

A nighttime photograph of a modern building with a facade of blue and green illuminated panels. Light trails from traffic are visible in the foreground. The building has a grid-like pattern of lights. The sky is dark, and there are streetlights and other buildings in the background.

2019-2020

ANNUAL

ESG REPORT





CONTENTS

01 Chairman's Message	4	07 Key Highlights	16
02 CEO's Message	6	08 Rewards & Achievements	18
03 About This Report	8	09 ESG Governance	20
04 Group Profile And Structure	10	10 Environmental Protection & Compliance	38
05 Mission, Vision And Values	12	11 Our Community	50
06 Sustainability Development Goals	13	12 Our People	54
		13 Our Customer	66



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We are proud to be a leading organization in an industry that plays a critical role in providing the cooling that supports economic growth and improves the quality of life for people in every corner of the world.

”

Chairman's Message

It gives me great pleasure to introduce Tabreed's annual environment, social and governance (ESG) report, highlighting the 2020/2019 achievements. This report provides a detailed update on Tabreed's sustainable district cooling activities and projects both locally and globally, demonstrating our ongoing commitment to transparency of information and performance.

Our industry plays a critical role in supporting economic growth and the development of modern infrastructure, commercial and residential developments through the provision of essential cooling solutions that reduce electricity consumption and CO₂ emissions. Over the next decades, population growth and economic diversification in Tabreed's target markets will further the demand for sustainable cooling.

Increased demand for cooling will also impact emission levels, underscoring the need to continue to invest in sustainable cooling projects that mitigate the magnitude of climate change.

Tabreed is helping to address this dual challenge in a variety of ways: through research and development of next-generation technologies, through growth of our portfolio, and through the advancement of public policy to promote sustainable cooling all of which are detailed in the coming pages.

This report also details how Tabreed is contributing to the UAE's knowledge economy through the development of Emirati talent, providing opportunities to grow and become the leaders of tomorrow for both Tabreed and the United Arab Emirates.

As we continue to move forward, I want to express my gratitude to all our partners and key stakeholders who have taken an active role in supporting our shared sustainability priorities. I am confident in our ongoing success and looking forward to the progress in the years to come.

Khalid Al Qubaisi
Chairman, Tabreed



“

Our strategy has always been about bettering Tabreed’s position in the future. As the leading district cooling provider in the region, we are committed to our stakeholders and partners; we want to deliver social, economic and environmental benefits to the world, whilst also managing our environmental, social and governance issues.

”

CEO's Message

It brings me great pleasure to present Tabreed's first ever environmental, social, and corporate governance (ESG) report. This report demonstrates the critical role District Cooling plays in the sustainability of the environments and communities we operate in. It also highlights the exceptional progress we have made against our corporate priorities and key accomplishments.

2020 has been a challenging year for us all, but we have strived for continuous improvement in all that we do. At the heart of this, is how our company interacts with our stakeholders, including customers, shareholders, lenders, our ecosystem of suppliers, the wider society, as well as our employees.

Given our impact, we are keen on ensuring our talent, our influence as the leading district cooling developer, and our technology and innovation creates a positive impact in the most sustainable manner. Key to this, is an effective strategy to deliver on our environmental, social and governance (ESG) responsibilities. We view ESG through two lenses: risks and opportunities. For example, we understand the inherent risks of climate change, and we are taking bold and consistent steps to minimize our environmental footprint. At the same time, we believe our cooling solutions present tremendous opportunities to deliver value to our stakeholders and help facilitate a sustainable future and a low-carbon economy.

As a member of the Cool Coalition - a United Nations initiative - we have supported the coalition since inception. So far, we have set aggressive goals that feed into the targets that are aligned with the United Nations Sustainable Development Goals (SDGs), and these goals are detailed in the following sections of this report.

We are confidently, and consistently evolving as a company. We focus on the fundamentals and prioritize safety and social welfare above all else as one of our company's core values. Furthermore, we continue to have focus on operational discipline to enhance the management of our environmental footprint whilst ensuring the highest quality of corporate governance. Working collaboratively with our partners and employees, both in the UAE and beyond, I am proud to say that we made great strides in 2020 and look forward to what the future holds.

Bader Al Lamki
Chief Executive Officer, Tabreed



ABOUT THIS
REPORT

About This Report

This report covers the period between 2019 and 2020. It spans the full breadth of Tabreed's operations, including those based overseas. Data coverage varies for different KPIs – where we can, we have explained these throughout the report.

