

ESG REPORT

2022

Tabreed's Sustainability Report



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Message from our Chairman

GRI (2-14), (2-22)

From commissioning our first plant in Abu Dhabi in 1998 to providing district cooling solutions across the GCC and beyond today, Tabreed is proud that our 25th anniversary of operations coincides with the UAE hosting COP28 later this year. Delivering sustainable, environmentally friendly cooling solutions that benefit communities and reduce the impact of climate change has always been a core focus of Tabreed, and I am pleased to present our third annual Environmental, Social and Governance (ESG) report.

Producing this report not only ensures transparency and accountability for our shareholders and customers but allows Tabreed to evaluate progress with our goal of operating in a responsible and sustainable manner while delivering efficient and low-carbon cooling infrastructure and solutions. It provides a roadmap identifying areas of focus that will enable us to achieve our long-term sustainability objectives.

In 2022, Tabreed participated in COP27 in Egypt by showcasing our relentless commitment to energy efficiency and expertise in district cooling. The UAE and cooling providers such as Tabreed are playing a critical role in driving the Global Cooling Pledge, in partnership with the UN Environment Programme, and a 'Cool COP Menu of Actions' will feature prominently at COP28.

As we move forward with our international expansion outside the GCC, delivering sustainable solutions that contribute to reducing carbon emissions and benefit local communities is a key priority. Our partnership with the International Finance Corporation (IFC) for Tabreed's expansion in India aligns with the Montreal Protocol's regulations for the use and phase-out of refrigerants containing ozone-depleting substances (ODS) to accelerate climate action.

We continue to focus on developing innovative technologies and solutions that can improve efficiency and further lower the carbon footprint of our operations. Our plans in 2023-24 include conducting a comprehensive engineering and design analysis for reverse osmosis (RO) plants in Abu Dhabi and Dubai to explore the feasibility of incorporating treated sewage effluent (TSE) into our operations.

By 2025, 75 percent of our chillers will be variable frequency drives (VFD) equipped to significantly reduce our energy consumption. In line with the UAE's 2050 net-zero strategy, we are moving ahead with an ambitious digitalisation programme to improve efficiency and reduce emissions. Integrating renewable energy into our operations will also play a key part in future-proofing our infrastructure and offering optimal cooling solutions for customers.

Raising capital in a responsible manner is also a core focus of our ESG strategy. Tabreed is well positioned to issue green financing instruments through its Green Financing Framework, which will enable us to employ green bonds, loans, and sukuks to finance or refinance our operations and growth.

I would like to thank Tabreed's management and employees who are the driving force behind the group's continued progress and growth. I am confident that Tabreed will continue its sustainable growth in the run-up to COP28 and for decades to come.

Khaled Abdulla Al Qubaisi
Chairman | Tabreed



Message from our CEO

GRI (2-14), (2-22)

During the UAE's Year of Sustainability, it is fitting that Tabreed is publishing this, the company's third Environmental, Social and Governance (ESG) report. And I am proud to say that this latest edition highlights the genuine progress that Tabreed is making when it comes to operating responsibly and delivering energy efficient district cooling services for our customers.

Sustainability is at the heart of Tabreed's business, with reducing the environmental impact of our operations a core pillar of our strategy. In 2022, our efficiency saved 2.31 billion kWh in energy consumption, resulting in the prevention of more than 1.38 million metric tons of CO2 emissions.

Additionally, a key part of our decarbonisation strategy is retrofitting existing plants with new technology to maximise the energy efficiency of our assets. For instance, during 2022 we successfully completed the initial two phases of the Tasheel 3 variable frequency drive (VFD) project, achieving remarkable energy savings of 21.7 million kWh and effectively reducing CO2 emissions by 13,021 tons. Deploying the latest innovative technologies in our new and existing assets will play a key part in enabling us to achieve sustainable growth while benefitting the communities we operate in.

While the environmental category of ESG is attracting much of the media attention in the lead up to COP28, Tabreed's management is equally as committed to continue making advancements in social and governance standards.

At Tabreed, upholding our social responsibility and looking after our people is of paramount importance. In 2022, every single member of staff received regular performance and career development reviews as part of our efforts to invest in our employees and their futures. We are also very proud that from 2015 until the end of 2022, Tabreed amassed a record 17,039,729 hours worked without a single lost time incident (LTI).

Establishing a diverse and inclusive workplace remains a priority, with our workforce already consisting of more than 35 nationalities.

Tabreed views good governance as imperative to improving the performance of our business and unlocking sustainable long-term growth. In 2022, we established a COP28 sub-committee to support our ESG objectives and ensure our activities this year are aligned with our long-term strategic goals. The ESG framework, currently under development, will further solidify our sustainability efforts.

This company is blessed with a uniquely dedicated workforce which, with the continued support of our stakeholders, make all these achievements possible. Working together, I am confident we can continue to make progress and deliver a resilient and sustainable future for all.

Khalid Abdulla Al Marzooqi
CEO | Tabreed



About This Report



Scope of the Report

Our ESG Highlights

We are proud to present our third annual sustainability report that provides an overview of our ESG performance in the past year and outlines our commitments and goals for the future. Our company's vision includes an unwavering commitment to drive resilience for a sustainable future, and our efforts to achieve this goal remain at the forefront of our priorities.

Scope of this Report

GRI (2-2), (2-3), (2-4), (2-5)

Organisational details	National Central Cooling Company PJSC (the "Company" or "Tabreed") is a leading regional utility provider of district cooling, with a presence in the UAE, GCC, Egypt, and India.
GRI Accordance & Reporting period	Tabreed has reported in accordance with the GRI Standards for the period from January 1, 2022, to December 31, 2022.
Entities included in the Sustainability reporting	The Human Capital disclosures include Tabreed and its subsidiaries TOMCO (Tabreed Operation & Maintenance Zones Cooling Stations Company LLC), GES (Gulf Energy System Company LLC), Tasleem (Tasleem Metering & Payment Collection LLC), Cooltech Water Treatment LLC (Abu Dhabi), EPPI (Emirates Pre-insulated Pipes Industries LLC), and Al Wajeez (Al Wajeez Development Company Pvt JSC). The Health, Safety, Environment, and Quality (HSEQ) disclosures are limited to Tabreed's operations.
Restatements of information	The rule of restatement of information is applied to the following data to ensure readability, accuracy, consistency, and comparability of information between the reporting years of 2021 and 2022: <ul style="list-style-type: none"> Water usage and natural gas consumption with the accurate data. Energy intensity and emissions intensity in terms of change in the measurement methodologies and usage of units.
Monetary value	All monetary values mentioned are in Arab Emirates Dirhams (AED), unless otherwise stated.
External assurance	We followed an internal assurance process to ensure the reliability of the information and did not appoint an external party to audit our ESG Report 2022.
Contact point	For any queries, please contact us at ESG@tabreed.ae

About This Report



Scope of the Report

Our ESG Highlights

Our 2022 ESG Highlights



Presented at UAE's Drive to Net-Zero at COP27



Established COP28 sub-committee



ESG agency endorsed Green Financing Framework



Saved energy consumption by 2.31 billion kWh



Prevented more than 1.38 million metric tons of CO₂ emissions



Maintained 100% customer complaint resolution



Maintained zero LTIFR and LTI record



Signed 21,772 RT new connections in UAE



Pilot project initiated for R718 Water Refrigerant & Nanoparticles

About Tabreed



Company Overview

Our Accolades

Established in 1998, Tabreed has been a trusted cooling partner for the region for the past 25 years, providing reliable solutions with cost and operational efficiencies, as well as environmental benefits. We are proud to partner with the region's leading public and private sector organisations, who rely on us to meet their diverse business, operations and sustainability requirements with greenfield and brownfield business models, operations and maintenance support, and technology innovation partnerships.

Company Overview

GRI (2-1), (2-6)

Tabreed is one of the world's largest district cooling companies with 86 plants in UAE, Saudi Arabia, Oman and Bahrain, and we are dedicated to integrating recent acquisitions, maximising synergies and utilising the maximum potential of these assets. During 2022, the company delivered 54k Refrigeration Tonnes (RT) of capacity growth, mainly through organic growth and a small acquisition. Tabreed is further expanding into new territories such as Egypt and India, making it a leading regional district cooling provider.

We have developed strong relationships with our customers, suppliers, and other stakeholders, and we work closely with them to ensure that their needs are met, and expectations exceeded. In 2022, we also focused our efforts on scaling our contribution to the UAE's Drive to Net-Zero and participated in the 27th Conference of the Parties of the UNFCCC (COP27), Egypt. As a company built on sustainability, Tabreed is committed to helping meet Net-Zero targets through district cooling and we are making this a reality by integrating our services into local ecosystems and working with community stakeholders to make cities safer, more resilient, efficient and sustainable. At COP27, we highlighted our commitment to energy efficiency and our extensive expertise in the district cooling sector, demonstrating how our innovations could accelerate this pathway.

The UAE, as the host of COP28, has announced the development of the Global Cooling Pledge and a "Cool COP Menu of Actions", which will be a major focus of the conference. Tabreed is committed to playing an active role in COP28 by contributing to global action on climate change through its participation in the Global Cooling Pledge and the "Cool COP Menu of Actions".

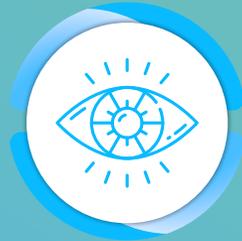


About Tabreed



Company Overview

Our Accolades



Our Vision

To be the leading cooling provider by utilising sustainable, reliable and cost-efficient energy solutions.



Our Mission

Creating value by optimising, innovating and striving for operational excellence to exceed stakeholder expectations, whilst protecting people, assets and environment.

Our Values



Progress



Partnership



Performance

About Tabreed



Company Overview

Our Accolades

Our Accolades

Our standards of excellence in all our business operations and activities qualify us to receive esteemed annual accolades.

In 2022, we were honored to receive prestigious awards and recognition, which brought us together for celebratory events. We are proud to have been recognised with these accolades, which serve as a source of inspiration for us to strive for even higher standards of excellence. These are also instrumental in attracting the best employees, new customers and impact-driven investors, which are integral to the meaningful success of our company.



Won the **'Talent Management Team of the Year'** Award



Won the **'HR Rising star of the Year'** Award



Honored with the **'Silver Award for the Number of Buildings Committed in 2021 Beyond North America'**, in recognition of the connection of 56 new buildings to our networks



Shortlisted for 2 Categories

- **Best Reaction to Crisis**
- **Best Net-Zero Initiative**

Our Sustainability Foundation



Our Materiality Process

Our Framework Alignments

Sustainability is at the heart of Tabreed's operations, reflecting our commitment to energy efficiency, the environment, our customers, and the sustainable socioeconomic development of the region. The inherent nature of district cooling being sustainable and innovative makes it a progressive sector and the contribution that the sector could deliver in the pathway to net zero comes with significant potential to address the pressing challenges such as climate change.

Tabreed is proud to be a member of the "Cool Coalition" steering committee, a United Nations initiative, and has been actively supporting the UN SDGs since its inception. These principles guide our daily operations, environmental and governance practices, and social initiatives. Additionally, our active participation in COP28 will further contribute to the UAE's National Energy Strategy 2050 that aims for a 70% reduction in carbon footprint, to be achieved by savings in power generation, and a 40% increase in consumption efficiency by individuals and corporations.

