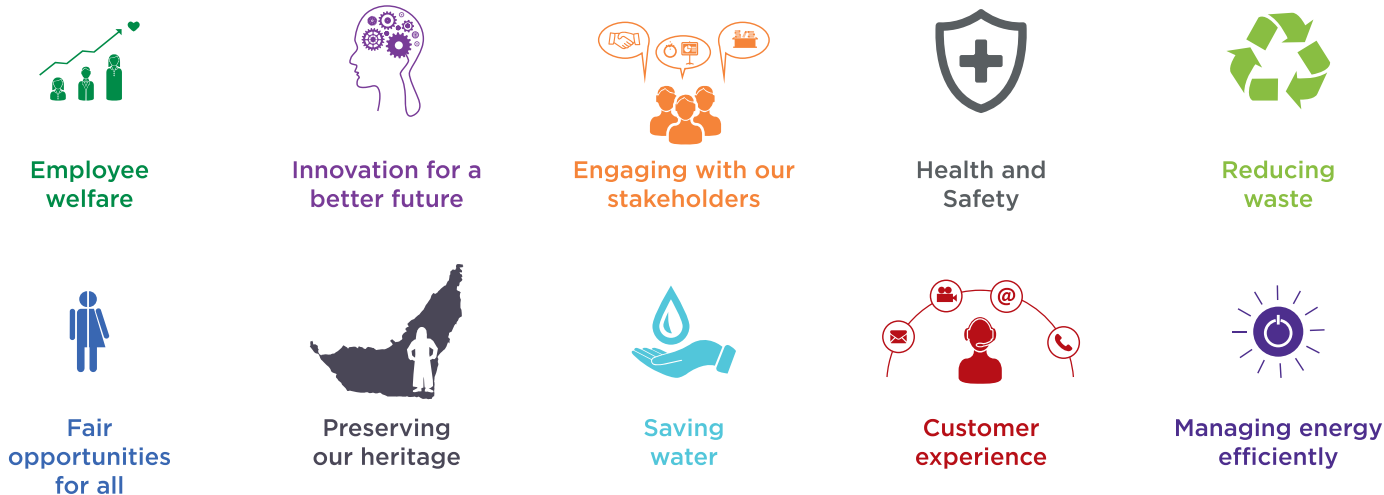
GRI 102-11

The Sustainability Framework, which underpins the management approach to sustainability and gives clear strategic orientation through yearly goals and targets defined through internal and external stakeholder engagement workshops, is used to convey sustainability to the rest of the Group.

Working as a Family (social), Unlocking Potential (economic), and Responsible Consumption (environmental) are the three core elements of the Sustainability Framework.

These elements are translated into annual objectives, targets, and initiatives to promote continuous improvement. Our sustainability strategy prioritises these three elements, as well as involving internal and external stakeholders, with the goal of providing social, environmental, and economic value for all.

GOALS & TARGETS



Al Naboodah's Sustainability Framework

AL NABOODAH GROUP'S CORPORATE GOVERNANCE STRUCTURE

GRI 102-18, GRI 102-45

One of the most important aspects of our sustainability approach is strong governance, which allows Al Naboodah to maintain a culture of transparency and integrity toward all stakeholders.

The Sustainability Committee, along with the Executive Committee, drives strategic sustainability decisions. This ensures that decisions are made in accordance with Al Naboodah's Vision 2025 and annual strategic objectives. This Committee also assesses the materiality topics and the effectiveness of the management approach, and any changes will be reported.



GOVERNING SUSTAINABILITY

GRI 102-18, GRI 102-45

The Sustainability Committee, which includes members of the Al Naboodah family, meets quarterly and makes strategic decisions about sustainability that are incorporated into our value chain and day-to-day business operations through our Sustainability Leadership Council (SLC).

Members of the SLC represent a variety of functions within the Group, from HR and Facilities Management to SHEQ, Marketing, and PMO, and they are dedicated to transforming the Group into a sustainable operation by incorporating sustainability into the culture and employing a sustainable leadership approach.

SLC activities are supported by a set of well-defined policies and procedures that ensure industry best practices are followed in all areas, and they're in charge of ensuring that our strategy is implemented across the Group's departments and divisions, as well as implementing key initiatives, spreading awareness, and engaging employees across the various business operations.



Fatima Ahmed Saeed Al Naboodah
General Manager Sustainability



Our key focus as we move towards a post-pandemic world and through the recovery stages will be to remain committed to our values and vision by continually and consistently reinforcing our foundations of "Preserving Our Heritage and Working for a Sustainable Future." Driving Sustainability by embracing new sustainable business models that support our employees and adhere to our high Employee Welfare standards and best practices under "Working as a Family," has enabled us to create shared value and deliver a positive impact in our communities.

Sustainability is integrated in all that we do, and we are on the journey to achieving our Vision 2025 which is aligned with the UAE's Vision for a better and more prosperous future.



GOVERNING SUSTAINABILITY

GRI 102-18, GRI 102-45



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

Project Manager - Sustainability

SHEQ Manager - Compliance

Assistant Manager - Business Excellence & QHSE

Assistant Manager - Marketing

Procurement & Logistics Manager

Personal Assistant - Sustainability

UNLOCKING POTENTIAL

General Manager - SPMO

Senior Business Analyst - Business Development

Head of HR - ANGE & Resourcing

Head of HR - ANCG & ACG

Assistant HR Manager

RESPONSIBLE CONSUMPTION

Facilities Manager

HSE Officer - National Plant

Assistant Manager - Business Excellence & QHSE

Project Manager - Sustainability

Environmental Manager



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.



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

¹<https://www.vision2021.ae/en/national-agenda-2021>

²<http://uaesdgs.ae/en>

ADOPTING SUSTAINABILITY

A GLOBAL FRAMEWORK – THROUGH REGIONAL ACTIONS

GRI 102-18



¹ <https://www.vision2021.ae/en/national-agenda-2021>

² <http://uaesdgs.ae/en>

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 has been committed to the United Nations Global Compact corporate responsibility initiative and its principles in the areas of human rights, labor, the environment, and anti-corruption.

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

LOCALLY



GLOBALLY



WE SUPPORT

Signatory Level
Engagement

ENGAGING WITH OUR STAKEHOLDERS

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

Engaging with our varied network of stakeholders is an important aspect of our Sustainability Framework, and we are constantly working to improve the effectiveness of our communications and engagement with them.

This collaboration allows us to effectively respond to stakeholders' expectations and needs. A key stakeholder list was finalised in 2017 with the following as Al Naboodah's six stakeholder groups, identified through a stakeholder mapping exercise with the input of the heads of the business streams and senior management. The Group is able to better share its development and performance as a result of the feedback received from stakeholders.

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



EMPLOYEES

Internal communication on sustainability - **Monthly**
Awareness campaigns - **Monthly**
Management seminars - **Yearly**
Health, Safety and Environmental campaigns - **Monthly**
Happiness surveys - **Yearly**
HR mobile applications - **Daily**
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**



PRINCIPAL PARTNERS

Sharing of best practice with peers - **Yearly**
Annual Sustainability Report - **Yearly**
Sustainability Week - **Yearly**
Workshops and meetings - **Monthly**
Key stakeholder campaigns - **Yearly**



CUSTOMERS

Media and marketing campaigns - **Monthly**
Sharing expertise with customers - **Yearly**
Annual Sustainability Report - **Yearly**
Sustainability Week - **Yearly**
Customer happiness surveys - **Daily**
Customer feedback mechanisms - **Daily**
Customer meet-and-greet sessions - **Yearly**
Significant safety milestone recognition - **Quarterly**
Quality Campaigns - **Yearly**



GOVERNMENT

Workshops and meetings - **Monthly**
Government relations - **Daily**
Annual Sustainability Report - **Yearly**
Sustainability Week - **Yearly**
Inspections and audits - **Monthly/Quarterly**
Exhibitions and events - **Yearly**



SUPPLIERS

Media and marketing campaigns - **Yearly**
Sharing of best practice with peers - **Yearly**
Workshops - **Monthly**
Annual Sustainability Report - **Yearly**
Sustainability Week - **Yearly**
Awareness sessions on new procurement processes - **Yearly**
Al Naboodah procurement website for suppliers - **Daily**
Product trainings - **Quarterly**
Quality Campaigns - **Yearly**



LOCAL COMMUNITY

Social Impact Assessment (SIA) - All new projects
Awareness campaigns - **Monthly/Quarterly**
University and School presentations - **Quarterly**
Safety campaigns - **Quarterly**
Annual Sustainability Report - **Yearly**
Sustainability Week - **Yearly**
Partnerships with local associations and government entities like the Al Ain Municipality, EXPO 2020, the Emirates Green Building Council, Al Manzil, Al Noor, Emirates Red Crescent, and the Dubai Charity Association for volunteering - **Daily/Monthly/Quarterly**

SUSTAINABILITY AWARDS AND HIGHLIGHTS



Taqdeer Awards

5-star rating 2021



Dubai Quality Award

Audit and Assessment 2020



EXPO Care Award

2021



Dubai Chamber CSR Label

Dubai Chamber of
Commerce 2021



ESMA 5-star certification

CVHE, Automotive and Allied workshops
in Dubai and Northern Emirates 2020



Construction Week Awards

Sustainability Initiative of
the Year 2019



RTA Awards

Safety Contractor of the
Year 2019



Dubai Municipality Awards

Best Occupational Health and Safety
Performance of the Year 2019



Gulf Sustainability and CSR Awards

1st place in 'Sustainable Business
Model' and 'Clean Technology'
categories 2018-2019



Dubai Aviation Engineering Projects' (DAEP)

1st place in Annual Safety Awareness
Campaign 2021

1st place in 12th Annual Environmental
Awareness Campaign 2021



EXPO 2020 Awards

'Worker Welfare Initiative of the
Year', 'Better Together' and 'HSE
Initiative of the Year' 2019



Gulf Sustainability Awards

Silver award in Environmental
Sustainability Programme -
Large Enterprise 2021



Happiness Awards – Ministry of Human Resources and Emiratisation

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

FOCUSING ON WHAT MATTERS MOST

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

Al Naboodah believes that transparent reporting and communications with its stakeholders is an important element for enforcing our processes and building trust. The Group intends to accomplish this in a variety of ways.

We examine our sustainability strategy on a regular basis to ensure that it continues to satisfy the needs of our stakeholders. In order to realise our long-term vision, key issues to be addressed are identified and prioritised from the perspective of our internal and external stakeholders. The term 'sustainability' encompasses a broad range of topics. The first step in the sustainability reporting process is deciding what should be reported and to what extent.

Every two years, we interact with a wide range of internal and external stakeholders to assist us in determining the most important material topics for Al Naboodah, based on what we and the organisations we partner with believe.

We undertook an online stakeholder engagement exercise in 2020 to help guide our reporting process, in which we asked our stakeholders to rate 17 sustainability topics. The goal of this exercise was to identify subjects that our stakeholders considered as the most significant economic, environmental, and social impacts, as well as topics that had a substantial impact on assessment and decision-making.

Through this exercise, we evaluated the coverage of overarching issues and clarified where each of them is positioned by developing the Materiality Matrix. The Materiality Matrix serves as the foundation for addressing these

issues and it was produced in two stages: first, issues were identified, and then they were classified according to their materiality.

The Top Material Topics listed in the Materiality Matrix form the basis of this report's content.