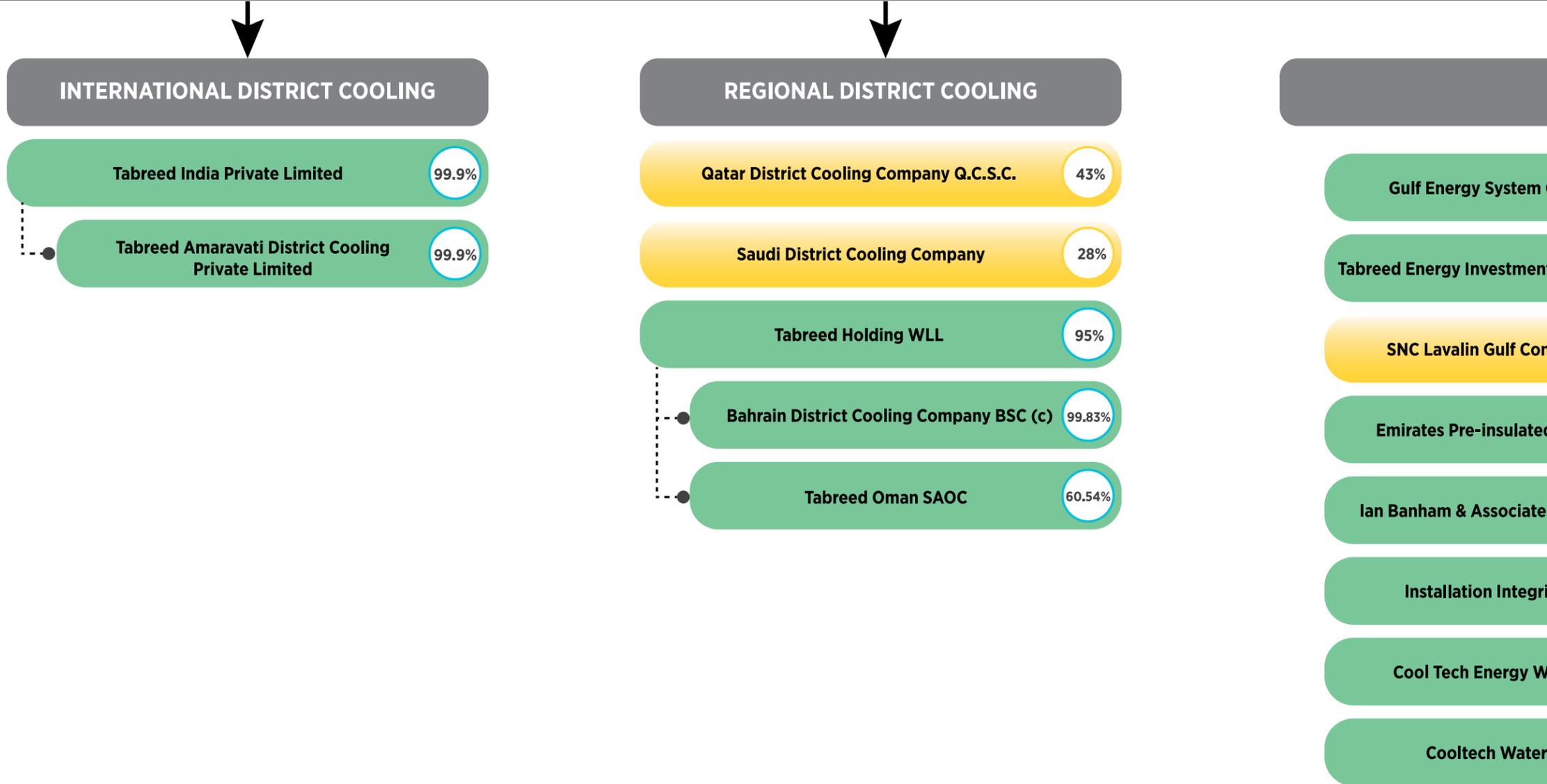
This report has been prepared with reference to GRI Standards and the 11 UN Sustainable Development Goals (SDGs).

We have included an outline of our response and ongoing preparedness in relation to Covid-19, in line with our wider disclosures around risk and business continuity.

The pandemic has had, and may continue to have, profound impacts on how our business is conducted. Therefore, as well as continuing to report regularly on this issue through the coming months, we will formally update on the impact of Covid-19 in our 2020 ESG Report.