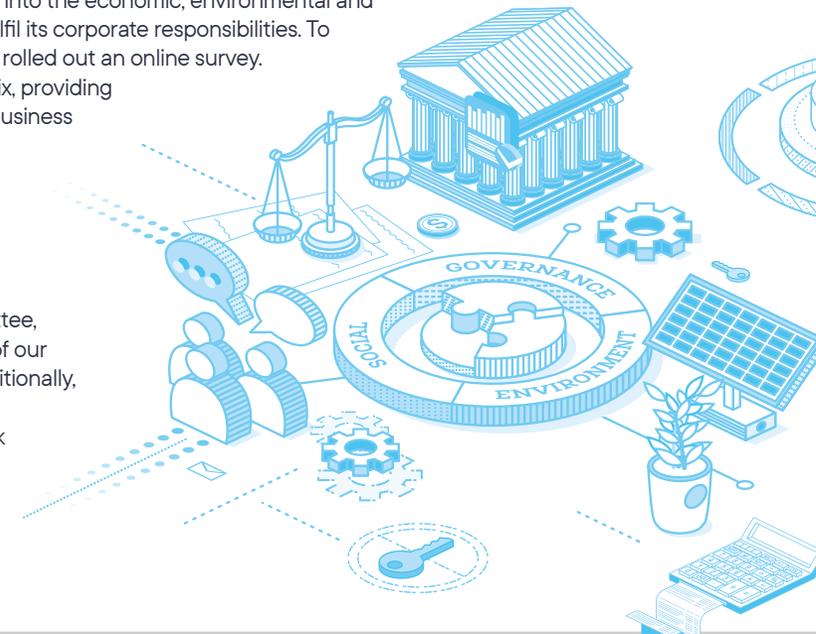
Our Materiality Process

GRI (2-1), (2-6), (2-25), (2-26), (2-28), (2-29), (3-1), (3-2)

We conducted a materiality process to create a strong basis for our sustainability reporting in 2022. This has enabled us to identify and prioritise the most pertinent sustainability topics for our stakeholders and the business, thus allowing us to produce a comprehensive sustainability report that reflects our dedication to sustainability and provides stakeholders with a clear insight into it.

After conducting thorough research of our national and global industry peers, Tabreed's ESG Committee discussed the findings and their relevance to Tabreed. This enabled the next phase of the assessment, which included interviews with Chiefs and Vice Presidents (VPs) of Tabreed to gain a comprehensive understanding of Tabreed's ESG-linked processes. Additionally, we engaged with our stakeholders, such as employees and shareholders, to gain insight into the economic, environmental and social impacts that Tabreed can create to fulfil its corporate responsibilities. To collect responses for the material topics, we rolled out an online survey. The survey results were presented in a matrix, providing a clear view of the topics evaluated by our business representatives and stakeholders on the X and Y axes, respectively, with the ranking method ranging from 'Not important' to 'Most important'.

The matrix, presented on the next page was reviewed and approved by the ESG Committee, laying the foundation for the development of our comprehensive ESG reporting for 2021. Additionally, the materiality outcome will serve as the groundwork for ESG strategy and framework that we aim to prioritise.



Our Sustainability Foundation



Our Materiality Process

Our Framework Alignments

GRI (3-2)



Rank	Material Topics
01	Health, Safety & Well-being
02	Employee Rights
03	Water Management
04	Energy Efficiency & Optimisation
05	Business Ethics & Corporate Governance
06	Climate Change Mitigation
07	Employee Engagement & Development
08	Customer Relations & Engagement
09	Information Disclosure
10	Technology & Innovations
11	Waste Management
12	Diversity, Equity & Inclusion
13	Sourcing Renewable Energy
14	Supply Chain Management
15	Community Engagement & Development

■ Environment	■ Our People
■ Our Community	■ Business/Governance

Our Sustainability Foundation



Our Materiality Process

Our Framework Alignments



Sustainable Cooling

Our Framework Alignments GRI (2-1), (2-6)

We have identified some of the key actions that we have actively implemented or planned to address our material topics. The alignment to several frameworks further presents Tabreed's contribution in accelerating the impact that is required towards these issues. The list of our actions and impacts is non-exhaustive. These actions are elaborated with more details in the relevant sections throughout the report, wherever applicable.

Material Topics	Our Actions & Impact	SDGs Targets	TCFD	UNGC Principles	DFM ESG Index
Our Environmental Stewardship					
Water management	<p>Investing in, upgrading, and maintaining infrastructure and water systems to enhance water efficiency by a minimum of 20%</p> <p>Using treated sewage effluent (TSE) instead of potable water for the makeup of the district cooling plants</p> <p>Deploying online monitoring tools for optimising water consumption in district cooling plants</p> <p>Implementing Tasheel 5 project that aims at designing and building reverse osmosis (RO) plants for utilising TSE water into the district cooling process and reduce freshwater consumption</p>	<p>6.1 By 2030, achieve universal and equitable access to safe and affordable drinking water for all</p> <p>6.3 By 2030, improve water quality by reducing pollution, eliminating dumping and minimizing release of hazardous chemicals and materials, halving the proportion of untreated wastewater and substantially increasing recycling and safe reuse globally</p>	<p>Risk Management a. Describe the organization's processes for identifying and assessing climate-related risks</p> <p>Risk Management b. Describe the organization's processes for managing climate-related risks</p> <p>Strategy b. Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning</p> <p>Metrics & Targets b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks</p>	<p>Principle 7: Businesses should support a precautionary approach to environmental challenges</p> <p>Principle 8: undertake initiatives to promote greater environmental responsibility</p> <p>Principle 9: encourage the development and diffusion of environmentally friendly technologies</p>	<p>E6. Water Usage</p> <p>E7. Environmental Operations</p> <p>E9. Environmental Oversight (Other sustainability issues)</p>

Our Sustainability Foundation



Our Materiality Process

Our Framework Alignments



Material Topics	Our Actions & Impact	SDGs Targets	TCFD	UNGC Principles	DFM ESG Index
    					
Our Environmental Stewardship					
Energy efficiency & optimisation	Green Financing Framework (GFF)	7.3 By 2030, double the global rate of improvement in energy efficiency	Risk Management a. Describe the organization's processes for identifying and assessing climate-related risks	Principle 7: Businesses should support a precautionary approach to environmental challenges	E3. Energy Usage E4. Energy Intensity E7. Environmental Operations E9. Environmental Oversight (Other sustainability issues)
	Investing in solutions leading to an increase in operational energy efficiency by at least 20%		Risk Management b. Describe the organization's processes for managing climate-related risks	Principle 8: Undertake initiatives to promote greater environmental responsibility	
Climate change mitigation	Implementing Tasheel 3 project that focuses on reverse engineering older model chillers, in order to convert them from a fixed speed design to a variable speed design using Variable Frequency Drives (VFD) to enable optimised power consumption and reduced emissions	7.2 By 2030, increase substantially the share of renewable energy in the global energy mix	Strategy b. Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning	Principle 9: Encourage the development and diffusion of environmentally friendly technologies	E7. Environmental Operations E8. Environmental Oversight (Climate-related risks) E10. Climate Risk Mitigation
	Investing in buildings that have a minimum green building certification of Leadership in Energy and Environmental Design (LEED) Gold and Estidama 3 Pearls	13.2 Integrate climate change measures into national policies, strategies and planning	Metrics & Targets b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks		
	Investing in the construction, operation, and transmission on renewable energy sources				

Our Sustainability Foundation



Our Materiality Process

Our Framework Alignments



Sustainable Cooling

Material Topics	Our Actions & Impact	SDGs Targets	TCFD	UNGC Principles	DFM ESG Index
Our Environmental Stewardship					
Sourcing renewable energy	Piloting geothermal well as a sustainable heat exchanger for environmental sustainability and cost efficiency in district cooling process		Metrics & Targets b. Disclose Scope 1, Scope 2 and, if appropriate, Scope 3 greenhouse gas (GHG) emissions and the related risks	Principle 9: Encourage the development and diffusion of environmentally friendly technologies.	E5. Energy Mix E7. Environmental Operations E9. Environmental Oversight (Other sustainability issues)
Waste management	<p>Managing waste in partnership with Tadweer through Waste Reduction Action Plan (WRAP)</p> <p>Partnerships with client-approved Environmental Services Providers (ESPs)</p>	12.5 By 2030, substantially reduce waste generation through prevention, reduction, recycling and reuse	<p>Risk Management a. Describe the organization's processes for identifying and assessing climate-related risks</p> <p>Risk Management b. Describe the organization's processes for managing climate-related risks</p> <p>Strategy b. Describe the impact of climate-related risks and opportunities on the organization's business, strategy, and financial planning</p>	<p>Principle 7: Businesses should support a precautionary approach to environmental challenges</p> <p>Principle 8: Undertake initiatives to promote greater environmental responsibility</p> <p>Principle 9: Encourage the development and diffusion of environmentally friendly technologies</p>	E7. Environmental Operations E9. Environmental Oversight (Other sustainability issues)

Our Sustainability Foundation



Our Materiality Process

Our Framework Alignments



Material Topics	Our Actions & Impact	SDGs Targets	TCFD	UNGC Principles	DFM ESG Index
Our Environmental Stewardship					
Technology & Innovations	<p>Utilise available technology for high efficiency chillers - Magnetic Bearing Chillers</p> <p>Exploring Carbon Nanotube as an alternative technology to improve energy efficiency</p> <p>Utilising waste cold energy from liquefied natural gas (LNG) regasification process for cooling</p> <p>Exploring R718 water refrigerant as a 100% water-based and near-zero emissions cooling solution</p> <p>Improving thermal conductivity to enhance heat transfer capabilities</p> <p>Exploring phase change material (PCM) as an efficient and cost-effective way of storing and releasing energy</p> <p>Exploring solar photovoltaics (PVs) as renewable energy source to reduce peak demand for electricity</p> <p>Exploring the usage of 'Heat for Cool' technology to utilise waste heat as a source for cooling</p> <p>Dedicated Automation and Digitalisation project called Tasheel 4</p>	<p>9.4 By 2030, upgrade infrastructure and retrofit industries to make them sustainable, with increased resource-use efficiency and greater adoption of clean and environmentally sound technologies and industrial processes, with all countries acting in accordance with their respective capabilities</p> <p>12.8.a Support developing countries to strengthen their scientific and technological capacity to move towards more sustainable patterns of consumption and production</p>	<p>Governance a. Describe the board's oversight of climate-related risks and opportunities</p> <p>Governance b. Describe management's role in assessing and managing climate-related risks and opportunities</p>	<p>Principle 9: Encourage the development and diffusion of environmentally friendly technologies</p>	<p>E7. Environmental Operations</p> <p>E9. Environmental Oversight (Other sustainability issues)</p>

Our Sustainability Foundation



Our Materiality Process

Our Framework Alignments



Sustainable Cooling

Material Topics	Our Actions & Impact	SDGs Targets	TCFD	UNGC Principles	DFM ESG Index
Our People's Welfare					
Diversity, Equity & Inclusion	DE&I Committee established to monitor DE&I policy implementation and progress on DE&I efforts	8.8 Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular women migrants, and those in precarious employment			S2. Gender Pay Ratio S4. Gender Diversity S6. Non-Discrimination S11. Nationalisation G1. Board Diversity G2. Board Independence
Employee rights	Compliance with ILO: Conventions No. 29 and No. 105 on the Abolition of Forced Labour; Conventions No. 138 and No. 182 on the Abolition of Child Labour; and Conventions No. 100 and No. 111 on Non-discrimination	8.3 Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro, small and medium-sized enterprises, including through access to financial services		Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery	S3. Employee Turnover S10. Human Rights
Employee engagement and development	Dedicated programmes to cater mentorship and coaching, succession planning, and organisation planning, among others	8.6 By 2020, substantially reduce the proportion of youth not in employment, education or training			
Health, safety and well-being	Developed a Security and Vulnerability Risk Assessment (SVRA) to support identification, analysis, and prioritisation of potential risks to our information systems and assets				S7. Injury Rate S8. Global Health and Safety