MATERIALITY MATRIX



COMMITMENT TO ANTI-CORRUPTION

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

Al Naboodah is committed to upholding Principle 10 on Anti-Corruption as a signatory to the UN Global Compact through its anti-corruption policy and whistle-blower policy, which are supported by the Group's Code of Conduct. These policies include two of the Group's corporate values, Integrity and Transparency, demonstrating commitment to maintaining our principles and ensuring the Group and its business partners maintain the greatest standards of transparency in business relations. All employees are required to follow the policies, which include adhering to the laws and regulations of each country in which Al Naboodah operates.

The Group has zero tolerance towards bribery, fraud, or other types of corruption.

All our employees and operations are assessed for risks related to corruption.

Various steps were undertaken in 2021 to enhance employee awareness and advance anti-corruption agenda in the Group, including:

- ☑ Ongoing fraud awareness sessions with personalised training for drivers at our National Plant business in their regional language.
- ☑ During annual Sustainability Week, dedicating an entire day of events with online awareness workshops, online competitions, and reinforcing the Code of Conduct.
- ☑ Hosting specialised webinars on federal and Emirates law, as well as new rules affecting certain industries and their commercial ramifications.
- ☑ Anti-Corruption Day, observed on December 9th, is marked by a variety of awareness activities.



WORKING AS A FAMILY

WORKING AS A FAMILY



Preserving our heritage

KEY 2021 TARGETS

Continue targeting key roles for Emiratis.

Emiratisation strategy to continue with targeted internship programme.

PROGRESS IN 2021

480 hours of training were provided to Emiratis, as part of our internship programme.

KEY 2022 TARGETS

Continue targeting key roles for Emiratis.

Emiratisation strategy to continue with targeted internship programme.



Engaging with our stakeholders

Gather a minimum 80 per cent response rate in Operatives Happiness Survey.

Youth Awareness Sessions with a target of up to 500 hours.

98 per cent of responses were received from Operatives which was conducted run in seven regional languages.

As part of various youth awareness events, 184 hours of training were delivered.

Gather responses to the annual Operatives Happiness Survey from all of the operatives.

Conduct Youth Awareness Sessions with a target up to 250 hours.



Employee welfare

500 hours of volunteering to be carried out by Al Naboodah employees.

Health check-up/medical awareness lectures and free health check-up campaigns for up to 30 per cent of operatives.

Al Naboodah employees contributed 636 hours of time to volunteer work.

Free health checks and medical awareness workshops were provided to 63 per cent of operatives.

700 hours of volunteering to be carried out by Al Naboodah employees.

Provide free health checks and medical awareness workshops to all operatives.

PRESERVING OUR HERITAGE

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



With a 63-year legacy, Al Naboodah embraces the opportunity to honour the country's rich heritage and its own contribution to the UAE, all while working to ensure that future generations benefit economically, socially, and environmentally. We've grown to be one of the most trusted names in the UAE over the last six decades, and we consider the Al Naboodah brand and legacy to be our most valuable asset.

Over the past six decades, we have established ourselves as one of the UAE's most trusted names, and we consider the Al Naboodah brand and legacy to be our most valuable asset.

The Al Naboodah Construction Group (ANCG) started operations in the

UAE in the 1960s, and today is managed by a wealth of international expertise, concentrating on three major areas of construction: civil engineering, building and MEP.

Many of the nation's roads, bridges and tunnels have been engineered and built by ANCG, and the company enjoys a strong track record of executing successful projects at major airports across the UAE.

ANCG has worked on many of the UAE's most iconic projects including the Palm Jumeirah, Business Bay, Yas Island, Dubai Water Canal Project, Dubai International Airport, Dubai World Central, the Museum of the Future and the Expo 2020 exhibition site.



Dubai International Airport project



Agriculture division



Roads & Bridges

PRESERVING OUR HERITAGE

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



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.

The Group's agriculture business has played a significant role in the development of agriculture and landscaping activities in the UAE since its inception in 1958, and was one of the first companies to provide strategic partnership to the Ministry of Agriculture & Fisheries for a number of initiatives in the UAE's agricultural industry. Today, the agriculture business collaborates with the Ministry of Environment and Climate Change to improve and expand agricultural activities in the UAE while minimising

environmental impacts. Furthermore, the business collaborates with the Al Ain Municipality to maintain and protect the Al Ain Oasis, a culturally significant location that is also part of the UAE's first UNESCO World Heritage Site. Our mission is to supply customers with high-quality products and services directly from globally renowned manufacturers, as well as to contribute to the UAE's aim of expanding green spaces and combating desertification.

We proudly celebrate UAE national holidays and occasions, and all employees receive cross-cultural awareness training as part of their induction. This is intended to encourage UAE nationals and expats to communicate, accept, and understand one another.



PROMOTING EMIRATISATION

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



In support of UAE Vision 2021 , the Al Naboodah Group has committed to the promotion of Emiratisation.



The Group's Emiratisation programme, currently in its sixth year, aims to attract, develop, and retain Emiratis by providing clear career paths through structured development and training programs, fostering a competitive knowledge economy and assisting in maintaining a cohesive society and preserved identity.⁴

The Group encourages all employees to advance their careers. This entails placing a strong emphasis on the development of nationals in the countries where we do business.



The Group offers Emirati graduates three-month internships to provide on-the-job experience and a first-class opportunity to grow as professionals in a large, well-respected, and diverse conglomerate.

Emiratis received 480 hours of training as part of the Group's Internship programmes in 2021.

EMIRATI EMPLOYEES AT AL NABOODAH

	2019	2020	2021
	46	41	32
	47%	41%	25%
	53%	59%	75%

UAE NATIONALS REPRESENTATION IN SENIOR MANAGEMENT

	2019	2020	2021
 Number of UAE nationals in executive and senior management positions	13	10	10
 Percentage of UAE nationals in executive and senior management position	21%	24%	24%

⁴ <https://www.vision2021.ae/en>

ENGAGING WITH OUR STAKEHOLDERS

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



Stakeholders are a crucial component of any strategy since they are the ones that are most involved and influential in achieving it.

Understanding and incorporating the needs and challenges of all our stakeholders into our strategy helps us to develop, deliver, and capture value as a basic tenant of our sustainability approach. This value creation is crucial for business growth and a sustainable long-term competitive advantage.

As outlined in this report, Al Naboodah engages with its stakeholders on a regular basis through a range of programs and communication

channels, including customer feedback mechanisms, happiness surveys, exhibitions and events, and partnerships with local associations and government entities. As a result of this continual involvement, the Group continues to improve its performance in order to provide the highest level of customer satisfaction to its stakeholders.

The Group initiated numerous stakeholder engagement activities in 2021, as part of the Working as a Family component of the Sustainability Framework, to further strengthen engagement based on mutual benefit and trust.



Human Resources plays a critical role in integrating sustainability into all elements of the business, influencing and aligning personnel with sustainability practices, which is a key component of the Al Naboodah Group's organisational strategy. This has aided in achieving organisational goals, such as ensuring that our procedures and work practices are aligned with our sustainability goals of developing a more sustainable firm to aid in employee welfare, satisfaction, and retention. From the talent acquisition process to the separation process, our completely automated HR systems are geared towards providing better experiences in assisting our employees in becoming more sustainable and our contribution to make this world a perfect place for life and adopt the principle of doing more good and less harm.



Anwar Mohammad

Head of Human Resources - ANGE & Head of Resourcing

ENGAGING WITH OUR STAKEHOLDERS

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



ENGAGING WITH OUR EMPLOYEES

At Al Naboodah, we firmly believe that engaged employees are more satisfied and motivated at work, tend to stay longer, and are more productive and committed.

Engaging our employees is paramount to the successful integration of sustainability across the Group. Throughout the year, and especially during Sustainability Week, the Group aims to stimulate employees' interest with participatory and engaging activities.

Al Naboodah invests in new employee onboarding and development so that they have access to all of the tools they need to succeed. Our onboarding process starts when a candidate accepts a job offer and lasts for the first month of work.



The Human Resources department plays a significant role in implementing Group's sustainability initiatives. Al Naboodah Group's sustainability strategies are integrated into the overall strategy of the Group and our sustainability policy which includes goals and targets is tied to the Group's strategic planning process. We have been able to boost staff morale, bring more efficient company processes, a stronger public image, and greater brand recognition in recent years as a result of the effective implementation of our sustainability policies. It's not just about making our employees happy, it's also an opportunity for them to engage with us and buy-in to the company's values.

Benny Vargheese

Head of Human Resources - Construction and Commercial Group



ENGAGING WITH OUR STAKEHOLDERS

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



The Group's online onboarding portal provides new employees with all the necessary information required to familiarise themselves, including Group policies and procedures, organisational and reporting structures, mandated trainings, and operational guidelines. This ensures that new employees are ready to succeed and make meaningful contributions from the start.

Employees are introduced to the Group's Sustainability Strategy and Framework, as well as the Sustainability Toolkit, as part of their induction. Employees must also complete an online sustainability training course that outlines the relevance of sustainability from a strategic perspective and emphasises the employee's involvement in the Group's sustainability journey. This online course was completed by 101 new employees in 2021.

HR DIGITALISATION



In order to meet customer needs during the pandemic, our HR department has taken the initiative to digitise HR services. This will reduce process time, improve accessibility, accuracy and efficiency, and enhance service convenience. We designed our own HR in-house program called 'Sanad' for the convenience of our staff. Communication, letter requests, employee personal information, passport release and suggestion submission are all included in our app. In the future, we plan to expand and add more HR services to the HR application.

In addition, yearly performance reviews, as well as the 360-degree feedback process, have migrated to a digital platform, rather than the prior manual paper-based approach. As a result, we are helping the environment by reducing our use of paper.

The processes are also more efficient, competent and employee-friendly now that they have been digitalised.

Ahmed Mohammed Issa Al Sowaidi

Group Executive - Human Resources

ENGAGING WITH OUR STAKEHOLDERS

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



OPERATIVES HAPPINESS SURVEY

Al Naboodah promotes a happy and open culture where every employee is valued and cared for. Our diverse workforce makes us stronger and the Group firmly believes that businesses succeed when the communities they serve and the people they employ prosper.

As part of our commitment to improve employee happiness levels at Al Naboodah under the 'Employee Welfare' component in our Sustainability Framework, a material topic identified by our key stakeholders, we gathered feedback from our operatives through our online annual Operatives Happiness Survey. The survey, which was launched during the Group's annual Sustainability Week is offered in seven languages to ensure the maximum possible participation from employees.



We, Facilities Management, are always determined and prepared to make significant contributions to Al Naboodah Group's sustainability best practices. We have the competence and commitment to constantly make a positive difference. Our operations are focused on sustainability, which is central to our vision as a Group and is ingrained in all of our facilities. We strive to innovate in order to achieve environmental, social, and economic sustainability.

Manzoorudeen K.K.
Facilities Manager



SURVEY HIGHLIGHTS

- ☑ 97 per cent of employees are happy with their working environment.
- ☑ 99 per cent of employees believe that management and employees trust each other.
- ☑ Over 97 per cent 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



EXCEPTIONAL WORKER WELFARE STANDARDS

The Government of Dubai awarded our construction business a 5-star rating in the Taqdeer Awards program in 2021, demonstrating the Group's outstanding commitment to worker welfare and safety standards. Out of four companies to receive five stars, Al Naboodah Construction Group (ANCG) was the only construction business to achieve the highest rating. The Taqdeer Award was intended to recognise and honour enterprises in the construction, manufacturing, services, and free zone industries that develop and maintain world-class working conditions, assure employee welfare, and foster higher levels of productivity in a stimulating environment.