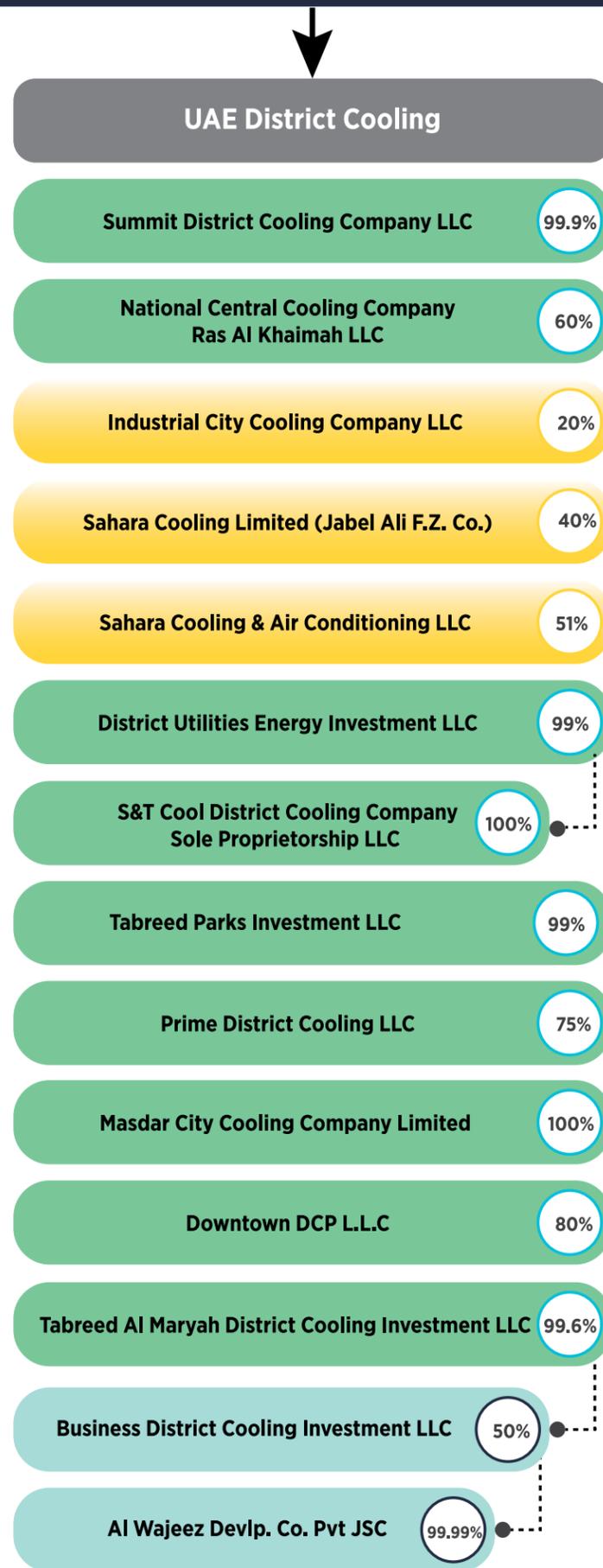
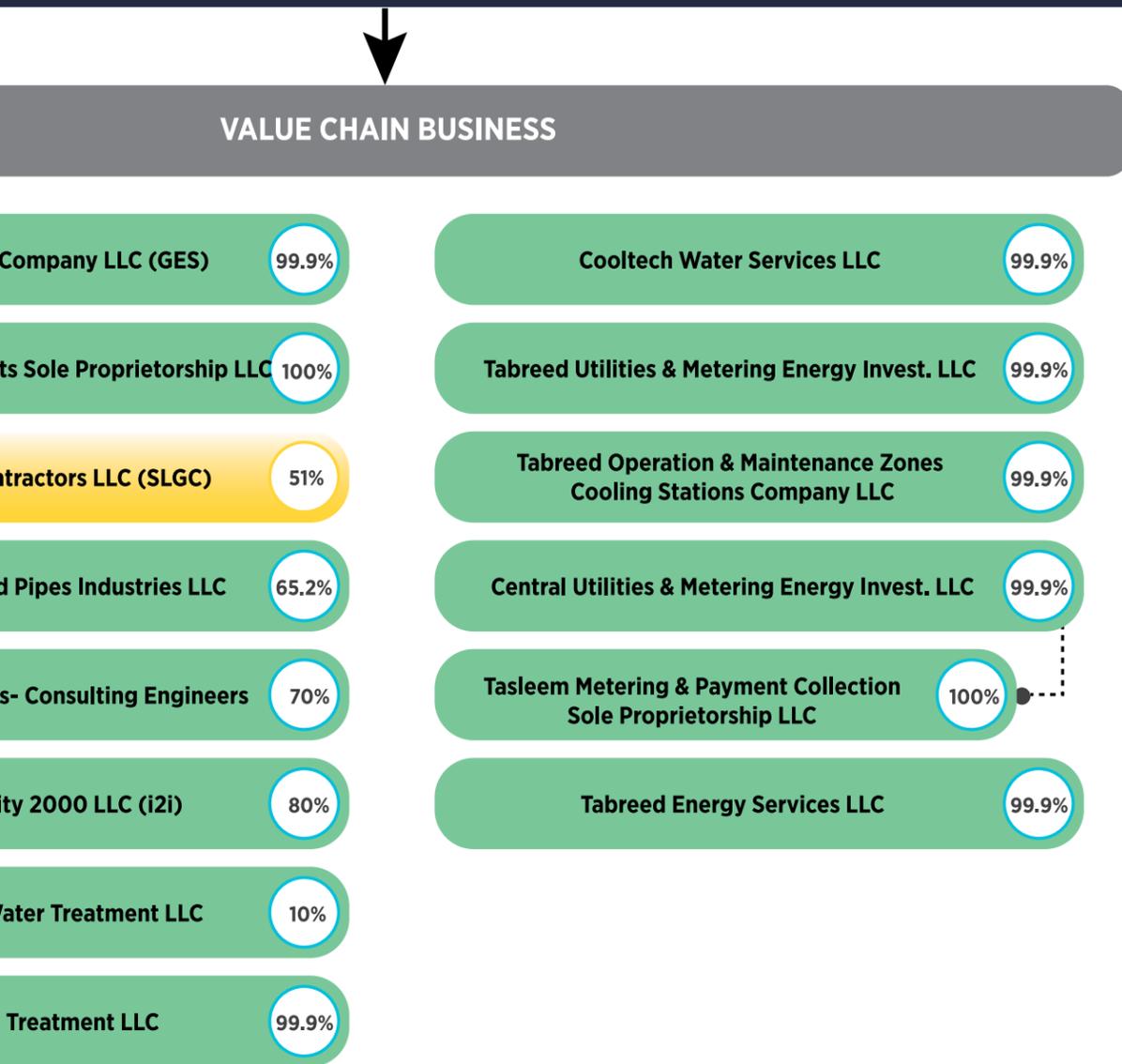


CORPORATE STRUCTURE NATIONAL CENTRAL COOLING (TABREED)



- Consolidated in Tabreed's accounts
- Equity accounted entities

STRUCTURE CHART 2021 (CONTROLLING COMPANY PJSC (TABREED))



Mission, Vision and Values

Vision:

“To be the leading cooling provider by utilizing sustainable, reliable and cost-efficient energy solutions”

Mission:

“Creating value through optimizing, innovating and striving for operational excellence to exceed stakeholder expectation, whilst protecting people, assets and environment”

Values:

Tabreed’s corporate values are guiding principles that help to define how the company and its employees behave. They underline Tabreed’s corporate culture and ethical behaviors. These values focus on our customers, shareholders, environment, community, and employees. Annual Awards recognize employees who have actively demonstrated the Tabreed Values.



**Committed to
Health, Safety and
Environment**



**Dedicated to
Excellence**



Stronger Together



**Resilient in the face
of Challenges**



**Inspire with positive
energy**

SUSTAINABILITY DEVELOPMENT & GOALS



Sustainable Development Goals

Sustainability is at the core of Tabreed's operations. It reflects the company's commitment to energy efficiency and to the environment, to its customers and to the sustainable socio-economic development of the region. They guide our day-to-day work, environmental and governance practices as well as our social initiatives.