Our Sustainability Foundation



Our Materiality Process

Our Framework Alignments



Material Topics	Our Actions & Impact	SDGs Targets	TCFD	UNGC Principles	DFM ESG Index
Our Community Responsibilities					
Customer relations & engagement	<p>Developed customer service charter to adhere with the Regulatory and Supervisory Bureau (RSB) for Dubai's electricity and water sector</p> <p>Diversified digital payments option to maximise customer experience</p> <p>Automated the security deposit process for a better customer experience</p>	16.6.2 Proportion of population satisfied with their last experience of public services			
Community engagement & development	<p>Partnership with SAEED to promote road safety</p> <p>Code of Conduct includes commitments for serving the community, and sustainability and corporate social responsibility</p>	11.2 By 2030, provide access to safe, affordable, accessible and sustainable transport systems for all, improving road safety, notably by expanding public transport, with special attention to the needs of those in vulnerable situations, women, children, persons with disabilities and older persons			S12. Community Investment

Our Sustainability Foundation



Our Materiality Process

Our Framework Alignments



Material Topics	Our Actions & Impact	SDGs Targets	TCFD	UNGC Principles	DFM ESG Index
					
Our Governance for Impact					
Business ethics & corporate governance	<p>Established Ethical Framework to encompass code of conduct, corporate structure, and policies that govern Tabreed's business operations</p> <p>Formed ESG Committee to promote transparency and accountability on sustainability performance</p> <p>Robust regulatory compliance to provide safe and reliable service to customers, and maintain competitiveness in the market</p>	<p>16.5 Substantially reduce corruption and bribery in all their forms</p> <p>16.7 Ensure responsive, inclusive, participatory and representative decision-making at all levels</p>		<p>Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights</p> <p>Principle 2: Make sure that they are not complicit in human rights abuses.</p> <p>Principle 4: The elimination of all forms of forced and compulsory labour</p> <p>Principle 5: The effective abolition of child labour</p> <p>Principle 6: The elimination of discrimination in respect of employment and occupation</p> <p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery</p>	<p>S1. CEO Pay Ratio</p> <p>G1. Board Diversity</p> <p>G2. Board Independence</p> <p>G3. Incentivised Pay</p> <p>G6. Ethics and Anti-Corruption</p>

Our Sustainability Foundation



Our Materiality Process

Our Framework Alignments



Material Topics	Our Actions & Impact	SDGs Targets	TCFD	UNGC Principles	DFM ESG Index
Our Governance for Impact					
Supply chain management	<p>Ensuring effective supplier screening against several areas of sustainability through supply chain strategy</p> <p>Implementing environmental and social criteria assessment related questions in Suppliers Registration and Qualification Forms</p>	<p>12.7 Promote public procurement practices that are sustainable, in accordance with national policies and priorities</p>		<p>Principle 4: The elimination of all forms of forced and compulsory labour</p> <p>Principle 5: The effective abolition of child labour</p> <p>Principle 6: The elimination of discrimination in respect of employment and occupation</p>	<p>G5. Supplier Code of Conduct</p>
Information disclosure	<p>Publishing annual reports inclusive of corporate governance, financial statements and sustainability performance</p> <p>Strengthening data privacy with international standards and third-party partnerships</p>	<p>12.6 Encourage companies, especially large and transnational companies, to adopt sustainable practices and to integrate sustainability information into their reporting cycle</p>		<p>Governance: Disclose the organization's governance around climate-related risks and opportunities</p>	<p>G7. Data Privacy</p> <p>G8. Sustainability Reporting</p> <p>G9. Disclosure Practices</p>

Our Environmental Stewardship



Energy Efficiency & Optimisation

Climate Change Mitigation

Sourcing Renewable Energy

Water Management

Waste Management

Technology & Innovations

Our Management Approach GRI (3-3)

Tabreed has established itself as a leader in cooling solutions in the region, with a strong focus on our environmental impact, quality of our services, safety of our employees and customers we cater to, and efficiency of our business. Our efforts towards environmental stewardship are centered around six material topics:



Energy Efficiency & Optimisation



Climate Change Mitigation



Sourcing Renewable Energy



Water Management



Waste Management



Technology & Innovations

Our environmental commitments are comprehensively managed as part of our Integrated Management System (IMS), specifically under Environmental Management System (ISO 14001:2015) and HSE MS (ISO 45001:2018), Energy Management System (ISO 50001:2018).

Tabreed is committed to upholding all applicable UAE environmental laws and regulations and has obtained the necessary permits from the UAE Environment Agencies in each applicable Emirate. In relation to effluent water release and emissions into the air, Tabreed is required to submit environmental reports to Dubai Municipality for all the plants located in Dubai and obtain permits from the Environmental Agency Abu Dhabi (EAD) after ensuring that certain parameters such as acidity, turbidity and conductivity of the effluent are controlled.

Elemental to the planning stage of IMS Plan, our approach is established in defining environmental aspects and managing the impacts. This includes, reformatting the environmental impact assessment (EIA) Register to ensure simplicity, compliance with environmental legislation, and consistency with criteria set in HSEQ's risk assessment matrix (RAM). Additionally, we establish environmental assessment criteria for our consultants and contractors throughout the duration of the projects, ensuring that it correlates with our requirements on project health, safety, and environment review (PHSER). The SVP O&M serves as the chairperson of the Environmental sub-committee, while VP HSEQ serves as a member on both the environmental and social sub-committees.

Green Financing Framework (GFF) of Tabreed was officially announced in 2022 and it will enable us to issue green bonds and loans, with the proceeds to be used for financing Eligible Green Projects, such as constructing, acquiring and operating District Cooling schemes, as well as projects related to Energy and Water Efficiency and Wastewater Management. The Framework is governed by a multidisciplinary management committee led by the Group's Chief Financial Officer.

To ensure progress in monitoring and managing environmental risks, engagement with both the management and the Board is necessary. We assure these engagements through the following official gatherings:

- Annual management review meeting
- Frequent IMS Steering committee meetings
- Board's review on IMS dashboard
- Projects committee meetings



Our Environmental Stewardship

Energy Efficiency & Optimisation

Climate Change Mitigation

Sourcing Renewable Energy

Water Management

Waste Management

Technology & Innovations



Energy Efficiency & Optimisation

GRI (3-3), (302-10), (302-2), (302-3), (302-4), (302-5)

At Tabreed, we have been improving the capacity to manage peak district cooling demand and avoiding the need for additional production during peak times by using Thermal Energy Storage. It decreases power requirements and associated CO₂ emissions from power generation.

During 2022, Tabreed's operational efficiencies successfully reduced energy consumption and prevented significant amounts of carbon dioxide emissions, when compared to traditional cooling methods.



Significantly, Tabreed's operations saved 2.31 billion kWh in energy consumption (enough to power 132,000 homes)



This resulted in the prevention of more than 1.38 million metric tons of CO₂ emissions, equal to removing 300,000 vehicles from the roads

	2021 Consumption	2021 Energy in TJ	2022 Consumption	2022 Energy in TJ
Direct source of energy (Scope 1)				
Petrol used for on-road vehicles owned or leased by the company (liters)	947,517	33	805,014	28
Diesel consumption for stationary machinery or generators owned or leased by the company (liters)			3,339	0.13
Natural gas used for stationary machinery or generators owned or leased by the company (m3)	11,875,777	490	10,607,238	438
Indirect source of energy (Scope 2)				
Electricity Consumption - Purchased from a Third-Party (i.e., National Utility Company) (kWh)	1,794,815,096	6,461	1,909,345,484	6,874
Total energy usage (TJ)		6,984		7,313
Energy intensity (MJ/Ton-Hr Refrigeration Produced)		3.33		3.35

We have applied GRI Standards' rule of 'Restatements of information' for the following data of 2021.

- Water usage and natural gas consumption for minor errors made in the previous reporting period.
- Energy intensity and emissions intensity in terms of change in the measurement methodologies and usage of units to ensure readability, more accuracy, consistency and comparability of information across the reporting years of 2021 and 2022.

Our Environmental Stewardship



Energy Efficiency & Optimisation

Climate Change Mitigation

Sourcing Renewable Energy

Water Management

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Sustainable Cooling

Diesel consumption data for 2022 includes standby generators in Al Maryah plants operated for monthly testing or in case of power failure.

Tabreed continues the partnership with Intertek to conduct semi-annual stack emissions monitoring of its engine generators at Al Maryah Island in Abu Dhabi. This monitoring includes measuring various emissions such as O₂, CO, CO₂, SO₂, NO_x, smoke density, ambient temperature, and stack gas temperature to ensure compliance with relevant environmental regulations.

Our commitments towards energy efficiency and optimisation are catered through four key investment areas:



Investment in district cooling (DC) projects



Construction of new DC plants, for both existing and new buildings



Acquisitions of existing DC assets



Investing in solutions leading to an increase in operational energy efficiency by at least 20%

Climate Change Mitigation

GRI (3-3), (305-1), (305-2), (305-3), (305-4), (305-5), (305-6), (305-7)

The use of district cooling is becoming more widespread as a way to reduce energy consumption and improve environmental sustainability. By providing cooling services to multiple buildings, district cooling systems can reduce energy consumption by up to 50% compared to traditional air conditioning systems. This decrease in energy consumption leads to a decrease in GHG emissions, which helps to mitigate the effects of climate change.

Our absolute and intensity level GHG emissions based on our consumption of fuel and electricity in 2021 were 1,128,543 tCO₂e and 0.53 kgCO₂e/Ton-Hr refrigeration produced, respectively.

	Unit	2022
Direct Emissions - Scope 1	tCO ₂ e	33,619.48
Indirect Emissions - Scope 2	tCO ₂ e	1,201,313.34
Total GHG emissions	tCO₂e	1,234,939
Emissions intensity	KgCO ₂ e/Ton-Hr Refrigeration Produced	0.55

- Scope 1 Emissions are derived from all direct energy consumption. The GHG emissions are calculated using the emission factors from 2006 IPCC Guidelines for National Greenhouse Gas Inventories.
- Scope 2 Emissions are derived from all purchased energy consumption. The CO₂ emissions are calculated based on the utility rate of 0.90 KW/RT. The other CO₂ equivalents (CH₄ and N₂O) are calculated with country specific emission factors derived from the International Energy Agency (IEA) for country/regional electricity database.
- The refrigeration production in 2021 was 2,137,397,891 Ton-Hr and in 2022 was 2,229,373,356.

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Some of the key climate change-related risks and opportunities identified by Tabreed include physical risks as well as financial risk such as heavy rains flooding the plant rooms, including damage to assets, interruption of operations, and disruption to supply chains. Consequently, we have implemented a geographic information system (GIS) to create, maintain, update and analyse asset information, resulting in cost and efficiency savings. These will benefit our investors, stakeholders, developers, and communities alike, by aligning operations with the sustainability and 'Net Zero' targets of each country Tabreed is present within. Our concerted effort towards decarbonisation and eventually, Net Zero includes the following:

Energy efficiency

Investing in solutions leading to an increase in operational energy efficiency by at least 20%

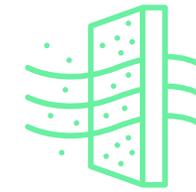


Green building

Investing in buildings that have a minimum green building certification of LEED Gold and Estidama 3 Pearls (with a minimum 20% improvement in energy performance over ASHRAE 90.1-2007)



In 2020, Tabreed launched the Tasheel 3 VFD Retrofit Project to improve plant efficiency through Variable Frequency Drives. As of 2022, the first two phases (Wave 1 & 2) have been successfully completed, resulting in significant savings of 21.7 million kWh and a reduction of 13,021 tons of CO₂ emissions. This translates to powering 1,236 homes annually or removing 2,831 cars from the road.