Our Group was praised for scoring the highest possible points across a range of categories that assess and acknowledge excellence in labour relations. Representing an influential recognition system, the award allows us to benchmark and continually improve our employment practices, and inspires us to continue investing in the policies and processes that have contributed to making us a five-star category winner.



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



HARNESSING THE BENEFITS OF DIVERSITY

The case for diversity and inclusion in the workplace is stronger than ever. Gender, regional, and cultural diversity, according to Al Naboodah, strengthens any business, and 'Fair Opportunities for All' is central to our business growth and social impact. The most diverse workplaces are now more than ever likely to surpass their less diversified counterparts in terms of profitability.

With efforts geared towards developing female talent, offering opportunities for people of determination, and strengthening community members who are underprivileged, Al Naboodah embraces diversity and inclusivity.

We have offered 1,978 hours of training and work experience for people of determination and graduates through our internship programmes in collaboration with multiple NGOs and universities, giving them the possibility to seek permanent employment. The training program offered students a work setting that encourages progress while also emphasising social inclusion, economic stability, and independence. The program also ensures that people with determination do not face barriers at work and that their talents and abilities are valued in an environment where they may succeed.

We organised numerous activities around the topics of honouring women's achievements, raising awareness about bias, and taking action for equality under the theme of 'Choose to Challenge' for International Women's Day 2021.



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. During our 2021 Sustainability Week, over 1,000 employees took Sustainability related pledges, reaffirming their commitment to Sustainability. Employees made commitments in the areas where they are most involved or where they hold the most beliefs.

Over
1,000



Sustainability
Related Pledges



Health and
Safety



Reducing
waste



Managing energy
efficiently



Saving
water



Anti-Corruption



ENGAGING WITH OUR STAKEHOLDERS

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



SUSTAINABILITY WEEK

Al Naboodah's Sustainability Week, now in its sixth year, brought together employees, key partners, suppliers, and others to focus on the Group's sustainability pillars and material topics.

Despite the constraints on holding events this year, we were able to put together an engaging calendar of activities that were mostly conducted online. Because the activities were available online, employees from all of the Group's showrooms, sites, and facilities were able to participate, resulting in a high participation rate.

The Group's top five material topics were the focus of Al Naboodah's Sustainability Week:



Employee Welfare



Customer Experience



Learning & Development



Anti-Corruption



Occupational Health & Safety

ENGAGING WITH OUR STAKEHOLDERS

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



SUSTAINABILITY WEEK HIGHLIGHTS

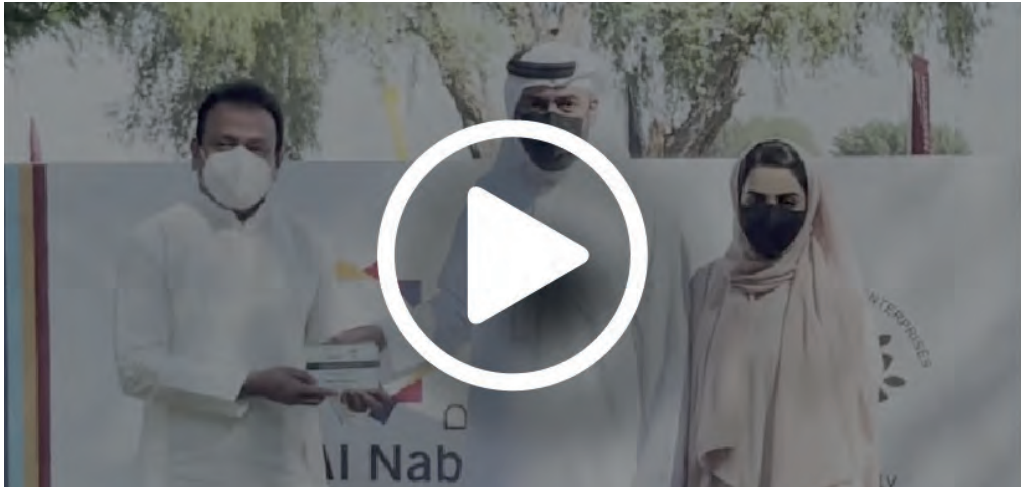
Over **1,200**
participants for
online activities

Over **1,000**
pledges to key
sustainability topics

12 online
awareness
sessions

6 community
engagement
activities

3 sustainability
challenges on
material topics



ENGAGING WITH GOVERNMENT

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

CONTRIBUTION TO EXPO 2020

Since the early developments of Expo 2020 Dubai, multiple business streams under the Group have collaborated to support and facilitate projects that have cumulated to make the world’s largest cultural event a success. Our Construction Group exceeded expectations providing the scalable logistics, manpower and assets only one of the country’s most established and trusted family-owned companies can provide. Representing a synergistic partnership, the themes central to Expo focus on Opportunity, Mobility and Sustainability, conveniently aligning with our Group’s own core value of sustainability.

Similarly, our Commercial Group was able to leverage their vast arsenal of experience and assets to help shape the framework and facilities of the event.



ENGAGING WITH GOVERNMENT

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

CONTRIBUTION TO EXPO 2020

CONSTRUCTION

Leveraging a vast arsenal of experience and assets, our Construction Group shaped the framework and facilities of Expo 2020, completing major works including:

- ☑ Over 30,000 car parking spaces.
- ☑ Water feature and 29,000sqm of hard and soft landscape.
- ☑ 250,000+ Sqm area of Public realm along Concourses and Arrival plazas.
- ☑ Police, fire, and ambulance buildings.
- ☑ Worker's Monument.
- ☑ RTA bus depot facility.
- ☑ Alkebulan African and Rising Flavours Dining Halls.
- ☑ Festival Garden and Field of Dreams facilities.
- ☑ Remote screening area and associated buildings.



ENGAGING WITH GOVERNMENT

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

CONTRIBUTION TO EXPO 2020

COMMERCIAL VEHICLES

Commercial Vehicle and Heavy Equipment arm (CVHE) contributed to make Expo's multifaceted logistics more mobile, supplying:

- ☑ Marshall 6-Seater Electric Carts.
- ☑ DOTTO Electric Classic Road Trains.

ELECTRICAL

SMKA our electrical business installed vital behind-the-scenes infrastructure including using Honeywell wiring devices and floor distribution systems for:

- ☑ Police, fire and ambulance buildings.
- ☑ UAE, Qatar, Norway, KSA, Finland and other pavilions.
- ☑ Al Wasl Plaza.
- ☑ Desert Experience.
- ☑ Observation Tower.
- ☑ Event car parks and associated roads.

MENA MOBILITY

Representing a synergistic partnership, the themes central to Expo 2020 focus on Mobility and Sustainability, conveniently aligning with our own mobility business, MENA Mobility, which oversaw the supply and installation of pantograph chargers to ensure the RTA's electric buses remain in action throughout the busy event.



ENGAGING WITH LOCAL COMMUNITY

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



ENGAGING WITH THE LOCAL COMMUNITY

In line with the UAE Vision 2021 of a Cohesive Society and Preserved Identity , Al Naboodah 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.

AL NABOODAH x AL MANZIL CENTRE



For over four years, Al Naboodah has collaborated with Manzil Centre to promote diversity, equity, and inclusion. Our engagement with Al Naboodah has aided us in taking measures toward empowering people of determination. Our students have had the opportunity to train at Al Naboodah's offices, engage with professionals, and learn important vocational and social skills. Even at times of difficulty, like as the COVID-19 crisis, they continued to help our students by allowing them to learn about and practice work from home. We are extremely appreciative for Al Naboodah's continued support, which has included volunteering and making significant contributions to the Manzil mission.

A student from Al Manzil

The summer program provided me with new and useful information. I took part in graphic design workshops with Al Naboodah volunteers, where I learned how to make posters. For me, it was a unique but enjoyable learning experience. My computer skills, as well as fine and gross motor skills, have improved as a result of the sessions.

ENGAGING WITH LOCAL COMMUNITY

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



During our annual Sustainability Week, our Group collected approximately 1,100kg of clothes as part of the Share Your Blessings program, which included a clothing collecting drive. These clothes were packed and donated to the Emirates Red Crescent, who will distribute them to people in need.

Our CVHEQ and Goodyear sales office teams in Abu Dhabi organised a Green Garden Drive to revive the garden space next to their office from its neglected state, where most vegetation was either dead or in poor shape. They were able to plant over 100 saplings of flower, fruit, and vegetable plants as a result of their consistent efforts throughout time.

Our Group participated in the Emirates Environmental Group's (EEG)'s 'One Root, One Communi-tree(OROC) project'. Under the Plastic Collection Campaign of this project we have collected a total of 851kgs of plastic from residents in our Employee Villages and delivered to EEG.

Participating in such initiatives also supports the UAE's afforestation efforts to prevent desertification and mitigate the effects of climate change, as well as meet our internal waste diversion targets while engaging with local communities.



ENGAGING WITH LOCAL COMMUNITY

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



Dubai Chamber of Commerce CSR Label

For our corporate social responsibility and sustainability initiatives and practices, our Group received the Dubai Chamber of Commerce CSR Label in 2021.

The CSR Label honours businesses that carry out CSR programs that meet worldwide standards while also being relevant to the local community. We were awarded this label, underscoring our commitment to our social responsibilities and highlighting our consistency in taking proactive measures to honour them.

The Group scored the maximum score overall, outperforming the industry average in each category.

Al Naboodah's CSR projects and initiatives were highlighted including achievements in:

- Responsible practices in the Environment impact area, with our Group certified to ISO 14001 for environmental management systems.
- Our responsible waste management practices including monitoring of waste streams in terms of waste recycled and waste sent to landfill.
- Employee welfare, recognising our Group's employee-centric practices.
- Workplace diversity, with our 'Female Leadership Programme', launched in 2020, which saw 15 female delegates delivering 19 projects that were beneficial to the organisation.
- Our Smart Mobility Strategy, which aims to integrate electric vehicles and infrastructure solutions into commercial operations.



EMPLOYEE WELFARE

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



Al Naboodah is well-known for its unwavering commitment to worker welfare and safety, having received multiple honours for the quality of our accommodations and our impeccable safety record. Employee welfare is Al Naboodah's fourth most important material concern, and employees are the foundation of our success. We are always developing programs to improve employee well-being.

Throughout 2021, we conducted health-up campaigns on our facilities, with 63 per cent of our employees and their immediate families taking use of free medical aid.

On a regular basis, we organise senior management site visits to all our locations to inspect employee accommodation facilities.



EMPLOYEE WELFARE

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

AL NABOODAH EMPLOYEES IN NUMBERS⁵

All Al Naboodah employees are hired on a full-time permanent basis.

	2019	2020	2021
Total number of employees	10,121	7,552	6,186
UAE location	9,835	7,303	5,921
Other location	286	249	265
Gender			
Breakdown of employees by gender			
Male	9,820	7,292	5,935
Female	301	260	251
Nationality			
Breakdown of employees by nationality			
UAE	46	41	32
Others	10,075	7,511	6,154
Age group			
Breakdown of employees by age group (%)			
Below 30	21%	28.16%	17%
30-50	67%	61.53%	71%
Above 50	12%	10.31%	12%

	2019	2020	2021
Total number of new employees entering employment during the reporting period	586	420	394
Breakdown by gender			
Male	492	366	327
Female	94	54	67
Breakdown by age group			
Under 30 years old	285	211	205
30-50 years old	288	194	180
Over 50 years old	13	15	9
Total number of employees leaving employment during the reporting period	4,402	2,940	1,726
Breakdown by gender			
Male	4,351	2,882	1,668
Female	51	58	58
Breakdown by age group			
Under 30 years old	1,195	704	341
30-50 years old	2,636	1,794	1,130
Over 50 years old	571	442	255
Attrition rate⁶	0.435	0.39	0.27

⁵ Employees under Employee Welfare covers Al Naboodah employees globally.