Our sustainability priorities encompass three main pillars, which are aligned with our values and the national agendas and energy strategies of the region: People, Community and Environment.



KEY HIGHLIGHTS



7 AFFORDABLE AND CLEAN ENERGY



8 DECENT WORK AND ECONOMIC GROWTH



11 SUSTAINABLE CITIES AND COMMUNITIES



- Raised **\$1.2 Billion** through corporate and capital debt market.
- Significant growth achieved through downtown DCP and Saadiyat Island acquisition.



Become the first district cooling company in the region to receive the **ISO 5001**

UNDER THE REVISED VERSION (2018) OF THE ISO 50001 STANDARDS



Become the first district cooling company in the region to receive the **ISO 45001**

UNDER THE REVISED VERSION (2018) OF THE ISO 45001 STANDARDS



2.26 billion KWh
Reduction in energy consumed



86 Plants
ACROSS THE GCC
OVER A MILLION RT



AED 1,687 M
Core chilled water revenue
AN INCREASE 15.8% FROM 2019



221K RT
New Customer Connections



0 LOST TIME
INJURIES
(LTI's) for 2020



Celebrated the achievement of **12.5 million safe work hours** without **Lost Time Injury (LTI)**



AED 550M
NET INCOME
AN INCREASE 16.5% FROM 2019



1.35 Million tons
CO₂ emissions eliminated



REWARDS & ACHIEVEMENTS

AWARDS



ISO CERTIFICATION





Tabreed maintains the highest standards of corporate governance and we conduct our business with integrity, accountability, and transparency. We are committed to continuous improvement and monitoring to enhance our corporate governance structures, processes, and practices.

To reflect our commitment to stakeholders and to ongoing adherence to best practices, we must protect stakeholder interests while fulfilling our objectives, be responsible and accountable, and proactively manage the risks that we face.

Effective Risk Management

Tabreed employs a comprehensive approach to risk management to ensure the frameworks are in place across our business to address relevant risks.

Tabreed's risk management framework endeavors to consider the full spectrum of risks faced by the company. This framework is based on **ISO 31000**: Risk Management, and comprises several important steps:

- Identifying and analyzing the main risks facing the company
- Evaluating those risks and making judgements about whether they are acceptable or not Implementing measures to manage these risks in a manner consistent with the company's risk appetite
- Mitigating unacceptable risks by formulating responses in an annual Risk Management Plan following the identification of unacceptable risks, including actions to reduce the probability or consequences of an event and formulation of contingency plans; and ongoing monitoring, communication, and review.

The framework is applied consistently across the Company; the CEO has day to day responsibility for enterprise risks and the SVPs/VPs of each department are responsible for identifying and analyzing the risks in their own areas.

The specific responsibilities at a process level will vary depending on the activity being considered and is at the discretion of the relevant SVP/VP who is responsible for ensuring adequate controls are in place to manage risks within his department. In-line with ISO 32001:2009, the framework is monitored and reviewed, and continually improved, as necessary.

Code of Conduct

Tabreed's Code of Conduct established the standards we are committed to uphold and to which we adhere across the Tabreed group and is key in providing guidance to all those who work for and with Tabreed. The code supports our Values and confirms our commitment to the highest possible ethical standards and our commitment to excellence,

Tabreed's Code of Conduct outlines the basic rules, standards, and behaviors necessary to achieve our objectives and uphold our values.

We recognize that the Code plays a key role in building a long-term sustainable organization with responsible employees contributing to our development. The Code therefore outlines the way we want our employees to treat:

Our customers:

- Visitors to our sites and;
- Our suppliers and contractors;
- Fellow employees;
- Employees / representatives of the Government;
- Our investors and shareholders;
- The communities in which we work and live; and
- The environment in which we exist.

Fundamental Values (Corporate Values)

Tabreed success with respect to its profitability and competitiveness depends on its return on investments. Business decisions, including those relating to the Quality Management Systems, consider the following specific motivating values.

- the customer our priority: deliver to customer's satisfaction by promoting partnership to ensure sustainability;
- the personnel, our pride: emphasize information, competence, transparency and belief in a safe workplace to stimulate innovation and leadership based on satisfaction, integrity and trust;
- the suppliers, our partners: obtain their contribution and integrity in providing a conforming product based on mutual trust;
- the community, our commitment: act in a responsible manner in business practices and protection of the environment, as well as socially toward the community where the Operations are carried out;
- The investors, our resource: provide a satisfactory return.

The Code applies to everyone who works directly for or represents Tabreed, including all employees and directors of Tabreed and its subsidiaries. These subsidiaries are entities, operations or investments controlled by Tabreed or where Tabreed holds majority legal or beneficial interest.

Prohibition on Insider Trading

Tabreed is committed to ensuring that all business is conducted lawfully in accordance with good business practice and ethical standards. As a company listed on the Dubai Financial Market, Tabreed is regulated by the Securities and Commodities Authority and therefore certain individuals are subject to restrictions at certain times in trading Tabreed Securities. Tabreed adopted a policy to ensure that Tabreed personnel understand the restrictions placed upon them, their disclosure obligations, and the need to comply with applicable laws and regulations in connection with trading in Tabreed's Securities.

Tabreed Personnel are subject to the following restrictions in relation to trading in Tabreed's Securities as Follows:

- During a Blackout Period all Tabreed Personnel are prohibited from trading in Tabreed's Securities;
- Outside of a Blackout Period, all Tabreed Personnel must obtain consent from the Compliance Committee

prior to trading in Tabreed’s Securities (for compliance committee refer “ Tabreed Group Board and Board Committees”) section; and

- Those individuals who have received Material and Nonpublic Information concerning Tabreed are considered as Insiders and are placed on an Insiders register. Insiders are prohibited from trading in Tabreed Securities or sharing Material and Nonpublic Information with anyone unless agreed in writing with the Compliance Committee.