By 2025,
75% of chillers will be VFD equipped to reduce our carbon emissions significantly

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Refrigerant Management and Phase-out of ODSs to accelerate Climate Action

The use of refrigerants in district cooling poses a long-standing challenge as they may contain ozone depleting substances (ODSs) like Chlorofluorocarbons (CFCs) and Hydrochlorofluorocarbons (HCFCs), which impact the environment by depleting the ozone layer and contributing to global warming and climate change. Although the use of these substances has been banned in new refrigeration and air conditioning systems by international agreements such as the Montreal Protocol, they may still be found in older systems, leading to the emission of ODSs during operation. Consequently, there is a growing need for more environmentally friendly refrigerants with lower global warming potential (GWP) values to be used in district cooling systems to reduce their environmental impact.

The ESG Framework is supervised by a specialised team to manage these phase-outs. Progress assessments on the phase-out will be conducted, and we are complying with a zero refrigerant disposal policy in all the projects. Contaminated refrigerants are sent to prequalified third-party facilities and returned to respective plants for reuse. Tabreed will exclude HCFC-based refrigerants and materials with an ozone depletion potential (ODP) from future district cooling plant projects in India, except for equipment containing less than 0.23 kg of refrigerant with a GWP of less than 100. Additionally, we prohibit the use of ODSs in fire suppression systems for such projects.



Our strategic partnership with the International Finance Corporation (IFC) for Tabreed's expansion in India is focused **on capitalising on investment opportunities and driving ESG performance in emerging markets**



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Sourcing Renewable Energy

GRI (3-3)

Our company's vision and mission reinforce sustainability in our core business activities. We are therefore consistently focused on exploring opportunities via research and development, investments, and expenditures including construction, operation, and transmission from renewable energy sources, such as Solar PV and Geothermal facilities with direct emissions intensity of $\leq 100\text{gCO}_2/\text{kWh}$.



Tabreed is well positioned to issue Green Financing Instruments and the Green Financing Framework (GFF) is robust, transparent and in alignment with the four core components of the Green Bond Principles 2021 and Green Loan Principles 2021.



Our GFF is supported by the Second Party Opinion of a renowned ESG ratings agency. The Framework and Second Party Opinion illustrate the sustainability of Tabreed's District Cooling operations, which use 50% less energy than traditional cooling, while providing a necessary service in the GCC and beyond.



Furthermore, as part of our technology and innovation initiatives, we are also working towards alternative and renewable energy sources through several ways, such as carbon nanotube, LNG regasification, R718 water refrigerant, Solar PVs and Heat for Cool.



Our pathway to net zero is built on the foundation of our efforts that we deploy and explore in the renewable energy sector.

The full details of the GFF were introduced in our ESG Report 2021, https://www.tabreed.ae/wp-content/uploads/2022/07/En-ESG-Report-Tabreed_vF.pdf

Our Environmental Stewardship



Water Management

GRI (3-3), (303-1), (303-2), (303-3), (304-4), (305-5)

Our journey to conserve natural resources starts with our commitment to consuming water rationally and enhancing the efficiency of our systems. As one of the leaders in the implementation of treated sewage effluent (TSE) in district cooling plants, which promotes sustainability by reusing sewage water instead of potable water, our aim is to scale our efforts for wider and tangible impacts.

Specifically in our operations in Dubai, TSE has mitigated the challenges of significant volume of the produced TSE water from sewage treatment plants from being dumped without useful utilisation, due to lack of irrigation network coverage. TSE has been proven to deliver 35% savings compared to traditional potable water systems and hence, reduce the environmental impact.

Effective water management allows lower costs, minimises environmental impact, and guarantees that we can meet customer needs. In 2022, our efforts towards water consumption, utilisation and management were magnified through the following key processes:

- Maximising cycles of concentration (COC) from 6 to 8 to reduce cooling tower make-up water. As the cycles of concentration rise, the concentration of dissolved solids in the water increases, leading to a decrease in the amount of water required to replace the water lost through evaporation.
- Using blow down water for irrigation purposes and support reduction in sweet water usage.
- Using reverse osmosis (RO) water for plant production process in hybrid combination (sweet and treated water) to further reduce dependency on sweet water.
- Replacing the majority of cooling tower fill material to increase the efficiency of surface heat transfer and improve water performance.

The adoption and execution of sustainable water management practices additionally positions us as a competitive player in the market and ensures that we can provide reliable and cost-effective services to our customers.

Water indicators

Total amount of water consumed

Purchased from a Third-Party (i.e., National Utility Company)



Total amount of water reclaimed

Industrial or municipal wastewater that is recycled and reused at the company



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Tabreed conducted an in-house feasibility study with the assistance of its subsidiary Cooltech to assess the viability of using TSE waste in the plants equipped with Reverse Osmosis Plants, as part of Project Tasheel 5. The aim of the project is to design and build reverse osmosis (RO) plants for utilising TSE water into the district cooling process and reducing freshwater consumption.

In 2022, two providers were engaged to design and engineer reverse osmosis for plants in Abu Dhabi and Dubai. However, some challenges were encountered, including the distance of the provider's network from the Abu Dhabi plants and water quality and quantity issues in Dubai. In 2023-2024, we plan to perform a detailed engineering and design of RO plants (as part of our O&M) in Abu Dhabi and Dubai to investigate the possibility of rolling out utilisation of TSE waste in our operations.

Our commitments towards water management and wastewater management include:



Investing in, upgrading and maintaining infrastructure and water systems to **increase water efficiency by at least 20%**



Investing in infrastructure and systems that reduce freshwater consumption, such as **using treated sewage effluent (TSE) or seawater**

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Waste Management

GRI (303-1), (303-2), (303-3), (304-4), (305-5)

Tabreed is committed to waste management and environmental protection and it follows local laws to ensure safe disposal of waste. As part of our Integrated Management System (IMS) Policy, we have a Waste Reduction Action Plan (WRAP) which covers our Head Office, project sites and labour accommodation. We use Masdar City for general waste disposal from the Head Office, TOMCO's Bolisaty for waste manifests from project sites, and Al Eskan Al Jamae LLC for waste from our Labour Accommodation. Tabreed has contracts with client-approved Environmental Services Providers (ESPs) such as Masdar, Shredex Documents Destroying Services LLC, SUEZ Middle East Recycling and Signal Used Oil Collection Shop. These ESPs collect waste and transport it to waste facilities for recycling or disposal to designated locations.

In 2021, we had a paper consumption of zero (0) because of our work-from-home policy implemented to curb the spread of COVID-19. To push forward our commitments in reducing environmental impact, the Go-Green initiative was introduced with a core focus of reducing the amounts of resources consumed, which would consequently reduce the generated waste.

In the primary phase, this initiative was focused on Tabreed Head Office with requirements, such as energy efficiency and reduction in generated waste (e.g., reducing paper and plastic usage). In 2020-2021, we successfully completed the initiatives around secure printing, reduction in paper waste at project sites, and phase-out the distribution of plastic bottles in our head office.

Paper Waste	2021	2022	Treatment Methods
	0 Tn	0.449 Tn	Recycling
Hazardous Waste	2021	2022	Treatment Methods
	30.37 Tn	11.97 Tn	Third-party Treatment Service
Non-Hazardous Waste	2021	2022	Treatment Methods
	454.97 Tn	231.32 Tn	Landfill

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Digital Signature Initiative

Objective

- **Drive digitalisation:** Convert time-consuming process into an efficient and streamlined digital signing process
- **Smooth workflow:** Limiting the time and cost spent on signing documents and contracts thus increasing convenience for users and clients

Key Achievements

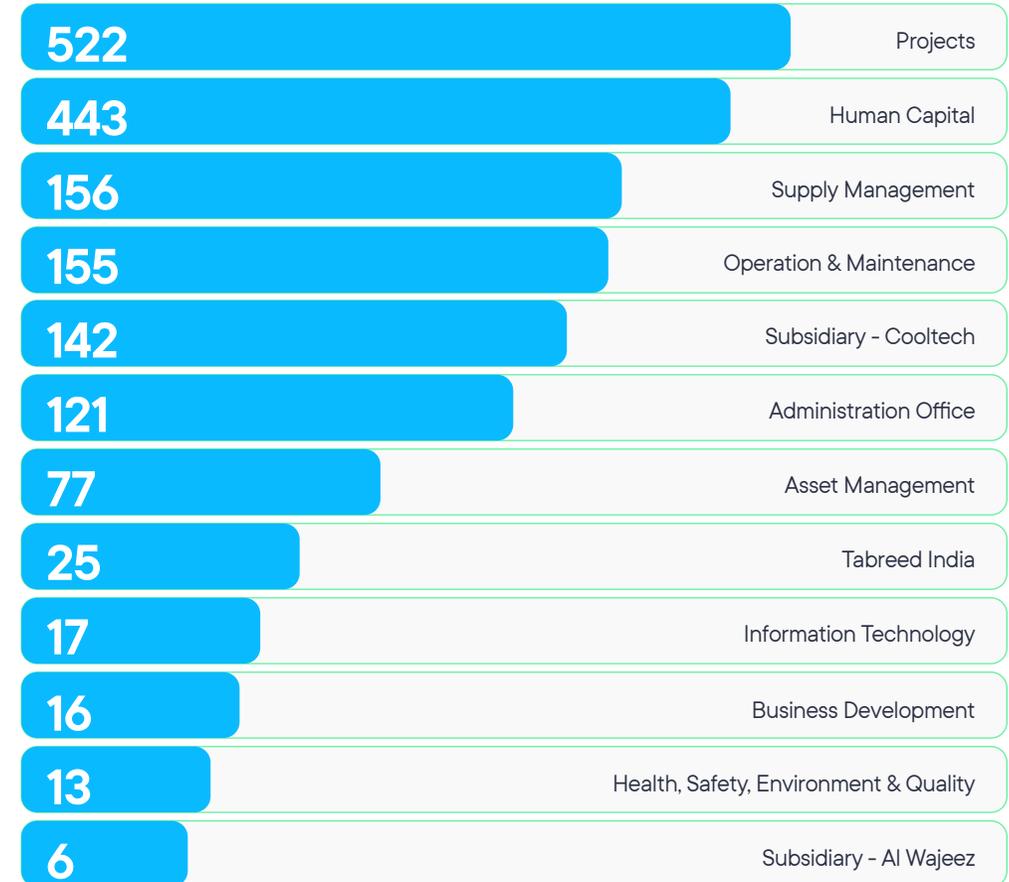
Completion of pilot stages. The initiative was rolled out successfully and key departments and users have started adopting. Workshops and training were conducted to support the implementation efficiently.

Environmental Savings

- 936 kg of wood = 6 trees
- 23 m3 of water = 4 washing machines loads
- 2,198 kg of carbon = exhaust from ½ a car since May 2020
- 152 kg of waste = 6 trash bins full

As part of the Digital Signature Initiative, one of our activities **was the utilisation of digital envelopes for e-signature to avoid printing hard copies**

Digital Envelope Count



Our Environmental Stewardship



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Technology & Innovations GRI (2-13), (2-25), (2-28)

We identify focus areas based on a range of criteria, including the potential for energy savings, the availability of resources, and the potential for technological innovation. Our aim is to develop the best available technologies including the use of geothermal and waste heat to generate cooling, the integration of renewable energy sources, energy storage and related technologies, and nanotechnology. The information below highlights our efforts and initiatives to achieve our sustainability goals through the deployment of our research, technologies and available innovations.