⁶ The 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, GRI 401-2, GRI 401-3



EMPLOYEE BENEFITS AND PARENTAL LEAVE

The Group recognises the importance of looking after our employees’ well-being and creating a happy, productive, and safe working environment at Al Naboodah. As such, our efforts are focused on SDG 3 - good health and well-being, as well as the UAE Vision 2021⁷ Agenda for world-class healthcare and employee benefits which reflect this commitment.

The Group believes that its employees should take full advantage of their Annual Leave entitlements for well-deserved vacation time, as this exponentially improves their quality of life. Clear Leave of Absence policies were designed to guarantee that all employees are informed of their leave entitlements. All employees in the UAE are entitled to a minimum amount of annual leave, as well as leave for compassionate reasons or noteworthy events like as the birth of a child, in accordance with UAE labour law.

The Group’s parental leave policy covers both genders, offering fathers the option to take paid paternity leave as well. Based on their grade, Al Naboodah’s female staff are entitled to maternity leave with full pay for a period of 40 working days, including the time before and after the delivery, provided that their continuous service with the company is not less than a year. Female artisan staff are entitled to maternity leave with full pay for a period of 45 calendar days including the time before and after the delivery, provided that their continuous service with the company is not less than a year.

During 2021, 38 employees who had children took parental leave and all of them returned to work after their leave.

	2019	2020	2021
Total number of employees covered by the parental leave policy	3,341	3,374	2,823
Breakdown by gender			
Male	3,040	2,996	2,571
Female	301	289	252
Total number of employees that took parental leave	79	64	38
Breakdown by gender			
Male	68	45	33
Female	11	19	5

Utilisation Rates of the Parental Leave Policy by ANGE Employees

⁷<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.

At Al Naboodah Group, we are committed to working responsibly, with our employees’ health, safety, and welfare remaining our first priority. While we welcome the improvement in our key health, safety, and welfare indicators in 2021, our focus is always on the people behind the numbers. This applies to all of our operations, and you’ll find updates on some of our efforts in the areas where we work in this report. We can only earn the trust of our internal and external stakeholders by functioning as a responsible and reliable firm, which is critical for a progressive culture of caring for one and all. During our monthly Sustainability Leadership Council meetings, we discuss and review our HSE performance.

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



HEALTH AND SAFETY

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



Significant safety milestones

Over 19 million LTI-free man-hours across multiple projects, facilities and yards.



Approximately 40% reduction in All Accident Frequency Rate

56 first aid cases in 2021 compared to 94 in 2020.



Hands safety campaign

Approximately 3,500 operatives received additional training to improve awareness on the identification and reporting of near miss incidents.



Zero fatalities

and life changing injuries.



Outstanding safety leadership

The Visible Felt Leadership tours recorded safety compliance above 80%.



At Al Naboodah Group, the health, safety and welfare of our employees is at the centre of our core values and at the heart of performance across our operations. This is underpinned by our Integrated Management System (IMS) which drives compliance and defines how we work; the systematic framework is designed to sustainably deliver safe, reliable, compliant operations. 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



SAFEGUARDING HEALTH AND SAFETY

It was always evident that Al Naboodah Group would have to continue operations taking into account public health restrictions, which would mean that employees would continue to work at our facilities and other worksites. We rapidly assessed the changing circumstances and offered guidance and visible felt leadership to support them. For example, to limit the risk of COVID-19 outbreaks, we have formed a Rapid Response Team (RRT) with representatives from across the entire Group, 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. We have introduced more safeguards for those who work in frontline positions. Sustainability leaders across the Group placed their training to good use, responding to potential challenges and engaging with each other and employees to identify potential issues and discussing the best ways to address them. This included frequently using our internal or external forums as a focal point for collaboration with key stakeholders.



HEALTH AND SAFETY

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



SAFEGUARDING HEALTH AND SAFETY

COVID-19 has posed a greater health risk to our employees. Our approach has been proactive, and evidence-based on information and advice from the world's foremost health organisations. Knowledge exchange, adapting to new ways of working and applying the Group's Value of Care have all seen unprecedented cross-collaboration across the Group. With this strategy, we collaborate with our clients, business partners, and other stakeholders to put in place the essential safeguards at project sites to protect all stakeholders as much as possible from COVID-19 exposure while maintaining employment and economic activity. Risk mitigation methods for COVID-19 are now completely integrated into our health and safety management program. Throughout 2021, the Group ran continual rolling initiatives to raise awareness of COVID-19.

In addition to the commitment of the top management, the commitment of employees is key to maintaining a safe workplace. Al Naboodah rewards employees and workers who put forward suggestions for new initiatives or best practices. 910 employees were recognised and rewarded during 2021 for their contribution towards maintaining the highest level of safety standards in Al Naboodah.

Also, there were 4 Safety Stand Downs conducted across the business and numerous Health and Safety campaigns and initiatives, including Driving Safety, Mental Health Campaign, Safety in the Heat, Near Miss detection and reporting, Life Saving Rules, and many others.



HEALTH AND SAFETY

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



DON'T DISMISS A NEAR MISS' CAMPAIGN

In 2021, our Construction business conducted a near miss awareness campaign with the topic 'Don't Dismiss a Near Miss' across its Projects, Facilities, and Yards (PFY). The campaign's objective was to re-educate employees on the need for reporting near misses, the differences between near misses, unsafe acts, and unsafe environments, and how to report them.



A competition was organised as part of this campaign to see whether PFY could best communicate the 'Don't Dismiss a Near Miss' message to its employees utilising a variety of training methods and resources, such as interactive presentations, movies, models, and visual impact training.

Near misses¹⁰ are a key leading indicator and are monitored and reported as part of the Group's H&S Strategy. The number of minor first-aid cases documented decreased from 94 in 2020 to 56 in 2021 as a result of these actions. Throughout the year, the reporting of Near Misses, Hazardous Acts, and Unsafe Conditions was similarly favourable, with 1,027 near misses and 5,204 unsafe acts and/or conditions documented. Near miss reporting is an important aspect of our Health & Safety Strategy and one of our core Leading Indicators since it allows us to be proactive in putting the required measures in place to prevent future accidents and incidents.

	2019	2020	2021
Total hours worked	49,664,940	29,693,431	21,201,747
Breakdown by work group			
Employees (Al Naboodah)	33,262,255	21,556,693	16,811,046
Workers (Contractors)	16,402,685	8,136,738	4,390,701
Total number of lost day rate⁸	4.99	1.51	0.00
Breakdown by work group			
Employees (Al Naboodah)	4.83	2.08	0.00
Workers (Contractor)	0.16	0.00	0.00
Total number of Lost Time Injuries (LTIs)⁹	6	1	1
Breakdown by work group			
Employees (Al Naboodah)	5	1	1
Workers (Contractor)	1	0	0

⁸ Lost 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 1.51 = 29,693,431 / 1,000,000.

⁹ Lost Time Injuries are injuries that result in more than 3 days off work, not including the day of the accident.

¹⁰ A 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



LEADING INDICATORS

KPI	Target	Actual
Lost Time Injury frequency rate	0.10	0.04
All accident frequency rate	4.30	2.68
Injury severity rate	4.05	0.00
Restricted Work Day Case Frequency Rate	0.18	0.14
Restricted Work Day Case Severity Rate	2.20	1.32

LAGGING INDICATORS

KPI	Target	Actual
Project Management HSE inspections (four per calendar month)	100%	100%
Near miss reporting frequency rate	25.63	48.43
Delivery of structured HSE training	100%	100%
1 Mass tbt per project per week	100%	100%
Unsafe acts and conditions frequency rate (USACFR)	100.1	245.45

Al Naboodah Health & Safety continuous targets

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



At Al Naboodah we believe that our people are our most valuable asset and that their safety is our greatest responsibility. We recognise that safety and health are critical components for attaining operational excellence, whether on a project or in the office.

Health and safety is a core value of all our operations and a top priority for each of our employees.



Gareth Main
SHEQ Manager Operations

HEALTH AND SAFETY

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



LIFE SAVING RULES CAMPAIGN

Our Construction business has held an annual Health & Safety competition with a focus on Life Saving Rules and Behaviours. The Life Saving Rules (LSRs) identify the major hazards that our workers face across our Projects, Facilities, and Yards (PFYs) and the essential behaviors that are required to keep them safe. The competition's goal was to evaluate which PFY could most effectively educate its personnel on the LSRs by employing enjoyable and engaging learning styles and methodologies.

The competition also aimed to test the workers' knowledge of the LSRs, with rewards going to those who could demonstrate a thorough understanding of the rules and behaviors. The efforts of all who took part in the competition were commendable, however the final winners were those that employed a combination of visual impact training and interactive displays to train their employees.

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 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.).

	2019	2020	2021
Total number of training courses/sessions available	75	39	60
Total number of training hours	24,246.00	10,930.00	9,430.00
Breakdown by gender			
Male	24,037.00	10,904.00	9,406
Female	209	26	24

Total hours of H&S training provided to employees by Al Naboodah

	2019	2020	2021
Total number of employees covered	11,193	3,465	3,543
Breakdown by gender			
Male	11,109	3,450	3,529
Female	84	15	14
Breakdown by employee category			
Executive and Senior Management	23	13	42
Middle Management	194	207	354
Staff(professional, operational and administrative)	1,391	833	752
Workforce	9,585	2,412	2,395

Breakdown of the H&S training provided to employees by Al Naboodah

UNLOCKING POTENTIAL

UNLOCKING POTENTIAL



KEY 2021 TARGETS

PROGRESS IN 2021

TARGETS FOR 2022

Process innovation in support functions.

Establish 2 new sales channels for business units.

Explore profitable innovative business models in sustainability.

Identify and conduct two employee training sessions to build internal capabilities in process audits and best practice sharing.

Digitalisation in QHSE through Effivity.
Digitalisation of contract management portal.
AED 1.65 Mn saved with E-auction.

Listing of EV chargers and SMKA products on Amazon.com and Noon.com.
Partnership with DP world on dubuy.com.

Ongoing dialogue with CPMS players for our Smart Mobility division.

Regular QHSE training conducted during the year.

Process innovation in support functions to reduce time and improve quality.

Establish 2 new sales channels for business units.

Explore digitalisation initiatives in 2 CGUs.

Identify and conduct innovation training sessions to foster innovation culture in the Group.

Tie up with organisations weighing sustainable solutions in the space of Smart Cities.

Driving digitalisation transformation across the organisation through Change Agents program.



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 2 NGOs/organisations.

7.2% female new hires (staff+artisans).
17.5% female induction (staff).

15 female employees completed the Emerging Female Online Leadership.

1,978 hours – work experience for people of determination, internship for college and high school students.

Collaboration with 4 NGOs.

15% new hires to be female (staff only).

250 hours work experience for people of determination.

500 hours internship – college and high school students.

Collaboration with 6 NGOs.



**CUSTOMER
EXPERIENCE**

Increase customer satisfaction from 98% to 98.5%.

Increase amount of customer feedback by 5%.

CSAT score is achieved consistently throughout the year.

Exceeded the targets by achieving 15% increase in number of feedbacks.

Sustain customer satisfaction at 98.5%.

Increase amount of customer feedback by 5% over 2021 base.

Improve customer engagement through an upgraded cloud-based CRM.