The policy applies to all Tabreed Personnel, which includes employees, members of the board of directors, consultants, and agents of Tabreed. Related Persons and third parties who gain Access to Material and Nonpublic Information (whether by reason of a contractual relationship with Tabreed, or any member of Tabreed or through a personal relationship with an employee).

INTEGRITY – CONDUCTING OUR BUSINESS

Prevention of Fraud

This Code outlines the requirement for the development of controls that assist in the detection, prevention, and response to fraud against the company. It is the intention of the company to promote consistent organizational behavior by providing guidelines and assigning responsibility for the development of controls and conducting investigations.

Fraud awareness, prevention and detection is the responsibility of all management and employees including the Board, Audit Committee, senior management, and internal audit.

Management has implemented effective fraud detection procedures, including:

- Effective automated systems, used to identify potential red flags within financial transactions;
- Use of Data analysis, continuous auditing techniques and other technology tools to detect fraud effectively;
- The Whistle Blowing Procedure outlines the reporting mechanism which provides for anonymity. The Company preserves the Confidentiality of the reporter during the investigation process and provides assurance to employees that they will not be retaliated against for reporting their suspicions of wrongdoing including wrongdoing by their superiors.

Preventing Bribery and Corruption

Most countries, like the United Arab Emirates, have strict laws covering bribery, corruption, and similar kinds of fraud by companies, their employees and third parties such as consultants or agents. Such laws generally prohibit offering or receiving bribes or kickbacks to secure or retain business and prohibit providing anything of value to a government official or making such payments through an agent. Tabreed employees are prohibited from influencing government officials, companies, or individuals directly or indirectly through the payment of bribes or kickbacks, or by any other unethical means, and they are also prohibited from accepting such payments or advantages. The law requires that Tabreed employees accurately reflect all payments of any value in the books and records of Tabreed.

Whistle Blowing Procedure

The Whistle Blowing Procedure outlines the principles that the Board and Management expect for the reporting of breaches of the Tabreed Code of Conduct. This reporting mechanism is designed to enable employees of the Company to raise concerns internally and to disclose information which the individual believes shows malpractice or impropriety.

The Company's goal is to prevent and deter violations of the Company's rules and regulations and applicable laws. To accomplish this goal, the Company encourages all employees and other interested persons to report any potential violations of the Tabreed Code of Conduct. In addition, the Company believes that employees and other interested persons should be able to make such complaints confidentially and anonymously and without the threat of retaliation. The Company is serious about investigating and correcting these matters and therefore will not tolerate any retaliation or negative action against the employee making the complaint.

The Company encourages its employees to ask questions and raise concerns if they think the Code is being breached. Employees are encouraged to discuss any concerns with their direct supervisor or the Human Capital function, however Tabreed recognizes this may not always be possible or appropriate. For such matters, where an employee or other interested person believes the Company or any of its employees has engaged in fraudulent or otherwise illegal or inappropriate acts, they are encouraged to report the potential violation directly to the Compliance Officer.

Upon receipt of the submission, the Compliance Officer acknowledges receipt of the submission to the sender and notifies the Board's Audit Committee of the complaint or concern. After an initial investigation, the Audit Committee decide whether a formal investigation is warranted.

The Compliance Officer oversees and conduct the formal investigation under the direction of the Audit Committee, in accordance with the guidelines contained in the Whistle Blowing Procedure. The

Compliance Officer regularly reports progress to the Audit Committee and the Audit Committee with a final report when the investigation is completed.

Preventing Money Laundering

The Tabreed Group is committed to ensuring that our operations comply with money laundering regulations. We conduct business only with reputable customers and partners involved in legitimate business activities using funds from legitimate sources. To successfully combat money laundering, Tabreed employees, employees of subsidiaries, and consultants, contractors and partners should:

- Know the customers, partners and suppliers;
- Conduct the due diligence necessary to ensure Tabreed's business activities and transactions are reputable and responsible;
- Be watchful for any payments that look irregular or for customers who appear to lack integrity in their operations; and
- Report any suspicious transactions or incidents of money laundering through Management or to the Compliance Officer. Further details on the reporting procedure can be found in the Whistle Blowing Procedure.

Protecting our Intellectual Property and Confidential Information

Intellectual property is one of Tabreed's most important assets and must be protected. Intellectual property includes trademarks, copyrights, trade secrets, know-how, patents, and a wide range of other proprietary information such as business plans, research or technical data, employee records and financial data.

Tabreed's policies ensure confidential information should only be shared internally within the Tabreed Group or with Professional advisers and even then, on a strictly need-to-know basis only. Tabreed's policies also ensure the intellectual property, know-how and confidential information of third parties that are in our possession is treated appropriately.

Supply Chain Management

The Supply Chain Management (SCM) department aims to provide innovative and value-driven services that support Tabreed's high standard of operations. At Tabreed, we conduct our sourcing in a transparent manner where suppliers are selected fairly and are presented with equal opportunity to partner with us.

Suppliers of goods and services play an integral and critical role in our business and we expect that they conduct themselves in an ethical manner compliant with Tabreed's relevant policies, including Conflict of Interest, Confidentiality of Information and HSEQ policies. Suppliers are selected fairly and on merit with a contractual requirement that they act ethically and comply with all applicable laws and regulations. Suppliers are expected to treat workers fairly, provide a safe and healthy workplace and protect the environment.