Key initiatives	Objective	Project status in 2022
Utilise available technology for high efficiency chillers - Magnetic Bearing Chillers	Utilise latest technologies to improve plant efficiency	Plan to implement in 2023
Carbon Nanotube	Explore alternative technologies to improve energy efficiency; Initiatives like Nano refrigerant, Nano lubricant and Sky Cooling	Lab tests are still ongoing
Harnessing cold energy from LNG regasification	Utilise waste cold energy from LNG regasification process for cooling	In progress
R718 Water Refrigerant	Utilise water as sustainable and energy-efficient refrigerant	Initiated and ongoing
Nano Particles	Improve the thermal conductivity of the fluid, thereby enhancing heat transfer capabilities	Initiated and ongoing
Phase change material (PCM)	PCM is an efficient and cost-effective way of storing and releasing energy, as it can absorb and release energy at a phase transition. This enables it to be used to regulate temperatures in buildings and other applications, thus reducing energy consumption and costs	Desktop study ongoing
Solar Photovoltaics (PVs)	Reduce the peak demand for electricity by using alternative energy sources	Initiated and plan to pilot in 2023

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Key initiatives	Objective	Project status in 2022
Heat for Cool	Demonstrate usage of waste heat sources for cooling. Waste heat from industrial processes can be recovered and turned into cooling with absorption chillers. It provides energy-efficient cooling solutions to reduce energy consumption and carbon emissions and reduce energy costs	Desktop study ongoing
Geothermal	Utilisation of geothermal well for district cooling	Project is ongoing and the initial tests on the wells were successful
Electrolytic Filtration System for Condenser Water	Use of electrolytic reactions at cathode and anode to reduce scaling in condenser water	Desktop study ongoing

As part of our O&M efforts, Tasheel 4 Automation and Digitalisation project focused on exploring automation and digitalisation opportunities to improve plant efficiency and reduce the company's environmental footprint through AI. The project involved a redesign of the operational organisation and reassessing skill matrices for staff selection. The official go-live for the first cluster is scheduled for Q2 2023, and the second cluster of another ten plants is planned to start before the end of 2024.

Phase 1 of Tasheel 4 Automation and Digitalisation, which explored all possible technologies, was completed in 2021, and the soft launch for **centralised remote operations was initiated for the first cluster of plants in 2022**



Our People's Welfare



Diversity, Equity & Inclusion

Employee Rights

Employee Engagement & Development

Health, Safety & Well-being

Our Management Approach GRI (3-3), (2-30)

At Tabreed, we recognise the paramount importance of human capital management in achieving comprehensive sustainability goals. In line with this, we strongly believe in investing in our employees to ensure a safe, healthy, and inclusive work environment that will drive the company's long-term success. We are fully committed to upholding Human Rights principles in our operations to improve the workplace experience and support the communities we serve. In 2022, we implemented a formal Human Rights Policy, which rejects all forms of forced or compulsory labour, child labour, discrimination, and harassment. Furthermore, we acknowledge and uphold the fundamental rights of freedom of association and collective bargaining as per the relevant laws, depending on the geographical location of our business operations.

Our efforts towards social commitments are centered around four material topics:



Diversity, Equity & Inclusion



Employee Rights



Employee Engagement & Development



Health, Safety & Well-being

Tabreed also strives to provide the highest standard of health and safety within the workplace and workers' accommodations, and to set working hours and workdays in line with local laws and health and safety requirements. Tabreed rejects all forms of harassment and violence in the workplace and is committed to creating a safe and respectful working environment that respects the individual freedom and privacy of our employees. Tabreed respects internationally recognised human rights in its relations with public authorities. We are committed to adhering to international laws and conventions, including, but not limited to, the International Labour Organization (ILO) core conventions: Conventions No. 29 and No. 105 on the Abolition of Forced Labour; Conventions No. 138 and No. 182 on the Abolition of Child Labour; and Conventions No. 100 and No. 111 on Non-discrimination.

Tabreed's work in this area is overseen by the Chief Executive Officer and the Human Capital Department, with support from the Leadership Executive, comprising the Chief Legal Counsel, Chief Operations Officer, Chief Financial Officer, Chief Development Officer, and Chief Asset Management Officer. This best-practice approach ensures that all parts of the business are involved in respecting and complying with the Human Rights Policy. Board-level oversight is provided through regular updates from the management, as appropriate. The Vice President of Human Capital is accountable for developing a coordinated and integrated approach to implementing this policy across Tabreed.

Our People's Welfare



Diversity, Equity & Inclusion

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Health, Safety & Well-being



Diversity, Equity & Inclusion

GRI (3-3), (405-1), (405-2)

We recognise the importance of creating a workplace that is inclusive and supportive of all employees, and we strive to ensure that our workforce reflects the diverse society we operate in. Our commitment to creating an inclusive work environment is reflected in the diversity of our workforce. We believe that our diverse workforce brings a wealth of expertise and experience to the company and contributes to our success. The company values the contributions of each employee and ensures that all employees are treated fairly and equally.

Tabreed has established a Diversity, Equity and Inclusion (DE&I) policy to ensure that staff are treated fairly and transparently to achieve the following objectives:



Increased gender diversity in the workplace at all levels of the company



An inclusive work environment that values differences and promotes business outcomes



Diversity of thought and leveraging individual differences



Leadership behaviours that reflect our commitment to inclusion and diversity



Respectful communication and collaboration between all employees



Teamwork and employee participation, allowing for the representation of all groups and employee perspectives



Work-life balance through flexible work schedules to accommodate employees' varying needs



Employer and employee contributions to the communities we serve to foster a greater understanding and respect for diversity



Our People's Welfare



Diversity, Equity & Inclusion

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Our DE&I Committee is dedicated to implementing initiatives aimed at **advancing the DE&I objectives and tracking performance**

The DE&I Committee consists of a diverse group of members to oversee the implementation and enforcement of the DE&I policy within Tabreed, and propose initiatives to enhance awareness and achieve the goals outlined in the policy. In addition to collecting and evaluating relevant data and information, the Committee is set to regularly provide diversity analysis and recommendations to various departments. The Committee is in charge of periodic reviews of compensation and benefits for all employees in alignment with the objectives of Compensation & Benefits, and suggesting specific awareness, training, and development programmes that would be incorporated into the annual training needs analysis conducted by the Human Capital Department.



Total Workforce
2021

908*

Total Workforce
2022

932



Male Employees
2021 | 2022

93%



Female Employees
2021 | 2022

7%



Gender Pay Ratio | 2021
(Male:Female)

1:3.26

Gender Pay Ratio | 2022
(Male:Female)

1:3.05

**The restatement of information applied for 2021 data to include trainees.*

Our People's Welfare



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Diversity by gender across different level of positions at Tabreed

		2021	2022		2021	2022
Entry-level Positions		60%	57%		1%	1%
						
Mid-level Positions		24%	27%		5%	4%
						
Senior-level Positions		8%	8%		1%	2%
						
Executive-level Positions		1%	1%		0%	0%
						

We aim to achieve our objectives of increasing gender diversity, diversity of thought, and reflecting the same in our leadership behaviours, which are crucial to our DE&I and Human Rights Policy.



Our People's Welfare



Diversity, Equity & Inclusion

Employee Rights

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Health, Safety & Well-being

Employees by skill



White Collar Employees
2022

369



Blue Collar Employees
2022

563



Executive & Senior Management
2022

17



Middle Management
2022

98



Staff Employees
2022

817



Temporary Worker Representation

Total enterprise headcount held by contractors and/or consultants

2021

4%

2022

10%

Our People's Welfare

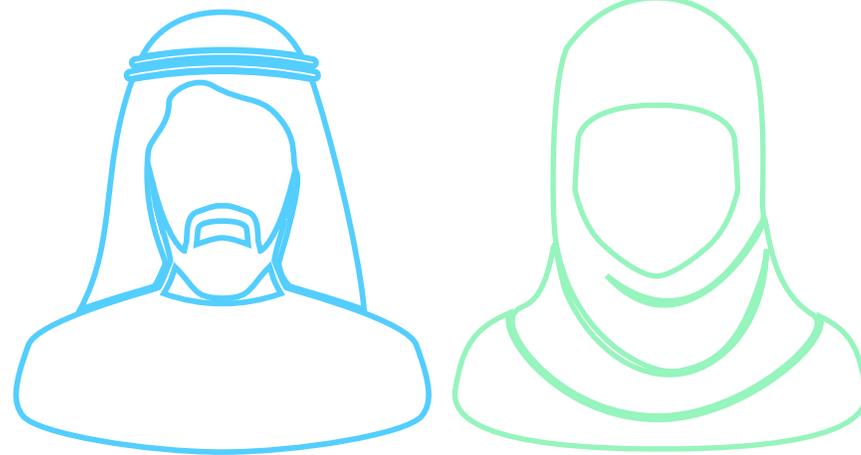


Diversity, Equity & Inclusion

Employee Rights

Employee Engagement & Development

Health, Safety & Well-being



Direct local job creation

2021

63

2022

72

Representation of UAE National employees

	2021	2022
Total Workforce*	42%	41%
Entry-level Positions	4%	5%
Mid-level Positions	24%	23%
Senior-level Positions	11%	10%
Executive-level Positions	3%	3%

**Based on corporate total workforce and excluding roles not offered to UAE National employees.*

Our People's Welfare



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Our workforce is comprised of 35 different nationalities, out of which 85% of our employees are from India, Philippines, Pakistan, Sri Lanka, Egypt, Jordan, Yemen and Bahrain.



44%



20%



10%



3%



3%



2%



2%



1%

The remaining 15% of our workforce represent countries such as Venezuela, Zimbabwe, Sudan, Lebanon, Netherlands, Mexico, Cameroon, Algeria, and others. This diversity and inclusivity brings a variety of perspectives and ideas, which can lead to more creative problem solving and decision making.

Employee representation by age in 2022

Age Under 30

79

Age 30-50

713

Age 50+

140

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Employee Hiring and Turnover

GRI (401-1), (402-1)

During 2022, a total of 98 new employees joined our company. Among these, 4 employees joined at executive & senior management level, while 6 joined middle management.

Total number of new employees who joined the organisation

98

Total number of new employees who joined the organisation (Executive & Senior Management)

4

Total number of new employees who joined the organisation (Middle Management)

6

Tabreed's notice periods vary according to employee grade level. In rare circumstances, when termination occurs without prior notice, employees are provided with pay in lieu of notice, which is equivalent to their complete remuneration. This policy has been implemented to ensure fairness and consideration during such uncommon situations.

Turnover Rate	2021	2022
Full-time employees	8%	8%
Contractors/consultants	63%	53%

Employee turnover by gender in 2022

Female employees	12
Male employees	62

Employee turnover by age group in 2022

Under 30	15
Between 31-50	47
51+	12

Employee turnover by management level in 2022

Executive & Senior Management	3
Middle Management	5
Staff employees	66

Our People's Welfare



Diversity, Equity & Inclusion

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Employee Rights

GRI (3-3), (401-1), (401-2), (401-3), (402-1)

At Tabreed, we recognise our employees as our most important resource, and we are committed to providing comprehensive benefits to attract and retain the best talent. These benefits are intended to increase job satisfaction and foster a positive and healthy work environment. We believe that offering employee benefits is essential for employee motivation and retention.

Parental leave

GRI (3-3), (401-2)

At Tabreed, we acknowledge the importance of maintaining a healthy work/life balance and understand the responsibility our employees have towards their families. Therefore, we extend parental leave benefits to all employees who are married.

In 2022, 35 male and 4 female employees took parental leave to look after their children. Notably, the retention rate for female employees' post-parental leave was 100%, demonstrating the success of our policies in retaining female talent. The retention rate for male employees was 97%, which still reflects a high level of retention.

Parental leave by gender in 2022

Number of male employees who were entitled to parental leave	563
Number of male employees who actually took parental leave	35
Number of male employees who returned after completion of parental leave	35
Number of male employees who returned to work after parental leave ended and were still employed twelve months after their return to work	34
Retention rate for male employees who went on Parental Leave	97%
Number of female employees who were entitled to parental leave	41
Number of female employees who actually took parental leave	4
Number of female employees who returned to work after completion of parental leave	4
Number of female employees who returned to work after parental leave ended and were still employed twelve months after their return to work	4
Retention rate for female employees who went on Parental Leave	100%

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Grievances Mechanism

Tabreed has policies in place to address concerns regarding performance evaluations, sexual harassment, and grievances. Employees are encouraged to utilise the grievance procedure outlined in the policy handbook and gather evidence related to their Key Performance Indicators (KPIs) to facilitate discussion. If the issue cannot be resolved at each level of grievance discussion, the procedure gets escalated accordingly. Our policy also accommodates procedure for reporting complaints against sexual harassment. Employees can seek assistance and advice from the Human Capital department and have the option of resolving the matter informally or through formal proceedings. Disciplinary action, including written warnings and dismissal, may be taken if necessary.