INNOVATION FOR A BETTER FUTURE



ACCELERATING INNOVATION

Innovation is a fundamental engine for long-term sustainability, and the Group believes it is an essential component of the development process. Al Naboodah aspires to be recognised as the most sustainable and innovative family-owned conglomerate in the GCC that passionately embraces new business models and ideas and provides exceptional customer experience by 2025, in line with the UAE's National Innovation Strategy to become one of the world's most innovative nations.

Our Innovation Strategy involves the development of the Smart Cities division, which is directly aligned with the Dubai Smart City Vision and aspires to contribute to Dubai's leadership as a smart city.

Al Naboodah marked Innovation Month in February 2021 by taking an active part in promoting the culture of innovation inside the Group in order to build a culture of innovation and develop innovation capabilities and new skill sets among our employees. Several activities were held in the UAE at the Group's offices and showrooms.

INNOVATION MONTH 2021

Several activities were held as part of the Innovation Month 2021 celebrations to encourage employees to participate and contribute to the Group's growth and process streamlining through digitalisation. As we do every year, we developed two innovation platforms to do this: the Internal Ideation Programme and the Innovation Challenge.

We have hosted webinars with some of our partners, such as Peugeot Goodyear and Terminus, with the major objectives of knowledge sharing and cultivating a culture of leveraging innovative interactions with thought leaders.

Employees demonstrated an eagerness in participating. In 2022, the contests will be reintroduced, and the same concepts will be evaluated and finalised.



INNOVATION FOR A BETTER FUTURE



CHANGE AGENT PROGRAM

As part of our innovation and transformation efforts, the Change Agents program is an important initiative. Nine agents from various business lines were chosen to lead the transition for their respective business lines. The program runs all year, with significant milestones reviewed by the Strategic Project Management Office (SPMO) team every quarter.

Adoption of the Group's digitalisation objectives, market intelligence, driving e-commerce footprint, and developing new growth opportunities are some of the major KPIs for change agents. Increased customer feedback, increased digital drive and CRM usage, listing and traction on e-channels, discovery and adoption of internal best practices, and many others were among the outcomes.



Pankaj Khadye

General Manager Strategy PMO and Business Excellence



2021 has been a turnaround year for ACG. In spite of tough market conditions, we demonstrated resilience, visible through increased sales and profitability. We adopted digitisation across our businesses and support functions, delivering quality service to customers and partners. QHSE and Contract Management were digitised, ensuring transparency and efficient workflow management. Customer-centricity continues to be our focus, with initiatives currently in the development stage that will place ACG at the forefront of delivering value to customers. As part of our Innovation Portfolio, ACG signed contracts with multiple service providers of e-commerce ecosystems to ensure access to a wider customer base at minimal cost. The Group has ambitious plans for 2022 with a pipeline of new initiatives, giving us confidence to scale even greater heights.



INNOVATION FOR A BETTER FUTURE



SMART TECHNOLOGIES AND PARTNERSHIPS

In order to be among the first to adopt new innovative technologies, Mena Mobility has partnered with Geek+, a global leader in AMR (autonomous mobile robots) solutions and a key player in the global smart logistics space, with the goal of increasing efficiency by 200-300 per cent and achieving 99.99 per cent accuracy in specific warehouse operations.

Dubuy.com, a B2B marketplace owned by DP World, facilitates commerce for cargo owners looking to expand in Africa. After careful consideration of the nations of operation, financial risk, and business methods, a partnership with Dubuy.com was formed. Dubuy.com expects to add additional African nations to its present ecosystem while expanding its marketplace offerings to ISC and FE by 2022/23, which will not only help ACG drive sales in African countries but also expand its global presence.

WORKSHOP DIGITALISATION



We set out to create a solution to digitise and automate the current workshop process as part of our digital strategy. The approach benefits customers by automating the onboarding, repair, and communication processes for their vehicles while also enhancing data collection at each level. Revenue generation through upselling and cross-selling services, as well as increased transparency and time savings, are the objectives of this initiative.

Vehicle Digitalisation: Our objective with this new concept is to join organisations as strategic partners, delivering complete digitised asset management solutions with maximum fleet availability while the other partner may focus on their core activity and ensure maximum output. Because to our substantial infrastructure, experienced workforce, and extensive expertise, we are experts in the efficient and cost-effective maintenance of any type of vehicle or heavy equipment. Our value proposition is limitless, with guaranteed financial and operational benefits, thanks to scientific maintenance and operational management that incorporates digitisation and constant analysis of all relevant parameters.

CREATING VALUE THROUGH A SUSTAINABLE APPROACH TO SUPPLY CHAIN

GRI 102 – 9



Al Naboodah takes a forward-thinking approach to sustainable supply chain processes, seeing suppliers as vital stakeholders and partners in the company's success. All of the materials we source are ethically created and procured, and we require all of our suppliers and subcontractors to sign our Supply Chain Charter to verify that they follow the same code of ethics.

The Group has created enormous in-country value through socio-economic development thanks to its diverse array of operations and initiatives. The Group has a significant economic impact on the surrounding market as a large-scale conglomerate. The significant investments that Al Naboodah makes to operate are a fundamental component of this contribution. Working with local businesses, helping their growth and contributing to the local economy is a major priority for Al Naboodah in its support of small and medium-sized enterprises. We spent around 61 per cent of our yearly procurement budget on local suppliers in 2021.



Supplier Excellence Awards during Annual Sustainability Week



SUSTAINABLE VALUE CHAIN

 **10,293**

Total no. of suppliers engaged

 **2,627**

Estimated no. of suppliers throughout the supply chain in 2021:

 **19**

Geographic locations:

SUSTAINABLE SUPPLY CHAIN CHARTER

GRI 102 – 9



Our Group’s Sustainable Supply Chain Charter outlines our Group’s commitment to sustainable and responsible procurement practices.

Health and safety, ethics in commercial relations and environmental protection are fundamental values underpinning the operations of our Group’s Procurement Department. We remain committed to products and services that respect people’s well-being and contribute positively to the reduction of environmental impacts.

We retain signatory-level engagement with the United Nations Global Compact (UNGC) and are aligned to the UNGC’s corporate responsibility initiative and principles in the areas of human rights, labour, the environment and anti-corruption.

The success of this objective requires a bilateral commitment and a shared vision between Al Naboodah and its supplier partners. Thus, through our Sustainable Supply Chain Charter, we seek to define a common frame of reference as part of our sustainable procurement policy. The Charter is intended to set a framework of baseline guidelines shared by all stakeholders.

The Group aims to have all its suppliers sign the Sustainable Supply Chain Charter as a prerequisite for any business partnerships. We believe that it will support and facilitate more meaningful, innovative and sustainable business partnerships.



I recently visited the Dubai EXPO, where I found that countries from all around the world are showcasing their sustainability efforts. It is not only the responsibility of the government, but also the moral responsibility of each individual to work towards a sustainable future. Only by talking/walking/eating/sleeping sustainability can one achieve 100 per cent sustainability.

The future is in sustainability, and our Group is committed to using sustainable practices in all of our activities.



Adnan Doriwala

Procurement & Logistics Manager

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



Al Naboodah is committed to helping its employees reach their full potential via training and professional development. A number of health, safety, knowledge, and awareness sessions are held throughout the year at our Employee Villages to benefit workers, in addition to practical training on job-related skills and H&S. The Group recognises that knowledge beyond career skills and professional training is important to enrich and improve the lives of our workforce.



	2019	2020	2021
Total number of training hours	32,094	15,704	14,532.05
Breakdown by			
Male	31,797	15,588	14,396.3
Female	297	116	135.75
Average hours of training that the organisation's employees have undertaken during the reporting period	3.17	2.07	2.44
Breakdown by gender			
Male	3.23	2.13	2.42
Female	0.97	0.46	0.42
Breakdown by employee category			
Executive and Senior Management	31	44	52
Middle Management	244	337	430
Staff (professional, operational and administrative)	1,423	1,465	1,984
Operatives	9,585	3,220	3,716

Training provided by Al Naboodah to employees and operatives

FAIR OPPORTUNITIES FOR ALL

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



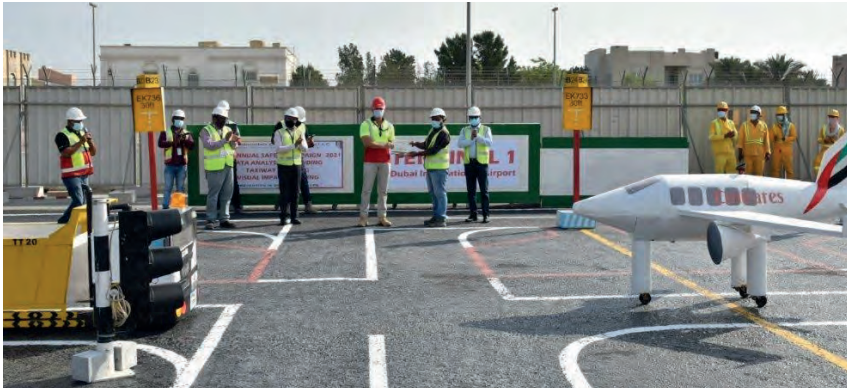
ANCG'S VIT TEAM TRAIN 30,000 OPERATIVES AT EXPO 2020



At the Expo 2020 construction site, our Group's Visual Impact Training (VIT) team have trained 36,311 workers since the program began. In 2019, Expo 2020 enlisted the help of our VIT team to provide VIT training to all contractors and subcontractors working on the Expo 2020 site.

VIT, or 'industrial theatre', is a kind of safety training in which operatives are trained on significant hazards and risks encountered on construction sites through theatre-like productions.

The team consists of actors that take on various parts in the modules that are provided, which cover a wide range of safety scenarios, from working at heights to working around heavy machinery. VIT has had a significant positive influence on on-site safety awareness of HSE risks and hazards, as well as a reduction in the number of accidents and incident rates.



FAIR OPPORTUNITIES FOR ALL

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



Al Naboodah is committed to providing equal opportunities to all people, regardless of gender, and believes that this is a clear path to career advancement.

Improving gender balance in leadership, fostering a welcoming and inclusive environment for all, expanding women's representation in the Group, and giving opportunities for people of determination are all part of the Group's diversity objectives.

During 2021, no incidents of discrimination were recorded and among the new recruits, 17.25 per cent were female.



Saritha Binu

Assistant Human Resources Manager

“Encouraging diversity and an inclusive work environment at Al Naboodah, we provide internship opportunities to graduate students/people of determination from local universities/NGO's. By providing relevant training and experience with our qualified professionals, we are investing in and developing our future talent pool. We provide opportunities to internally available employees for new openings in other businesses within the Group, and attempt to retain talent wherever possible. With nearly 50 different nationalities, we boast a diverse workforce underpinned by a culture of inclusion. Female employees made up 17 per cent of staff recruited in 2021. We hosted workshops addressing mental health and wellbeing in the workplace as part of employee welfare initiatives, reinforcing the value of a healthy workforce for individuals and the organisation as a whole.”

CUSTOMER EXPERIENCE

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



To provide exceptional customer experience’ is a key element of Al Naboodah’s 2025 Vision and ‘Customer Experience’ is the highest rated material topic. Al Naboodah is committed to offering solutions that are relevant, useful and sustainable.

AL NABOODAH COMMERCIAL GROUP DIGITAL STRATEGY – BEYOND COVID 19

Now that we have waded into a world where the pandemic’s impact has accelerated the digital transformation exponentially, we at Al Naboodah have made huge strides forward in being early adopters of disruptive technologies to ensure we continue to deliver service excellence while keeping our key stakeholders safety our top priority.