Paperless Operations

SCM digitized the documentation associated with the tendering process achieving quicker turnaround time, more accurate record keeping and complete elimination of paper waste.



Commitment to HSE and Quality Standards

SCM is fully aligned with Tabreed's Integrated Management System and has implemented high quality safety standards (ISO 45000 - Occupational Health and Safety Management System, ISO 14001 - Environment Management System and ISO 9001 - Quality Management System).

Tabreed's warehouse in Mussaffah, Abu Dhabi, is built with a centralized monitoring system in line with Abu Dhabi's Civil Defense regulations (Hassan). Alarm Receiving Centre (ARC) operators verify if an alarm is genuine or false (due to mechanical disfunction) in matter of minutes and dispatch emergency respond services accordingly.

Safe Assets Disposal Practice

SCM follows a very strict asset disposal standard in-line with the UAE's environmental regulations. Only certified asset disposal services providers, who maintain certificates by Tadweer (Abu Dhabi Waste Management), are selected to handle and safely dispose of unwanted assets and consumable items.

Preventing discrimination & harassment

Tabreed believes all employees have the right to a healthy and safe work environment free of discrimination and harassment in which individual and organizational objectives can be met. In implementing a healthy and safe work environment we ensure our workplaces are:

1. fair and equitable;
2. safe and supportive;
3. free of alcohol and drugs;
4. free of harassment of any kind;
5. Have the interests and well-being of all employees at heart;
6. Support fair treatment of all employees;
7. Values individual differences and cultural diversity;
8. Provide honest performance feedback and development opportunities;
9. Seek employee engagement and co-operation in the operations of the business; and
10. Act in cases where employees conduct themselves in a manner not aligned to the Code or values of the organization.

Tabreed Group Board and Board Committees

The following table outlines details of each Board member holding office during 2019 and 2020

Name	Position	Year of Appointment	Executive	Independent
Khaled Abdulla Al Qubaisi	Chairman	2009	x	x
Paulo Almirante	Vice Chairman	2017	x	x
H.E. Dr. Ahmad Belhoul Al Falasi	Member	2017	x	✓
Mohammed Al Huraimel Alshamsi	Member	2014	x	✓
Mohamed Jameel Al Ramahi	Member	2017	x	✓
Sebastien Arbola	Member	2017	x	x
Frederic Claux	Member	2017	x	x
Frédérique Dufresnoy	Member	2017	x	x
Saeed Ali Khalfan Al Dhaheri	Member	2017	x	✓

Tabreed has one female member on its Board of Directors, Frédérique Dufresnoy, who was elected by the General Assembly on 11 September 2017 and re-elected in 2020.

The Board is empowered to establish Board committees and to delegate powers to such committees as necessary or appropriate. The Board delegates certain functions to well-structured committees but without abdicating its own responsibilities.

Board committees are an effective way to distribute work between Board members and allow for more detailed consideration of specific matters. All the Board committees are functioning on behalf of the Board and the Board is responsible for constituting, assigning, co-opting, and fixing terms of service for Board committee members.

Tabreed's Board has constituted four Committees and implemented charters that define the obligations, duration and authority of each Committee and these Committees are regularly monitored by the Board regarding their performance and commitment.

These Committees are:

- The Nomination and Remuneration Committee
- The Audit Committee
- The Finance Committee
- The Projects Committee

Nomination and Remuneration Committee

The Nomination and Remuneration Committee assists the Board in discharging its responsibilities in relation to qualifications, compensation, appointment and succession of the Company's directors and key management personnel. The Committee oversees the Company's nomination process for the Board of Directors and continuously monitors the independency of the independent members of the Board.

Audit Committee

The Board maintains an Audit Committee that monitors financial statements, reviews, and recommends changes to Tabreed's financial and control systems, and appoints and maintains an appropriate relationship with the Company's external auditors. The Audit Committee also oversees the Internal Control function and is responsible for approving recommendations for internal control improvements.

Finance Committee

The role of the Finance Committee is to oversee the financial performance of Tabreed and to assist the Board in monitoring and reviewing;

- The economics and financial returns of investments and commitments,
- Debt and equity financing transactions; and
- Financial risk management programs of the Company.

Projects Committee

The role of the Projects Committee is to assist the Board and management in the successful tendering and execution of projects, management of project related contracts, procurement processes, health/safety and the environment processes, or any other matter that may be critical for the efficient, safe and reliable operation of the Company's projects and existing assets.

Board Remuneration & Shareholdings

The Company's Market Conduct and Trading Policy has rules governing the dealings by the Board members and their close family in Tabreed's securities. A fundamental restriction in place is that no Board member or Tabreed employee can trade in Tabreed securities during a blackout period. Blackouts occur over the periods when sensitive information is being developed or considered. The table below outlines the Board members' (and their immediate relatives') shareholdings and share transactions during 2020:

Name	Position	Total Shares Held as of 31/12/2020	Total Shares Sold	Total Shares Bought
Khaled Abdulla Al Qubaisi	Chairman	645,000	0	0
Paulo Almirante	Vice Chairman	0	0	0
H.E. Dr. Ahmad Belhoul Al Falasi	Member	0	0	0
Mohammed Al Huraimel Alshamsi	Member	0	0	0
Mohamed Jameel Al Ramahi	Member	0	0	0
Sebastien Arbola	Member	0	0	0
Frederic Claux	Member	0	0	0
Frédérique Dufresnoy	Member	0	0	0
Saeed Ali Khalfan Al Dhaheeri	Member	5,547,771	4,173,771	0

The Annual General Assembly meeting may, after setting aside 10% for the statutory reserve from the net profit of the Company, and the shareholder dividend of a maximum of 10% of the capital, approve a percentage of up to 10% of the net profits to remunerate the Board of Directors.