Pension Scheme

We provide retirement plan for our UAE National employees through automatic enrollment in the statutory pension schemes. For the Emirate of Abu Dhabi employees, this is administered through the Abu Dhabi Pensions and Benefits Fund (ADGPF), while for the UAE National employees from other emirates, it is the Federal Pension Scheme administered by the General Pension and Social Security Authority (GPSSA). The monthly contributions are calculated in accordance with Pension Fund regulations. The breakdown of contributions is 5% from the employee and either 12.5% (GPSSA) or 15% (ADGPF) from the company. Contributions are forwarded to the pension fund on a monthly basis.

100%

of grievances were resolved in 2022

Our People's Welfare



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Life, Personal Accident and Sickness Cover

At Tabreed, we prioritise the health and well-being of our employees and their families. We offer a comprehensive employee benefits package that includes group life, personal accident, and sickness insurance, with a total of 932 employees covered. We provide extensive medical insurance coverage for all eligible employees and their dependents who reside in the UAE, including spouses and children up to 18 years of age. Our premium medical insurance scheme covers both inpatient and outpatient treatments, as well as dental, maternity, and optical care.

End of Service Benefits

Tabreed acknowledges the efforts of its long-term employees by providing end-of-service benefits in the form of gratuity entitlement. The eligibility for this benefit is determined by the length of service, with employees who have served 1 to 5 years receiving 21 days of basic salary for each year of service, and those who have served more than 5 years receiving 30 days of basic salary for each year of service.

Years of Service (excluding unpaid leave days)	End of Service Benefit
Less than 1 year	Not eligible
1 – 5 years	21 Days of Basic Salary for each year of service
Next 5 years and above	30 Days of Basic Salary for each year of service

Official Mobile Phone Usage

Our policy aims to improve the management of mobility costs and limit corporate liability while ensuring that employees have access to necessary mobile communications.

Our People's Welfare



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Employee Engagement & Development

GRI (3-3), (404-1), (404-2), (404-3)

We recognise performance and career development reviews are essential for fostering a motivated and engaged workforce. They provide employees with a comprehensive overview of their role within the company, the performance expectations, and the potential for career advancement. By conducting these reviews, we ensure our employees are aware of their strengths and areas for improvement. We offer training and development opportunities to our employees to foster their growth and success. Through these initiatives, we are able to strengthen their skills and knowledge, which in turn, benefits the company as a whole. At Tabreed, our employees' engagement and satisfaction are important to us. As of our most recent Engagement Survey, we have a grand mean of 3.95 out of 5, indicating that our employees feel engaged in their work and committed to the company. We achieved a grand mean of 4.06 out of 5, in our most recent Satisfaction Survey, that reflects the satisfaction of our employees with their work and the company. We are committed to maintaining and improving these scores by actively listening to our employees' feedback and taking action to address their concerns.

Employee Development

Our key training programmes to support employees include Mentorship & Coaching Programmes, Succession & Organisation Planning, and AI Reyadah Development Program.



Mentorship & Coaching Programmes

Tabreed has successfully completed two cohorts of the BetterUp coaching programme, with a total of 80 participants and 365 coaching sessions delivered. The programme was designed for both people managers and individual contributors, and the overall satisfaction rate was 98%. Additionally, we conducted Tabreed's Leadership Development Programme, which included four workshops and four coaching sessions for each of the 23 participants in the leadership team. This programme spanned a total of 368 hours of workshops and 92 hours of coaching sessions, and the overall satisfaction rate was good.



Succession & Organisation Planning

Tabreed has identified critical and key positions within the company and designated individuals as successors. To assess the readiness for these positions, Tabreed conducted 360-degree reviews, Hogan assessments, and business simulations. Each successor and line manager was provided with reports and feedback sessions that included an objective readiness level, strengths, and areas for development supported by individual development plans and coaching programmes. To ensure accuracy and consistency in tracking progress, the company automated the entire process through our SAP system.

Our People's Welfare



Diversity, Equity & Inclusion

Employee Rights

Employee Engagement & Development

Health, Safety & Well-being



AI Reyadah Development Programme

This programme is tailored to meet the needs of UAE National employees with 0-3 years of work experience in both Corporate and O&M departments. For O&M employees, the programme is highly structured with milestones that can take 1.5 to 2 years to complete, depending on the employee's progress. For corporate employees, the programme has a more flexible approach that takes into account the department and developmental needs of the employee, and typically takes 2 years to complete, although it may end earlier based on the employee's progress. The programme includes both behavioral and technical training, which employees are expected to complete.

In 2022, the AI Reyadah Development Programme was attended by a **total of 5 employees from the UAE, with 3 employees from the O&M department and 2 employees from the corporate department**

Induction and Plant Visits

Tabreed has implemented various measures to ensure new employees have a seamless onboarding experience and can integrate effectively into the organisation. This includes induction programmes and plant visits to acquaint new employees with the company culture and operations, enabling them to become productive within their first month of joining. Furthermore, Tabreed has established a Buddy Programme to provide support to new hires, as well as e-learning and on-the-job rotations to facilitate their integration and enhance overall productivity.



Buddy Programme

This programme is designed to facilitate the successful integration of new employees into the company, creating a sense of belonging and community. Hiring managers are responsible for assigning a "Buddy" to new employees for a period of approximately three months. The Buddy programme is intended to help new employees transition smoothly into the company's environment, providing them with relevant support.



E-learning Programme

To support the e-learning programme effectively, all employees are provided with a platform integrated with the human resources information system (HRIS). This also enables employees to select courses as part of their Training Needs Analysis.



On-the-job Rotations

This programme is designed to facilitate the successful integration of new employees into the company by providing them with the chance to gain insight into different aspects of the business. Through this, new employees can increase their efficiency and further their professional growth.



Sustainable Cooling

Our People's Welfare



Diversity, Equity & Inclusion

Employee Rights

Employee Engagement & Development

Health, Safety & Well-being

Employee training in 2022

Total number of training hours for females	1,667
Total number of training hours for males	7,136
Total number of training hours for entire workforce	8,803
Average hours of training per year per female employee	7
Average hours of training per year per male employee	6
Average hours of training per year per employee	6



100% of employees

received performance and career development reviews

Our People's Welfare



Diversity, Equity & Inclusion

Employee Rights

Employee Engagement & Development

Health, Safety & Well-being



Employee Rewards and Recognition

At Tabreed, we are committed to being an employer of choice by implementing measures that make us more performance-oriented. We have created a comprehensive reward and recognition system to commend outstanding performance by our employees, clearly demonstrating the executive management's commitment to recognising and appreciating the hard work and effort of our employees.

The Rewards & Recognition programme applies to all directly employed staff of Tabreed and its subsidiaries. It may also be extended to contracted resources, temporary staff, and part-time employees, depending on their achievements and contributions to the functional and organisational objectives, as determined by their respective department heads.

The programme is designed to engage and retain key talent, while encouraging exceptional performance both individually and as a team. Through a structured and transparent system, the programme will recognise nominated employees, to boost morale, reinforce company values and desired behaviour, increase productivity, and cultivate a culture of healthy competition. Tabreed has five reward schemes as part of the programme:



Employee of the Year



Project of the Year



Team of the Year



Veteran Employee Award



Committed to HSEQ

Performance Indicators and Evaluation

For the individual appraisal process, the employee begins by completing a self-appraisal, which is then reviewed by their supervisor. The supervisor completes their own assessment and forwards it to the reviewer, who provides feedback and an overall rating. Finally, the unit head reviews the appraisal and makes the final decision regarding the employee's performance.

Rating Scale for Objectives/KPIs

- A** Significantly above expectations (substantially exceeded results for all goals and expectations)
- B** Exceeds expectations (exceeded results of most goals and expectations)
- C** Meets expectations (achieved all performance goals)
- D** Does not always meet expectations (achieved some, but not all goals)
- E** Falls significantly short of expectations (did not achieve most goals due to underperformance)

Rating Scale for Competencies

- A** Displays more than the desired behaviours resulting in unique and exceptional accomplishment
- B** Displays more than the desired behaviours to the maximum effect
- C** Displays all of the desired behaviours adequately to meet job requirements
- D** Improvement needed to meet desired behaviours for the job
- E** Does not meet the minimum requirements of the job

Our People's Welfare



Diversity, Equity & Inclusion

Employee Rights

Employee Engagement & Development

Health, Safety & Well-being

Health, Safety & Well-being

GRI (3-3), (403-1), (403-2), (403-3), (403-4), (403-5), (403-6), (403-7), (403-8), (403-9), (403-10)

Our IMS Policy ensures providing safe and healthy working conditions to our employees, while complying with health and safety regulations, standards and industry best practices.

We have also developed Security and Vulnerability Risk Assessment (SVRA) that enables us in identifying, analysing, and prioritising potential risks to our information systems and assets. We assess the potential threats, vulnerabilities, and their impacts and then determine the appropriate countermeasures to reduce the risk. Our goal is to identify and mitigate risks before they can be exploited by malicious actors. At Tabreed, the HSE and O&M departments work closely in replicating the SVRA process to other plants operated by the company.

Health & Safety Indicator

Total worked hours	2,301,039
Number of near misses	960
Average health and safety training hours per employee	20.8
Number of toolbox training attendees	2,549
Number of unsafe acts	81
Number of unsafe conditions	726
Corrected unsafe condition	726
Fire incidents	1



- Number of lost time injuries (LTIs)
- Lost Time Injury Frequency Rate (LTIFR)
- Number of lost days from LTIs
- Number of Permanent Disabilities

At Tabreed, we strongly believe that a healthy and content workforce leads to improved productivity and job satisfaction. To assist our employees in attaining and sustaining good health, we have implemented various programmes and initiatives, including the Employee Assistance Programme, The Steps Challenge, Wellness Webinars and many more initiatives that promote well-being.

From 2015 till the end of 2022,
Tabreed had amassed a record 17,039,729 hours
 worked without a single LTI or LTIFR



Our People's Welfare



Diversity, Equity & Inclusion

Employee Rights

Employee Engagement & Development

Health, Safety & Well-being

The Employee Assistance Programme

The Employee Assistance Programme (EAP) provides our employees with the necessary resources and support to address both personal and professional challenges, and ultimately enhance their overall well-being. The EAP has several objectives that can benefit both the employee and the company, such as:



Improve employee well-being by offering access to mental health counselling, financial advice, and other resources that can help employees manage any challenges they may be facing



Increase productivity by addressing issues that may be affecting employee performance and engagement



Reduce absenteeism and presenteeism by addressing personal or professional challenges that may be affecting employees. (Presenteeism refers to showing up to work but not being fully engaged or productive)



Improve employee retention by creating a positive work environment and increasing employee satisfaction, which can lead to higher retention rates



Enhance workplace culture by demonstrating a commitment to employees' well-being and providing for employees. This creates a positive workplace culture that fosters employee engagement, collaboration, and loyalty

EAP has been providing relevant counselling and support services to all of our employees and their families. We introduced this programme in the early stages of the Covid-19 pandemic in 2020, recognising that many of our employees have families living abroad, and it has been instrumental in providing assistance to those in need.

The Steps Challenge

The aim of the Steps Challenge is to promote healthier lifestyle habits, such as regular exercise, among employees and to increase their physical activity. An application is used to track daily updates and engagement levels of participants, in order to monitor progress. The effectiveness of the programme is evaluated through feedback mechanisms and employee surveys. Through the promotion of physical activity and healthy habits, the Steps Challenge strives to improve the well-being of employees and overall health outcomes.