Mario Foster
Group Executive - IT

“During 2021 we worked hard and smart to elevate our sustainability efforts, embedding IT services as an integral part of our employee’s daily workflow. Our Multifunction Print Services (MPS) technology usage across the Group demonstrated a paper wastage saving equaling 150,000+ printer papers in one year, equivalent to two trees saved. IT’s role in sustainability goes beyond cost reduction, contributing to an enhanced competitive advantage for our Group. Digital transformation and sustainability can flourish together and are not mutually exclusive. Immense opportunity exists for enterprises that capture valuable data to drive more sustainable solutions. Estimates show that the value unlocked by artificial intelligence in helping design out waste for food, and keeping products and materials in use, could be up to \$127 billion a year in 2030.



CUSTOMER EXPERIENCE

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



CUSTOMER FEEDBACK

In order to improve our customers' experience, we've developed a set of online channels where they can provide feedback. We've launched our own mobile application where customers may leave feedback, and we use online feedback to stay in touch with our B2B customers. We designed a change agent program within the Group to help us improve the number of customer feedbacks in order to foster a culture of requesting feedback from our customers. In comparison to the previous year, we received about 3,500 more responses in 2021.

We have partnered with CC Avenue to offer all our customers a seamless payment gateway solution that allows them to make payments from the convenience of their mobile devices.

We use a Balanced Scorecard approach to track our strategic measures and KPIs as an organisation. We took this process to the next level in 2021 by completely automating the Balanced Scorecard KPI monitoring with SpiderImpact, a premier performance management platform. Now, the entire management team will be able to monitor and track the KPIs for the organisation's strategic plan, boosting visibility, accuracy, and accountability in order to initiate rapid action plans to meet the established objectives.



CUSTOMER EXPERIENCE

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



KEY ACHIEVEMENTS IN 2021

1ST QUARTER



Peugeot bags major orders from key logistics customers.
Listing of EV chargers on E-commerce platforms by Mena Mobility.
Allied team secured the Sumitomo distributorship to be executed through Ace Auto.

2ND QUARTER



Balanced Scorecard automation for Automotive division.
Solar team executing projects at EXPO-2020 for solar roof.
Supply of Marshall 6-seater Electric Carts.
Launching the opening of new LCV Centre of excellence and re-furbished the showroom to enhance customer experience.
Restructuring of AI Thiqa towards long term corporate leasing business.

3RD QUARTER



ISO certification for Ace Auto and AI Thiqa.
Water Recycling plant at Rashidiya with an expected saving of 1.8M IG annually.
5S Implementation at SSS Workshop.
HR digitalisation.
Supply of DOTTO Battery Operated Electric Road Trains.
Mena Mobility installing pantograph charger for the RTA Pilot Project for e-Buses.

4TH QUARTER



Launch of QHSE Digitalisation application.
Launch of contract management portal.
Launch of digital supply chain charter.
Workshop Digitalisation - Automotive and CVHE.
Balanced Scorecard automation for Mena Mobility, and SMKA.

CUSTOMER EXPERIENCE

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



CUSTOMER HAPPINESS SURVEYS

Customers are at the center of Al Naboodah's existence, hence customer satisfaction is paramount. Our Commercial Group gathers customer data and market intelligence from a variety of sources. The following mechanisms are used to collect customer feedback:

- ☑ Tablet-based feedback collation at showrooms and service centres.
- ☑ Dubai Service Excellence Scheme (DSES).
- ☑ Principals and key customer interactions.
- ☑ Online customer feedback for B2B customer segments.



We are a relationship-oriented business operating in an industry based on trust. Adjusting to changing market needs whilst enhancing customer experience remains our focus. The pandemic accelerated our shift towards digitisation, with our automotive brands implementing mobile home services whilst simultaneously encouraging people back to our showrooms and business centres, recognising choice is a basic tenant of customer satisfaction. Connecting with customers in fluctuating business contexts saw the introduction of our mobile car service app, encouraging responsive relationships and sustaining our image as a reputable brand. Harnessing technologies and consumer innovations meant formulating a platform based on consumers' needs, ensuring they associate our brand with positive experiences. As a brand with undeniable heritage, we want to nurture our reputation, whilst focusing on shaping the future of the industries in which we operate.



Shaikha Abdullah Mohammed Al Naboodah
General Manager Marketing

CUSTOMER EXPERIENCE

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



WORKSHOP DIGITALISATION

With our workshop digitalisation initiative, we enhance customer experience by leveraging smart technologies such as consistent updates on repair progress, notification of additional repairs, repair estimate approval, vehicle collection/delivery notification, online payment solutions, and so on, thereby eliminating the majority of contact points such as frequent calls/visits, people movement, paper exchanges, and so on.

All of our technicians and technical advisers are being provided with tablets allowing the entire process to run smoothly with minimal wastage in movement of manpower, materials, and information.



ACG aspires to provide quality to external and internal stakeholders, in accordance with our three core sustainability pillars. In our endeavour to attain greater customer satisfaction, we have surpassed a new record of customer feedbacks, up 25 per cent from 2020. We take pride in protecting the environment by exploring ways to lessen our reliance on natural resources, hoping to save 1,800,000 IG water annually by installing a new water recycling system in one of our service centres. We continually develop the greatest possible culture in order to instil QHSE concepts in every ACG employee, by completely digitalising the QHSE function, allowing employees to engage and contribute in real time. We've also started a leadership walk-around program, demonstrating management's commitment to upholding QHSE values.



Satish Mungse

Assistant Manager - Business Excellence & SHEQ

CUSTOMER EXPERIENCE

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



WORLD QUALITY DAY

On 11th November, 2021, Al Naboodah Group commemorated World Quality Day with the topic 'Sustainability- Improving Our Products, People, and Planet.' Among the initiatives were quality pledge signings (both online and in person), a quiz competition, best poster competition, best quality system improvement suggestion competition, trainings, site walks, and video presentations on quality. The winners of the various competitions received certificates and monetary rewards. The high level of employee participation demonstrates how well the events were appreciated by all attendees, adding to the Group's already high level of quality awareness and commitment.



Pramod Kumar Pooleri
Senior QAQC Manager



Al Naboodah is committed to exceeding our clients' expectations by delivering work elements, products, and services on schedule and to the utmost quality. The Group recognises quality as a crucial component of our business performance and strives to achieve continuous, effective improvement by setting quality objectives and targets while adhering as closely as possible to customer and regulatory requirements.

Al Naboodah has a proactive management system that meets ISO 9001:2015 Quality Management System Standards and strives for continuous improvement through customer satisfaction surveys, lessons learned, and audit findings analysis. Throughout all phases of our activities, all of our employees are accountable for identifying risks, opportunities, and prioritising risk control actions.



RESPONSIBLE CONSUMPTION

RESPONSIBLE CONSUMPTION



MANAGING ENERGY
EFFICIENCY

KEY 2021 TARGETS

All Environmental Incident Frequency Rate (AEIFR) of 0.11.

To conduct a minimum of 2 environmental campaigns.

All new Projects/Facilities/Yards (PFY) to complete a Social Impact Assessment (SIA) during the mobilisation period.

A reduction of 5%in energy consumption in 2021.

PROGRESS IN 2021

All Environmental Incident Frequency Rate (AEIFR) of 0.05.

Conducted 4 environmental campaigns during the year.

Social Impact Assessment (SIA) was conducted for new projects during the mobilisation period.

A reduction of 17% in energy consumption was recorded in 2021.

TARGETS FOR 2022

All Environmental Incident Frequency Rate (AEIFR) of 0.11.

Two Environmental campaigns to be conducted.

All new Projects/Facilities/Yards (PFY) to complete a Social Impact Assessment (SIA) during the mobilisation period.

Reduction of energy use and consumption by 5% for 2022 compared to 2021 data.



REDUCING
WASTE

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

64% of waste to be diverted from landfill at our Projects/Facilities/Yards in 2021.

A minimum of 30% of waste to be diverted from landfill at our Projects/Facilities/Yards in 2022.



SAVING
WATER

A reduction of 10% in purchased water consumption.

All Project/Facilities/Yards to conduct a minimum of 1 mass environmental TBT per month.

Increase the usage of recycled water by 1%.

A reduction of 27% was recorded in purchased water consumption.

Mass environmental TBTs were conducted at all PFYs.

The usage of recycled water was increased by 1.76%.

A reduction of 10% in purchased water consumption for 2022 based on 2021 data.

Every Project/Yard/Facility to conduct a minimum of one Mass Environmental TBT per month.

Increase the usage of recycled water by 1% in 2022 compared to 2021 data.

RESPONSIBLE CONSUMPTION



We recognise the importance of leaving a legacy for future generations that is safer, greener, and more sustainable as a family-owned business. The time to act is now, with ever-increasing urbanisation and its impact on climate. It is our responsibility to ensure that we save our resources to the greatest extent possible in a manner that is consistent with our commitment to a sustainable future. By identifying and executing programs that are both environmentally and economically efficient, we try to reduce our energy consumption, maximise the use of renewable energy, manage our waste and conserve water.

SUSTAINABILITY PROCESSES GOES ONLINE



In the process of moving towards transforming most of Sustainability data collection and reports generation to an online digital platform, the Group's Sustainability Department has initiated a project by name 'PROJECT ALPHA.'

We transitioned from a manual method to a fully automated online system for recording and reporting the Group's Responsible Consumption KPIs from our Sustainability Framework in the first phase.

The Project was put into operation to meet the following objectives and benefits.

- | | |
|--|--|
| <input checked="" type="checkbox"/> Improving Overall Efficiency | <input checked="" type="checkbox"/> Quick processing and data sharing |
| <input checked="" type="checkbox"/> Cutting/Controlling Costs | <input checked="" type="checkbox"/> Better visibility and transparency |
| <input checked="" type="checkbox"/> Overall Waste Reduction | <input checked="" type="checkbox"/> Free from error-prone manual process |
| <input checked="" type="checkbox"/> Group-wide data in one place | <input checked="" type="checkbox"/> Enhanced accessibility |
| | <input checked="" type="checkbox"/> Enhanced data security |



MANAGING ENERGY EFFICIENTLY¹¹

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



Because the UAE has one of the greatest carbon footprints in the world, it is the country's goal to employ at least 30 per cent renewable energy sources for power generation by 2030. Al Naboodah is devoted to aligning itself with this vision, and to that end, we ensure that energy saving measures are implemented where appropriate. Our commitment to cooperate with our employees, customers, and suppliers to properly control our energy use, decrease our carbon footprint, and collaborate to create a carbon-neutral society is outlined in the Al Naboodah Energy Policy. We will work to reduce greenhouse gas emissions by managing our facilities, transportation, construction and resource use in an efficient and cost-effective manner.

This aligns with the UAE Vision 2021, which focuses on establishing a sustainable environment and infrastructure, expanding clean energy contributions, and implementing green growth initiatives, as well as SDG 7- cheap and clean energy. Al Naboodah is dedicated to improving its operating efficiency and considering new technologies and techniques in order to conserve, preserve and respect the environment.

The Energy Management Teams established in 2018 continue to track progress toward our Energy Goals, provide monthly reports on energy usage and performance, and build an Energy Reduction Plan including new inventive approaches to reduce energy consumption. The Energy Management scope includes Al Naboodah Headquarters, National Plant, and all the Group's owned properties.

Al Naboodah's energy consumption for 2021 in the UAE was 453,121.48 GJ on fuel (Scope 1); 21,533,369.2kWh on electricity (Scope 2) and 82,080kWh of renewable energy generated at National Plant with the solar panels.