Remuneration paid to the Board members, in aggregate; in 2019 and in 2020, are as follows:

Sitting Fees and Remuneration	AED
Remuneration for 2018 approval by AGA	7,125,000
Remuneration for 2019 approval by AGA	7,125,000

Other than the remuneration recommended for 2019 and referred to above, no other allowances, salaries or additional fees were paid to any Board member by Tabreed for 2019.

Audit & Internal Controls

External Auditor

Tabreed complies with U.A.E. Federal Law No. 2 of 2015 concerning the Commercial Companies Law (“CCL”) which requires the rotation of external auditors every 3 years.

Following the completion of a 3year term by Tabreed’s previous auditors, Deloitte, and on the recommendation of the Audit Committee, the Board appointed PricewaterhouseCoopers (PWC) as Tabreed’s external auditor at the 2019 Annual General Assembly held on 6 March 2019. The Board ensures that the external auditor remains independent from the Company. The external auditor has broad powers to provide reports to the General Assembly Meeting and to regulatory bodies.

Internal Control

Tabreed’s Internal Control function is maintained by the Board with certain responsibilities delegated to the Audit Committee. The Board provides independent, objective, and authoritative advice as well as assurance over the Internal Control environment to the Board, Audit Committee, and management, to assist them in discharging their functions and duties conferred and imposed on them.

The Board ensures that the internal controls are effective by reviewing the work of the Audit Committee, effectively dealing with risk and control issues at Board meetings and requiring that risk and internal control issues be discussed at each Board meeting. The Board also ensures that an internal control review is conducted by the Internal Control function each year.

Executive Management

The Tabreed Corporate Governance Procedures Manual and the Board approved Delegation of Authority clearly outline the role that the Board requires from Tabreed’s management. Management’s primary responsibilities cover the oversight of the day-to-day operations of Tabreed’s business, strategic planning, budgeting, financial reporting, and risk management.

Management committees

To ensure that Tabreed conducts its affairs with integrity and in line with best corporate practices Tabreed has various management committees, of which the key management committees are:

- the Investment Committee, which has a mandate to consider and, if applicable, endorse projects, commitments and investments prior to their being proposed to the relevant Board committees and then to the Board for final approval;
- the Insider Information and Share Dealings Committee that monitors and controls the handling of inside information and regulates transactions and holdings of Tabreed shares by Board members and employees of Tabreed.
- Human Capital (HC) Committee - The Committee is chaired by the CEO and serves the objective of reviewing people related initiatives and issues arising. At a minimum, periodical committees are conducted every quarter to share relevant updates.
- ESG committee - During the year, the company formed the Environmental, Social and Governance (ESG) committee to ensure that the Group has the right level of commitment with regards to ethics, CSR compliance, and corporate, social, and environmental responsibility. The committee is chaired by the CFO.
- IT Steering Committee - The Committee is chaired by the CFO and serves the objective of ensuring alignment of IT projects in all aspects including Company's overall strategy, business objectives, resource planning and governance. The committee meets at least once a month to review the progress of ongoing projects and to provide advice and guidance on any risks and challenges facing project deliverables.
- Crisis Management Committee provides support and advice to organization's Incident Management Teams (IMT) in the event of an incident wherein the Incident Management Team determines the need for activation of the Crisis Management Plan (CMP). The committee is chaired by the CEO.

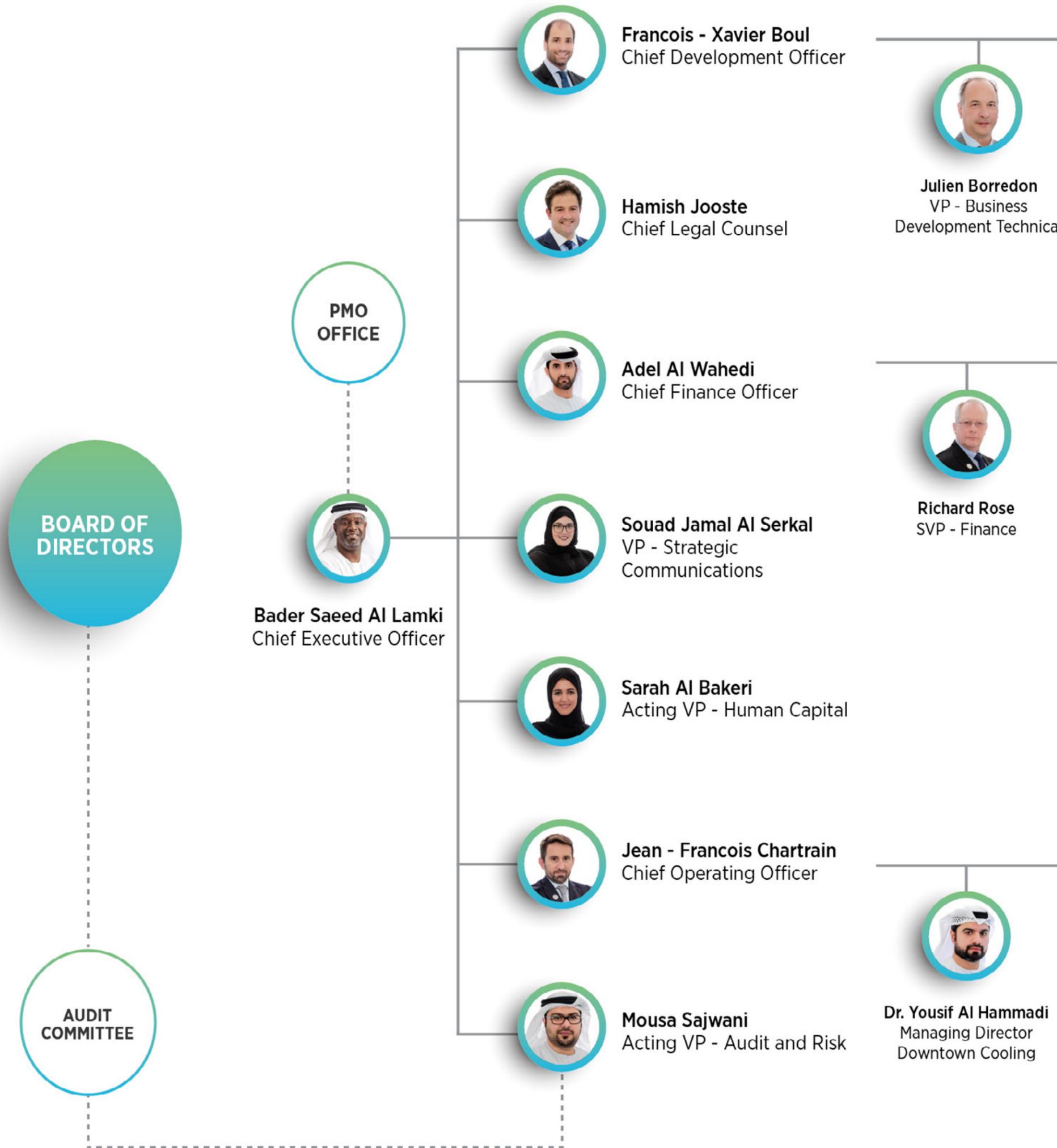
- HSE Steering Committee, oversees the operation of the Tabreed HSE Management System and provides a consultative forum to discuss all matters relating to the health, safety, and environment of all Tabreed and Contractor personnel working at Tabreed head office, plants, project sites, subsidiaries, and joint ventures (JVs). It also allows for a process of continuous improvement and to assist with the promotion of a culture of safety and environmental awareness and responsibility to the health and safety of all people in the working environment. The committee is chaired by the COO.
- COVID-19 Committee, to provide guidance and implement necessary actions taken to safeguard employees and maintain business continuity during the current COVID pandemic. The committee is chaired by the COO.