Wellness Webinars

The aim of the programme is to increase understanding of the mental, emotional, and physical well-being of employees. Attendance at the sessions and feedback from evaluation forms were used to assess the success of the programme.

Our Community Responsibilities



Customer Relations & Engagement

Community Engagement & Development

Our Management Approach GRI (3-3)

Tabreed is aware of its social responsibility and the increasing demands of its stakeholders in regard to its operations. As a result, it is committed to being a sustainable business and making a positive contribution to the wider community.

We are wholly committed to operational excellence in all our activities, and we are constantly striving to create customer service tools and methods that meet or surpass our obligations and commitments. Our efforts in maintaining strong customer relations and providing excellent customer service are essential to ensure that customers feel valued and respected, and that their complaints are taken seriously.

Our Code of Conduct outlines the expectations of working with stakeholders, suppliers and government, and serving the community.

Customer Relations & Engagement

GRI (3-3), (416-1), (416-2)

Tabreed carries out billing, collection, and end user metering through a subsidiary, Tasleem Metering and Payment Collection – Sole Proprietorship LLC (Tasleem). Tasleem holds a Permit for Billing Services and serves as the point of contact and interface for individual residential customers (End-user Customers), while Tabreed is the primary point of contact for government and commercial bulk offtaker customers (Offtaker). Our Customer Service Charter sets out the Permit Holder's commitments to customers in line with the Regulatory and Supervisory Bureau for the electricity and water sector (RSB) for Dubai.

It is essential for us to manage health and safety in Tasleem operations, and identifying potential hazards and risks to allow us to take appropriate measures to effectively control them and protect workers from harm. We take proactive measures to ensure the health and safety of our employees, which include the use of approved ladders, and wearing appropriate personal protective equipment (PPE). Additionally, an online incident report portal has been established to enable prompt reporting of any incidents.

Our customer service is strengthened by our robust approaches and processes as below,



Confidentiality



Accountability



Ease of Access



Customer-Focused Approach



Customer Contacts via the customer relationship management (CRM) system



Continuous Improvement



Responsiveness



Complaints Handling Process

Our Community Responsibilities



Customer Relations & Engagement

Community Engagement & Development



Sustainable Cooling

Our Key Performance Indicators (KPIs) ensure the quality and performance of our customer service practices:

Area	KPI	Objective	Service level
Customer Service Call Centre	Grade of Service	The percentage of calls answered within a specified service level	80% of calls answered within 30 seconds Score 3 and 98% or more Score 5
Customer Service Call Centre	Average Wait Time/ Speed to Answer	Time taken from when a customer selects to be placed through to an operator, to when an operator answers the call, with an average of all calls answered within 60 seconds	Average of all calls answered is less than or equal to 30 seconds Score 3 and less than 10 seconds Score 5
Customer Service Call Centre	Abandonment	Cases when a customer selects to be placed through to an operator and then disconnects the call	Less than or equal to 5% of all calls abandoned Score 3 and less than 1 % Score 5
Customer Service Call Centre	First Call Resolution	The percentage of queries that are resolved at the first point of contact, i.e., only a single call is required to resolve the query	85% of enquiries resolved at first point of contact Score 3, 90% Score 5
Customer Service Call Centre	Staff Availability	The availability of staff in the offices during normal working hours	100% rostering should cover office timings
Customer Service Call Centre	Complaints Handling	Complaints to be resolved and logged correctly in CRM	100% closure
Customer Service Call Centre	Dispute Handling	Disputes to be resolved and logged correctly in CRM	100% closure
Customer Service Call Centre	Online Self Service (OSS)	Time taken to respond to a customer enquiry received via OSS	>=95% within 24 hours 100% within 48 hours
Customer Service Call Centre	Quality Assurance	Customer Service quality and feedback	Monthly feedback is provided to each member of the Customer Service team based on randomly selected calls with the customers

Official Customer Service Charter can be accessed on our website, <https://www.tabreed.ae/wp-content/uploads/2023/04/Customer-Service-Charter-English.pdf>

Our Community Responsibilities

Customer Relations & Engagement

Community Engagement & Development

In 2022, we specifically provided more digital payment solutions such as Autopay, Apple Pay and Samsung Pay, updated our website based on customer suggestions and feedback, and we have been working with Tawtheeq and UAE Pass to provide a better customer journey. Additionally, our achievements in 2022 were marked by the following:

- More digital payment solutions such as Apple Pay
- Automation of the final invoice and the clearance process
- Automation of the security deposit process for a better customer experience
- Complaint referencing notification to the customers
- Call-to-customers for a survey about their complaint-handling process
- Call-to-customers to update them about their meter inspection results
- Automation of registration and closing accounts for Tabreed Bahrain customers
- Launch of the Voice of Customers survey (VOC)
- CCTV kiosks monitoring
- Dashboard for complaints and technical inquiries
- Plant monitoring
- Launch of Quick Pay for digital payments

For our B2B customers, we make sure that collection rates are high, and we conduct regular meetings to discuss the issue register. All our customers are registered in Tasleem based on the Property Management occupancy list.

To ensure compliance with regulations and manage potential conflicts of interest with clients, we verify customers, maintain customer confidentiality, and document all interactions. In case any conflicts arise, we refer to the Legal department for further guidance.

In 2022, we achieved a **30% reduction** in customer complaints

Number of customer complaints

2021 **257** 2022 **179**



Resolution Rate

2021 **100%** 2022 **100%**



Overall Customer Satisfaction

2021 **Satisfactory** 2022 **Satisfactory**



Our near-term plans to further improve customer relations and engagements are:

1. **Activate UAE Pass and integration with Tawtheeq**
2. **Integrate Outbound Queue (Robot Calls)**
3. **Update our invoices to HTML**
4. **Upgrade our mobile app based on the customers' feedback and suggestions (save log in details, save payment details, Biometric login, etc.)**
5. **Link Tasleem with bank apps**

Our Community Responsibilities



Customer Relations & Engagement

Community Engagement & Development

Community Engagement & Development

GRI (3-3), (413-1), (413-2)

At Tabreed, we are dedicated to upholding our social responsibility and making a meaningful contribution to the communities we serve. We recognise the growing demands placed on us by our stakeholders to conduct our business in a responsible manner, and we remain mindful of our broader social influence. Consequently, we endeavor to be a sustainable enterprise that seeks to effect positive change in the regions where we operate, with the aim of creating a greater impact on the global landscape.

Our Code of Conduct outlines the internal guidelines and standards that govern our commitment to serving the community and instilling the principles of sustainability and corporate social responsibility.

Tabreed invested 0.003% of company revenue in community initiatives in 2022, which included our contribution towards SAAED and Al-Tariq Center for Rehabilitation and Autism. Our community investment in 2021 was 0.05% towards Nefsy portal, SAAED Association for Prevention of Traffic Crashers, UNEP, Renante Malong, Bin Hassen Mohamad Naushad and Arnel Bata-anon Artus.

We acknowledge the need for Tabreed to prioritise community development through targeted and systematic initiatives, while also monitoring the impact of our actions. As a part of the ESG Committee, our objective is to fortify our community commitments by developing a more robust and compelling vision.

SAEED



Our donation supports SAAED with its print publications during 2022. This relationship will continue in 2023 with even greater benefits to both parties. SAAED, founded in Abu Dhabi in 2008, is dedicated to promoting road safety in schools and events, as well as partnering with government and private sector entities to develop innovative solutions for parking, road patrols and traffic safety management.

Al-Tariq Center for Rehabilitation and Autism



We support quality medical and rehabilitative services for people with autism, through our partnership with Al-Tariq Center for Rehabilitation and Autism that offers free diagnostic services, accurate medical laboratory examinations for children, preparation of nutritional programmes for children, as well as hosting workshops and training courses for children and families. We are honoured to be able to support this organisation in its mission to improve the lives of those with autism.



Our Community Responsibilities



Customer Relations & Engagement

Community Engagement & Development



Internship Programme

Tabreed's Internship Programme (TIP) offers UAE National students the opportunity to gain career-related experience in addition to their formal education, and is designed to support interns in preparing for their future careers in the business world after graduation. Through practical work experience, interns can make informed career decisions, resulting in increased job satisfaction and productivity. The Internship Programme is open to UAE National students in their third or final year of study and covers a range of areas such as engineering, finance and accounting, communications, human capital, and business development.

TIP offers students a valuable opportunity to supplement their academic studies with career-oriented experience, providing internships that span 8 to 12 weeks and are designed to provide students with practical experience in professional work environments.

In 2022, we selected 6 students to participate in our Internship Programme, providing them with the opportunity to gain practical experience in their chosen field. This enabled students to cultivate essential skills such as communication, teamwork, time management, and problem-solving, which are essential for succeeding in their careers.

PRANA

Our approach is focused on identifying critical challenges to bring a sustainable impact. During our expansion in India, we recognised a significant gap in the country's cold chain sector, which only covers 4% of its produce and leads to a staggering 30% food waste. To bridge this gap, we have undertaken the PRANA demonstration project, aimed at enhancing the cold chain infrastructure for the local farming community in Villupuram district. Our sustainability goals will be achieved by incorporating on-site renewable energy generation and water harvesting solutions. The total cost of the project is expected to be INR 15.37 Crore, with an estimated return on investment of 8 years, without government subsidies.

PRĀṆA

The Emirates Society



We are committed to giving back to the community and we are proud to have supported The Emirates Society for Parents, Care & Relief in 2022. The Emirates Society is a charity dedicated to caring for the needs of elderly citizens and their dependents, providing essential medical and practical support to those in need. Our contribution enabled the charity to provide meals for 85 families during the Holy month of Ramadan, with the total number of iftar meals provided exceeding 12,000.

Work Experience Programme

Tabreed acknowledges the importance of work experience to job seekers and identifying how it provides an opportunity for participants to gain an understanding of the requirements of the occupational area in which they are placed. The work experience programme should generally be:

- 8 to 12 weeks
- The number of participants is decided based on the department's capability
- All departments are encouraged to participate



In 2022, we offered
**Work Experience to
9 candidates**

Our Governance for Impact



Business Ethics & Corporate Governance

Supply Chain Management

Information Disclosure

Our Management Approach GRI (3-3)

Tabreed, as a company listed on the Dubai Financial Market (DFM), is subject to the regulations of the Securities and Commodities Authority and must comply with the Joint Stock Companies Governance Guide (SCA Board of Directors Decision (3/Chairman) of 2020) and other directives issued by the Authority.

On an annual basis, Tabreed prepares and publishes a full Corporate Governance Report which includes details of our governance structure, including Board composition and remuneration, and delegation of authority (DOA).

The latest report is available on our website at <https://www.tabreed.ae/wp-content/uploads/2023/02/2022-Annual-Report-En.pdf>

ESG governance is essential for Tabreed to ensure that our operations are conducted in a socially responsible and sustainable manner. It provides us with a framework to uphold ethical standards, promote diversity and inclusion in our social commitments - inclusive of our employees and the communities, and protect the environment for a resilient future.

The Board of Directors at Tabreed convenes regularly to provide independent perspectives on the company's strategic objectives, policy, accounting, resources, and ethical standards. They also monitor the Company's progress in achieving its goals, including those related to environmental, social, and governance (ESG) and sustainability. By implementing ESG governance in our company's processes, we aim to consistently ensure that our operations are in line with ESG goals and objectives on the national and global landscape.

To support our governance activities, Tabreed has established a dedicated ESG Committee under Executive Management to guide the ESG strategy of the company and promote transparency and accountability. This committee is in addition to the current Investment Committee, Insider Information and Share Dealings Committee, HR Steering Committee, Diversity, Equity & Inclusion Committee, Crisis Management Committee, and HSE Steering Committee.