	2019	2020	2021
Fuel consumption (GJ)	49,664,940	29,693,431	21,201,747
Electricity from local utilities (kWh)	33,366,755.40	25,932,321.800	21,533,369.2
Renewable energy (kWh)	99,520	94,640	82,080

¹¹ Breakdown of energy consumption across Al Naboodah.

¹² Fuel consumption includes Diesel and Petrol which is directly spent on generators/vehicles/etc.

¹³ Data for the consumption of self-generated energy at National Plant includes 2021 full year data.

MANAGING ENERGY EFFICIENTLY

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



In support of the UAE government’s efforts to combat climate, Al Naboodah along with all Paris Agreement signatories, is determined to monitor and reduce its greenhouse gas (GHG) emissions. Al Naboodah follows the Greenhouse Gas Protocol from the World Resources Institute (WRI) and the World Business Council for Sustainable Development (WBCSD) to calculate its GHG emissions from its UAE operations. For 2021, the Scope 1¹⁴ and Scope 2¹⁵ GHG emissions 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.

		2019	2020	2021
Total carbon emissions (Scope 1 and 2)	Tonnes of eCO2	67,199.62	40,585.46	38,771.95

Direct (Scope 1) emissions reported by Al Naboodah through its fuel consumption

ANCG AIRPORT PROJECTS WIN ANNUAL ENVIRONMENTAL CAMPAIGN 2021

The theme for 2021 was ‘Count Your Carbon’, which emphasised the significance of quantifying and comprehending how much our daily work and personal activities contribute to the world’s ever-increasing carbon emissions.

ANCG used the event to highlight its carbon-reduction measures through a variety of training and educational workshops, presentations, carbon emission monitoring, and third-party energy audits, as well as a unique and well-organised interactive exposition. The DAEP and DAR judging panel appreciated ANCG’s efforts, and they were given first place, marking Al Naboodah’s second win in this competition.



¹⁴ Scope 1 emissions refer to GHG emissions derived from non-renewable energy consumption.

¹⁵ Scope 2 emissions refer to the electricity consumption by the Group’s assets.

¹⁶ Greenhouse gas (GHG) emissions only include CO2 gas

MANAGING ENERGY EFFICIENTLY

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



WORLD ENERGY DAY

Under Responsible Consumption on our Sustainability Wheel and in recognition of World Energy Day, we hosted the following activities across our Group on the occasion of World Energy Day:

World Energy Day Pledge

To reaffirm our commitment to reducing energy consumption in our day-to-day activities.

World Energy Day Quiz

To test the knowledge of issues related to global energy consumption.

Webinars

Energy Consumption - Informative and engaging webinars to raise awareness on sustainable energy and environment.

World Energy Day is observed annually on October 22nd to raise awareness of issues around global energy consumption. It is celebrated internationally to encourage the creation and implementation of policies that increase energy efficiency and conserve our world's natural resources.



MANAGING ENERGY EFFICIENTLY

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



LEED CERTIFICATION FOR OUR EXPO PROJECTS

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.

Our Construction division was instrumental in the design, construction, and delivery of the Expo 2020 Police, Fire, and Ambulance Stations, all of which were LEED certified. Expo will be supported by these optimised

infrastructures during both the operational and legacy phases of the event. Under the LEED for New Construction v4 Rating System, the project received LEED Gold certification.

A team of dedicated green building-rated professionals collaborated on the project, facilitating all construction-related credits in order to achieve the intended certification, as well as meeting demanding Expo 2020 construction site sustainability criteria.



MANAGING ENERGY EFFICIENTLY

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



AL NABOODAH x GREEN HOPE



Green Hope Foundation is a United Nations ECOSOC-accredited civil society organisation dedicated to achieving the Sustainable Development Goals around the world. The involvement of all stakeholders, particularly corporate entities, is critical to the success of this process. Our collaboration with Al Naboodah has been tremendously beneficial in this regard, as it has allowed us to implement and analyse the efficacy of our initiatives, allowing us to increase their impact.

MY ENERGY MY RESPONSIBILITY EXHIBITION

Our Construction Group's Airport Project sponsored an environmental exhibition with the subject 'My Energy, My Responsibility' to highlight the project's efforts and commitment to minimising carbon emissions through responsible energy management.

The project's skills and commitment were reflected in the exhibit, which included interactive games, information, and presentations on how we, as an organisation, are focused on carbon reduction and energy savings.

The exhibition's main highlight was showcasing the carbon reductions achieved by implementing various best practices such as using concrete with cement replacement, steel with recycled content, reuse of excavated soil, skylight installation, motion sensor use, and use of eco-friendly tissue paper, among others.

A large number of employees, consultants, and clients attended the event to learn about the best practices we implemented in managing energy efficiently, which is a key component of our sustainability framework under Responsible Consumption.



MANAGING ENERGY EFFICIENTLY

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



TARGET CLIMATE INITIATIVE

To participate in and support their target climate initiative, Al Naboodah collaborated with Emirates Nature-WWF and the UAE Ministry of Climate Change and Environment. Our Group was recognised for its strong commitment to managing its greenhouse inventory, which included launching a project to set up systems to monitor, record, and verify greenhouse gas emissions as well as explore additional ways to reduce emissions. The overall aims of the initiative collectively aid us in our low-carbon transformation journey and demonstrates our Group's commitment to systematically reducing carbon emissions.

On behalf of Emirates Nature-WWF and the UAE Ministry of Climate Change and Environment, a certificate of appreciation was presented to our Group for its efforts to support the UAE in meeting its climate targets.



REDUCING WASTE

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



The growth of waste products, whether domestic, commercial, or industrial, is one of the fundamental drawbacks of urbanisation. As a responsible organisation, we must always strive to reduce and manage the waste that we generate in our offices and via our operations.

The UAE’s green growth goal includes waste management, and Al Naboodah is constantly working to enhance waste management methods in order to protect and effectively manage natural resources. Increasing waste management efficiency helps to achieve UAE Vision 2021’s goal of sustainable development, as well as SDG 12- Responsible Consumption and Production.

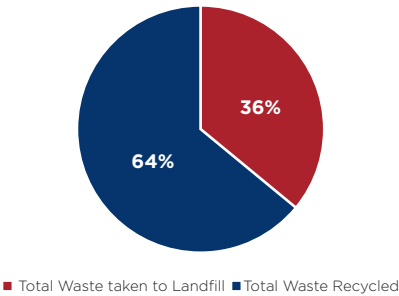
Because of the nature of its operations and the materials it utilises, Al Naboodah considers waste management to be a critical environmental aspect. The project monitors the waste generated and identifies the recyclable waste streams through the Waste Management Plan.

During 2021, 49,054 tonnes of non-hazardous waste were generated, from which 31,614 tonnes were recycled and diverted from landfill. In the same period, 6,008 tonnes of hazardous waste were generated and appropriately managed through approved vendors. Al Naboodah generated a total of 55,062 tonnes of waste, of which 86 per cent corresponds to construction waste.

	2019	2020	2021
Hazardous waste (Tonnes) ¹⁷	8,940.1	6,854.9	6,008
Non-hazardous waste (Tonnes) ¹⁸	89,218.34	59,255.18	49,054

Breakdown of the waste generation across Al Naboodah.

Al Naboodah Group
Waste Diversion Rate 2021



¹⁷Hazardous waste: rubber, oil, bitumen, oil filters, paints, solvents, hydraulic fluids and asbestos from demolition waste.
¹⁸Non-hazardous waste: excavated soil, concrete, paper, plywood, timber, rebar, and other construction waste.

REDUCING WASTE

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



E-WASTE AWARENESS CAMPAIGNS

A campaign was run across Al Naboodah Construction Group's Projects, Facilities, and Yards in 2021 with the objective of raising awareness about the health and environmental implications of electronic waste (E-Waste).

Several events, such as E-Waste collections, quizzes, and art competitions, as well as webinars on the topics of 'E-Waste - Health and Environmental Impacts' and 'E-Waste - Recycling Procedures', were held during the two-week campaign.

E-Waste collected as part of the campaign and was safely disposed and recycled.

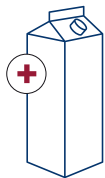


REDUCING WASTE

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



ECO-FRIENDLY TISSUE PAPER USE AT DUBAI AIRPORT PROJECT



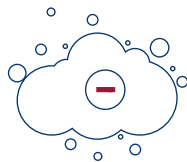
RECOVER

36,008 beverage cartons



SAVE

15 medium sized trees



PREVENT

267.2 kg of CO2 emissions

With the objective of reducing our environmental impact and preserving our resources, our Dubai Airport Project replaced the use of conventional tissue paper with tissues made from recycled content. Eco-friendly tissue paper gives new life to repurposed beverage cartons instead of using finite timber resources as a raw material to produce new tissue paper through an innovative production process.

The process involves the separation of cellulose fibres from polyethylene and aluminium through a mechanical-physical process, without using substances harmful to human health or the environment. Using 2,030 packets of this eco-Friendly tissue paper, the project was able to recover 36,088 beverage cartons, save 15 medium-sized trees, and save 9,416kg of carbon.

REDUCING WASTE

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



MEDICAL WASTE MANAGEMENT

In accordance with current regulatory standards, our Construction Group has developed an integrated strategy to handle medical waste generated at clinics and first-aid facilities. Medical waste is managed using a comprehensive waste management system that includes waste surveys, segregation, accumulation and storage, transportation, treatment, disposal, and waste minimisation according to its nature and features.

All clinics and first-aid facilities are provided with colour-coded collection containers, which helps to limit the volume of infectious waste as well as treatment costs. Segregation also helps to limit sickness and reduces the danger of personnel becoming infected. Certified hauliers deliver collected garbage to the licensed treatment plant on a regular basis.



Al Naboodah concluded operations in 2021 with zero significant environmental issues, no incidents with long-term implications on water, land, or air quality, and no major harm to land or marine habitats. This was made possible by the Group's proactive self-monitoring approach and consistent achievement of the year's environmental objectives and targets. We will continue to implement a strategy to seek innovative solutions that will assist in running our business with no or minimal environmental impacts.



Albert Golden
Environmental Manager

SAVING WATER¹⁹

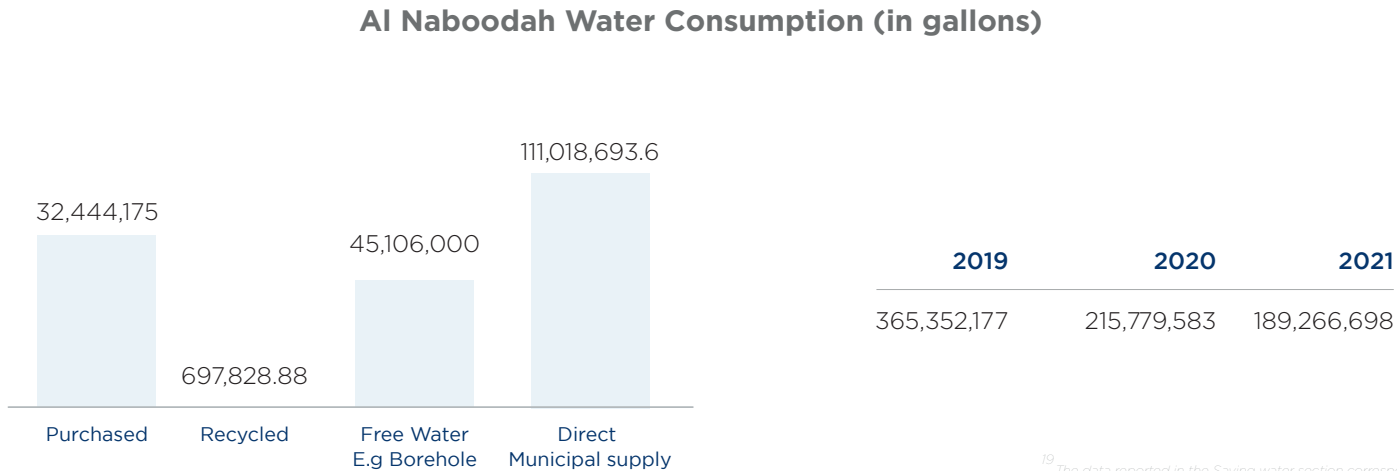
GRI 103-1, GRI 103-2, GRI 103-3, GRI 303-1, GRI 307 -1



In the harsh desert climate of the UAE, water is one of the most valuable natural resources. Conserving water and minimising our use of this limited resource in an efficient manner is not only cost-effective, but also the moral thing to do.