Our efforts towards leadership impact are centred around three material topics on Governance:



Business Ethics & Corporate Governance



Supply Chain Management



Information Disclosure



Our Governance for Impact



Business Ethics & Corporate Governance

Supply Chain Management

Information Disclosure

Business Ethics & Corporate Governance

GRI (2-9), (2-10), (2-11), (2-12), (2-15), (2-16), (2-17), (2-18), (2-19), (2-23), (2-24), (2-27), (2-28)

We are dedicated to upholding the highest standards of business ethics, based on fairness, respect, responsibility, and honesty. These principles and standards serve as a guide for the company's decisions and actions in its business dealings. Our Ethical Framework outlines the company's corporate values, code of conduct and corporate structure, and is supported by a range of policies approved by the Board of Directors that govern business operations. We have implemented a range of policies to ensure compliance with applicable regulations and to promote ethical behaviour. These include a Delegation of Authority (which outlines the responsibilities of the management team), the Code of Conduct, Employee Policy Handbook, Risk Management Policy & Framework, Disclosure & Transparency Policy, Stakeholder Policy, Internal Control Policy, Conflict of Interest Policy, Related Party Transaction Policy, Confidentiality Policy, Subsidiary and Joint Venture Policy, Business Development Policy, Corporate Communication Policy, IT Policy, HSE Policy, Procurement Policy, Anti-Bribery and Corruption Policy and Human

Rights Policy. The core principles of these policies are also applied to our external contractors and suppliers through our Supplier Code of Conduct.

The Board ensures the consistent performance of executives through a Balanced Scorecard, which includes ESG factors, financial and commercial targets. This scorecard is agreed upon by the Nomination & Remuneration Committee and is reviewed by the Board on a quarterly basis.

Tabreed's Board of nine non-executive directors is led by its Chairman. The Board has approved the Ethical Framework for the company. The Chairman is responsible for ensuring the Board is actively engaged in meetings, and that each member acts in the best interests of Tabreed and its shareholders. Additionally, the Chairman, working with the Board Secretary, is tasked with structuring and agenda-setting for Board meetings, facilitating communication between Board members and shareholders, and cultivating positive relationships between Board members.

Board seats occupied by men (2021 | 2022)

89%

Board seats occupied by women (2021 | 2022)

11%

Independent members in Board (2021 | 2022)

89%

Non-Independent members in Board (2021 | 2022)*

11%

*Per rules set by the Securities and Commodities Authority (SCA), individuals serving on the Board for more than three terms are classified as non-independent.



Committee chairs occupied by men

2021 100% 2022 100%



Committee chairs occupied by women

2021 0% 2022 0%



Sustainable Cooling

Our Governance for Impact



Business Ethics & Corporate Governance

Supply Chain Management

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The Chairman and Board members are entitled to receive a remuneration of up to 10% of the Company's net profits for each fiscal year, subject to approval by the shareholders at the Company's Annual General Assembly and the setting aside of a statutory reserve of 10% of the net profits.

Tabreed's Code of Conduct outlines the legal and ethical standards necessary to achieve our objectives and uphold our values. The integrity of our business conduct is built on practical advice for setting out employee and employer obligations such as, preventing fraud, preventing improper payments, avoiding market misconduct, complying with international trade laws and competition laws, preventing money laundering, avoiding conflicts of interest and misconduct of gifts and entertainment.

Tabreed has maintained a dedicated, anonymous reporting hotline in 2022, which is available to all Tabreed staff to make declarations on any possible breaches of the company's Code of Conduct or other unacceptable behaviour. Communications to staff have emphasised that the hotline is run by an independent operator, and that disclosures can be made anonymously and will be passed to the Compliance team for review.

The Code of Conduct is central to the development of a sustainable, long-term organisation, and outlines the expected behaviour of our employees towards customers, visitors, suppliers, contractors, fellow employees, government representatives, investors, shareholders, local communities and the environment.

Our Compliance team ensures that all corporate staff receive annual and regular training in our Code of Conduct and on Anti-money Laundering and Anti-bribery & Corruption policies via the online Navex Global delivery platform, with 100% participation recorded

Regulatory Compliance

Regulatory compliance is critical to Tabreed as a district cooling provider. Tabreed adheres to all regulations established by the UAE government ensuring that Tabreed: (i) provides safe and reliable services to its customers; (ii) maintains its reputation as a reliable and trustworthy provider of district cooling; and to remain competitive in the market.

Our Asset Management mandate covers Account and Customer Management, Portfolio Management, and Regulatory Management to ensure a seamless service to our customers.

Tabreed's Regulatory Affairs team, a component of the Asset Management department, is essential to the company's governance and the advancement of district cooling. It is responsible for ensuring our compliance with all applicable regulations, thus promoting responsible and sustainable operations. Tabreed collaborates with UAE regulators, such as the Abu Dhabi Department of Energy and the Regulatory and Supervisory Bureau in Dubai, to refine the district cooling regulatory framework and enhance regulatory publications through panel review meetings.

The Regulatory Affairs team is responsible for ensuring compliance with all applicable regulations, including liaising with regulators, submitting new license applications, developing policies and procedures, conducting reviews, reporting, and lobbying with internal and external stakeholders. Additionally, the team must remain abreast of any regulatory changes.

By the end of 2022, we completed all necessary regulatory requirements, including obtaining 4 district cooling licenses from the Department of Energy (DoE), 3 permits for district cooling and 1 permit for billing services from the Regulatory Services Bureau, submitting Health and Safety compliance reports, and submitting a customer services charter with procedure.

Our Governance for Impact



Business Ethics & Corporate Governance

Supply Chain Management

Information Disclosure



ESG Committee*

The ESG Committee ensures that the company is adhering to ethical practices, Corporate Social Responsibility (CSR) regulations and is managing social and environmental impact. The Chief Executive Officer (CEO) is the chairperson of the committee.

Structure of ESG Committee	Role
Khalid Abdulla Al Marzooqi, Chief Executive Officer	Chairperson
Adel Al Wahedi, Chief Financial Officer	Member
Antonio Di Cecca, Chief Operating Officer	Member
Dr. Yousif Al Hammadi, Chief Asset Management Officer	Member
Philippe Leon Coquelle, Chief Development Officer	Member
Nadia Isabelle Bardawil, Chief Legal Counsel	Member
Mohammad AlSele, Vice President - Strategy & PMO	Member
Maha Sallam, VP Strategic Communications	Member
Joan Jane Quesada, Manager ESG - Strategy & PMO	Committee Secretary

*As effective at the time of publishing the report

Tabreed has established ESG sub-committees for structured and focused approach to ESG-related tasks



Environmental Sub-committee*

Atef Mohamed Awadh AlBreiki
Chairperson
SVP – Operations & Maintenance



Social Sub-committee*

Maha Sallam
Chairperson
VP – Strategic Communications



Governance Sub-committee*

Sean James Magee
Chairperson
General Legal Counsel



COP28 Sub-committee*

Khalid Abdulla Al Marzooqi
Chairperson
Chief Executive Officer



Innovation Committee*

Antonio Di Cecca
Chairperson
Chief Operating Officer

*Annexure in this report provides a comprehensive structure of ESG Committee

Our Governance for Impact



Business Ethics & Corporate Governance

Supply Chain Management

Information Disclosure



Supply Chain Management GRI (3-3), (308-1), (308-2), (414-1), (414-2)

At Tabreed, we strive to ensure that our activities have a lasting and beneficial effect on society. Our Supplier Code of Conduct is therefore designed to encourage ethical business practices and compliance with applicable laws and regulations, and we are committed to selecting reputable suppliers who adhere to ethical standards and business practices that are in line with our own. We also encourage our suppliers to go beyond legal compliance and adopt internationally recognised standards to promote social and environmental responsibility and business ethics in their own organisation as well as supply chain.

Our Supply Chain Strategy is inclusive but not limited to the following:



Supply Management Policy



Sourcing Procedure



Contract Administration Procedure



Materials Management Procedure



Supplier Relationship Management Procedure

The Supplier Code of Conduct is part of our Supplier Registration Process. Every supplier must download and commit to complying with it at the time of registration. Without this, they are not allowed to be registered and be issued any works for Tabreed.

Our suppliers are expected to uphold labour and human rights in their business operations by treating all people with respect and dignity, promoting equal opportunity, and being open to diverse opinions and perspectives.

As part of the Supplier Registration Process, all our suppliers must complete the Registration Form and Qualification Form, which includes questions on policies related to Child Labor and Human Rights Protection, Anti-Corruption and Bribery Policy, practices to reduce environmental impacts associated with the transportation of materials, and sustainability strategies.

All suppliers are required to complete the Supplier Registration and Qualification Questionnaires to qualify with environmental and social assessment criteria in order to be registered on our SAP Ariba system.

Our supplier base in 2022 was largely located in the UAE. For services, the majority are based in the UAE, while for equipment, the majority have offices in the UAE and the manufacturing process is conducted in Europe, Japan, Korea and the USA.

Currently, through our spending report, we monitor the geographic location of our tier 1 suppliers and the associated expenditure.

Tabreed has made the Supplier Code of Conduct accessible on the website to ensure that all existing and potential suppliers are aware of the requirements and standards that we treat on priority, <https://www.tabreed.ae/wp-content/uploads/2021/09/Supplier-Code-of-Conduct.pdf>

Our Governance for Impact



Business Ethics & Corporate Governance

Supply Chain Management

Information Disclosure

Information Disclosure

GRI (2-14), (3-3)

Tabreed is dedicated to upholding transparency with the stakeholders, and thus is committed to providing accurate information through our annual reports (inclusive of our corporate governance, financial statements) and sustainability reports. This allows stakeholders to make informed decisions about their investments, gain an understanding of our company's performance, and build trust in our responsible and accountable operations.

Our ESG Report is compliant with SCA regulations aligning with DFM ESG Reporting Guide and is developed in accordance with the GRI Standards. We also map our performances and disclosures to other national and international frameworks, such as SDGs, UNGC Principles, etc. Additionally, we are committed to protecting the data shared with us by our stakeholders, such as suppliers, customers and employees on our website portals.



To ensure compliance with the Data Privacy Law, we are creating a comprehensive **set of documentation to manage data privacy across the organisation**

GRI Content Index

GRI Content Index



2023

For the Content Index - Essentials Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for disclosures 2-1 to 2-5, 3-1 and 3-2 are aligned with the appropriate sections in the body of the report.

Statement of use	Tabreed has reported in accordance with the GRI Standards for the period starting from January 2022 to December 2022.
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	Not Applicable

GRI STANDARD	DISCLOSURE	LOCATION	OMISSION		
			Requirements	Reasons	Explanation
GENERAL DISCLOSURES					
GRI 2: General Disclosures 2021	2-1 Organizational details	5, 7			
	2-2 Entities included in the organization's sustainability reporting	5			
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Annexure

ESG COMMITTEE*

To ensure proper governance, we refreshed our ESG framework to consolidate all our efforts under one umbrella

Khalid Abdulla Al Marzooqi , Chief Executive Officer	Chairperson	Nadia Isabelle Bardawil , Chief Legal Counsel	Member
Adel Al Wahedi , Chief Financial Officer	Member	Mohammad AlSele , Vice President - Strategy & PMO	Member
Antonio Di Cecca , Chief Operating Officer	Member	Maha Sallam , Vice President - Strategic Communications	Member
Dr. Yousif Al Hammadi , Chief Asset Management Officer	Member	Joan Jane Quesada , Manager ESG - Strategy & PMO	Committee Secretary
Philippe Leon Coquelle , Chief Development Officer	Member		



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Vice President - HSEQ
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Senior Manager - Asset Management
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Senior Analyst HSE Performance - HSEQ
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Manager ESG - Strategy & PMO
- **Othman Abdulla**
Senior Manager - Projects



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COP28 Sub-committee

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Chief Operating Officer
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*As effective at the time of publishing the report



Sustainable Cooling