Al Naboodah recognises the importance of saving water and places a greater emphasis on lowering water use and establishing various efforts to reduce water usage and safeguard this shared resource for the future through the Responsible Consumption pillar of its Sustainability Framework. This pledge is in line with the UAE Vision 2021 Agenda for a Sustainable Environment and Infrastructure, as well as the Sustainable Development Goals 6 (Clean Water and Sanitation)²⁰ and 12 (Responsible Consumption and Production)²¹. In 2021, there were no occurrences of non-compliance with environmental laws or regulations.

The projects track and report on their water consumption on a monthly basis and prepare a Water Reduction Plan that outlines potential areas for improvement. Al Naboodah total water consumption in 2021 was 189,266,698 gallons which includes purchased, recycled and free water, and municipal water supply.



¹⁹ The data reported in the Saving water section corresponds to the Group's activities in the United Arab Emirates.
²⁰ <http://uaesdgs.ae/en/goals/clean-water-and-sanitation>
²¹ <http://uaesdgs.ae/en/goals/responsible-consumption-and-production>

SAVING WATER

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



The Emirates Environmental Group (EEG) collaborates with a number of organizations in the UAE. Many small and large businesses have engaged with EEG throughout the years to effectively improve the environment and overall sustainability of our country by cultivating their corporate social responsibility. Few, however, are prepared to take such steps in the direction of significant improvement. We are pleased to report that Al Naboodah is one of the few companies that has taken environmental preservation and conservation seriously. The commitment to achieving the Al Naboodah Group's Vision 2025 is evident. They took part in EEG's Can Collection Drive and One Root, One Communi-tree project in 2021, donating thousands of kg of plastic, paper, aluminum cans, and cellphones to be recycled. We at EEG look forward to their continued commitment to a sustainable future and active efforts to reduce its carbon footprint on the planet.



Jaspaal Singh
HSE Officer

“

We place a strong emphasis on responsible consumption as crucial for both business success and environmental sustainability. We have a lot of flexibility as a diversified organisation to explore new technologies, stay committed to our environmental actions, and make a positive impact. In 2017, we installed solar energy panels at our National Plant and Machinery office as part of an initiative to leverage the region's solar energy resources for the interests of all stakeholders and the environment, creating an annual average of 90,000kWh renewable energy. Year after year, the utilisation of recycled water increases in our operations, corresponding with one of our sustainability goals and targets - saving water.

”

EXTERNAL ASSURANCE STATEMENT



We help business gain value by operating in much cleverer, sustainable ways

Assurance Statement

Independent Assurance Statement to Al Naboodah Group Enterprises

FBRH Consultants Ltd (FBRH Consultants) was engaged by Al Naboodah Group Enterprises to provide assurance in relation to the information set out below and presented in Al Naboodah Group Enterprises' Sustainability Report 2021 (the Report) covering the period from 1st January 2021 until 31st December 2021. FBRH is totally independent from Al Naboodah Group Enterprises and did not perform any other sustainability-related work during the above-mentioned period.

Engagement summary

Scope of our assurance engagement: Whether the 2021 information and data presented in Appendix I are fairly presented, in accordance with the reporting criteria.

Reporting criteria: The GRI Sustainability Reporting Standards (GRI Standards)

Assurance standard: FBRH Sustainability Report Assurance (for GRI reports)

Assurance level: Limited assurance

Respective responsibilities: Al Naboodah Group Enterprises is responsible for preparing the Report and for the collection and presentation of the information within it. FBRH Consultants' responsibility is to provide conclusions on the agreed scope based on the assurance activities performed and exercising our professional judgement.

Our conclusions

Based on our activities, nothing has come to our attention to indicate that the 2021 information and data are not fairly presented in accordance with the reporting criteria. This GRI in Accordance Core Report does meet all the requirements of the GRI Standards.

Our assurance activities

We planned and performed our work to obtain all the information and explanations that we believe were necessary to provide a basis for our assurance conclusions. A multi-disciplinary team of sustainability and assurance specialists performed assurance procedures as follows:
A review of the presentation of information in the Report relevant to the scope of our work to ensure consistency with our findings.

The limitations of our engagement

The reliability of the assured information is subject to inherent uncertainties, given the available methods for determining, calculating or estimating the underlying information. It is important to understand our assurance conclusions in this context.



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www.fbrh.co.uk



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Appendix I: Scope of our assurance engagement

General Disclosures

Disclosure #	Disclosure Title	Requirements	Title
102-1	Name of the organization	GRI 101	Foundation
102-2	Activities, brands, products, and services		
102-3	Location of headquarters		
102-4	Location of operations		
102-5	Ownership and legal form		
102-6	Markets served	GRI 103	Management Approach
102-7	Scale of the organization		
102-8	Information on employees and other workers		
102-9	Supply chain		
102-10	Significant changes to the organization and its supply chain		
102-11	Precautionary Principle or approach		
102-12	External initiatives		
102-13	Membership of associations		
102-14	Statement from senior decision-maker		
102-16	Values, principles, standards, and norms of behavior		
102-18	Governance structure		
102-40	List of stakeholder groups		
102-41	Collective bargaining agreements		
102-42	Identifying and selecting stakeholders		
102-43	Approach to stakeholder engagement		
102-44	Key topics and concerns raised		
102-45	Entities included in the consolidated financial statements		
102-46	Defining report content and topic boundaries		
102-47	List of material topics		
102-48	Restatements of information		
102-49	Changes in reporting		
102-50	Reporting period		
102-51	Date of most recent report		
102-52	Reporting cycle		
102-53	Contact point for questions regarding the report		
102-54	Claims of reporting in accordance with the GRI Standards		
102-55	GRI content index		
102-56	External assurance		

Disclosures

Disclosure Title

Management Approach

Topic-Specific Disclosures

Disclosure #	Disclosure Title
GRI 202	Market Presence
GRI 203	Indirect Economic Impacts
GRI 205	Anti-corruption
GRI 302	Energy
GRI 303	Water
GRI 305	Emissions
GRI 306	Effluents and Waste
GRI 307	Environmental Compliance
GRI 401	Employment
GRI 403	Occupational H&S
GRI 404	Training and Education
GRI 406	Non-discrimination
GRI 412	Human Rights Assessment
GRI 413	Local Communities
GRI 418	Customer Privacy

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GRI CONTENT INDEX

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



GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 101: FOUNDATION 2016 GENERAL DISCLOSURES					
GRI 102: GENERAL DISCLOSURES 2016	ORGANISATIONAL PROFILE				
	102-1 Name of the organisation	P. 13, P. 16			
	102-2 Activities, brands, products, and services	P. 16, P. 69			
	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. 52			
	102-9 Supply chain	P. 10, P. 11, P. 67, P. 68, P. 69			
	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. 25			
	102-13 Membership of associations	P. 25			

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. 20, P. 21, P. 22			
	STAKEHOLDER ENGAGEMENT				
	102-40 List of stakeholder groups	P. 26, P. 27			
	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. 26, P. 27			
	102-43 Approach to stakeholder engagement	P. 26, P. 27			
	102-44 Key topics and concerns raised	P. 27, P. 29			
	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. 29			
	102-48 Restatements of information	No restatements of information have been made			
	102-49 Changes in reporting	P. 29			
	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. 95 - P. 111			
	102-56 External assurance	P. 94	The Al Naboodah Group Enterprises highest governance body or senior executives were not involved in seeking external assurance for the organisation's sustainability report.		
MATERIAL TOPICS					
GRI 200 ECONOMIC STANDARD SERIES 2016					
MARKET PRESENCE					
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	P. 9, P. 33 - P. 35	Clarification: Topic boundary: employees, local community, local authorities		
GRI 202: MARKET PRESENCE 2016	103-2 The management approach and its components	P. 9 - P. 12, P. 16			
	103-3 Evaluation of the management approach	P. 9, P. 33 - P. 35			
	202-2 Proportion of senior management hired from the local community	P. 35			

GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
MATERIAL TOPICS GRI 200 ECONOMIC STANDARD SERIES 2016					
GRI 103: MANAGEMENT APPROACH 2016	INDIRECT ECONOMIC IMPACTS				
	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					
GRI 103: MANAGEMENT APPROACH 2016	ANTI-CORRUPTION AND BRIBERY				
	103-1 Explanation of the material topic and its boundary	P. 30	Clarification: Topic boundary: internal and external stakeholders	Principle 10	
	103-2 The management approach and its components	P. 30			
	103-3 Evaluation of the management approach	P. 30			
GRI 205: ANTI-CORRUPTION 2016	205-1 Operations assessed for risks related to corruption	P. 30			
	205-2 Communication and training about anti-corruption policies and procedures	P. 30			
	205-3 Confirmed incidents of corruption and actions taken	P. 30			

GRI CONTENT INDEX



GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 300 ENVIRONMENTAL STANDARDS SERIES 2016					
GRI 103: MANAGEMENT APPROACH 2016	ENERGY				
	103-1 Explanation of the material topic and its boundary	P. 82 - P. 87	Clarification: Topic boundary: ANGE operations, legal authorities		
	103-2 The management approach and its components	P. 82 - P. 87			
	103-3 Evaluation of the management approach	P. 82 - P. 87		Principle 8 and 9	
GRI 302: ENERGY 2016	302-1 Energy consumption within the organisation	P. 82, P. 83			
	302-4 Reduction of energy consumption	P. 82, P. 83			




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GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 300 ENVIRONMENTAL STANDARDS SERIES 2016					
GRI 305: EMISSIONS 2016	ENERGY				
	305-1 Direct (Scope 1) GHG emissions	P. 83			
GRI 103: MANAGEMENT APPROACH 2016	WATER				
	103-1 Explanation of the material topic and its boundary	P. 92 - P. 93	Clarification: Topic boundary: ANGE operations, local communities	Principle 8	 
	103-2 The management approach and its components	P. 92 - P. 93			
	103-3 Evaluation of the management approach	P. 92 - P. 93			
	GRI 303: WATER 2016	303-1 Water withdrawal by source	P. 92		




GRI CONTENT INDEX

GRI STANDARD	DISCLOSURE	PAGE NUMBER	OMISSIONS & CLARIFICATIONS	UNGC PRINCIPLES	UN SDGS
GRI 300 ENVIRONMENTAL STANDARDS SERIES 2016					
	WASTE				
GRI 103: MANAGEMENT APPROACH 2016	103-1 Explanation of the material topic and its boundary	P. 88 - P. 91	Clarification: Topic boundary: ANGE operations, legal authorities, local community	Principle 8 and 9	
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