Corporate Governance Reports

- Every year Tabreed produces a corporate governance report which comprehensively addresses governance in Tabreed, copies of which are available at: [Tabreed CGR](#)



Organizational Chart 2020





Faisal Bhatti
Acting VP - Business
Development Regional

Sudheer Perla
VP - Business
Development India



Mohamed Habib
VP - Supply Chain
Management

Saeed Al Maeeni
VP - Information
Technology



Atef Al Breiki
SVP - Operations and
Maintenance

Alastair Mulligan
Managing Director
Tabreed Energy Services

Sabooh Asghar
VP - HSEQ

Irshad Hussain
VP - Projects

Colin Sangster
VP - Asset
Management

Hannah Al Bustani
Acting VP - Commercial
and Regulatory Affairs

Environmental Protection & Compliance

7 AFFORDABLE AND CLEAN ENERGY



9 INDUSTRY, INNOVATION AND INFRASTRUCTURE



11 SUSTAINABLE CITIES AND COMMUNITIES



12 RESPONSIBLE CONSUMPTION AND PRODUCTION



3 CLIMATE ACTION



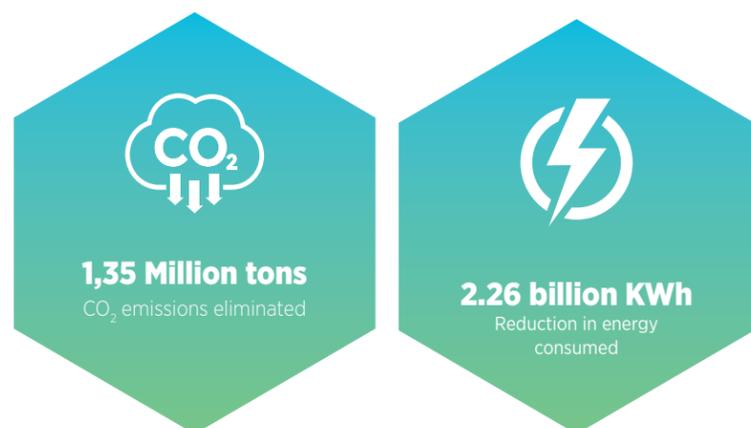
Reducing Energy Consumption and Reducing CO₂ Emissions in the UAE & across the GCC

Cooling accounts for up to 70% of energy consumption during peak periods in the U.A.E. This is a significant proportion of the total energy consumed in our nation, and therefore, the carbon dioxide (CO₂) emissions generated.

By pioneering a more efficient means of cooling large scale, high density developments, known as district cooling, Tabreed has a significant impact on reducing energy consumption and cutting CO₂ emissions, thereby enabling our nation's sustainable development.

District cooling applies industrial scale to the cooling process, chilling water at a central plant and distributing it to buildings connected into its distribution network. This enables economies of scale and greater efficiencies than traditional air-cooled chillers, as well as a reduction in noise and visual pollution.

To put things in perspective, across the GCC, in 2020 Tabreed delivered over 1.4 million Refrigerated Tons (RT) of cooling to its clients. As district cooling is 50% more energy efficient than conventional air conditioning, Tabreed's services translate into a reduction in energy consumption by almost 2.26 billion KWh in the GCC in 2020. This reduction of energy consumption for cooling brings about significant benefits to the environment by cutting CO₂ emissions by more than 1.35 million tons per year or the equivalent of removing 293,129 petrol cars off our streets every year.

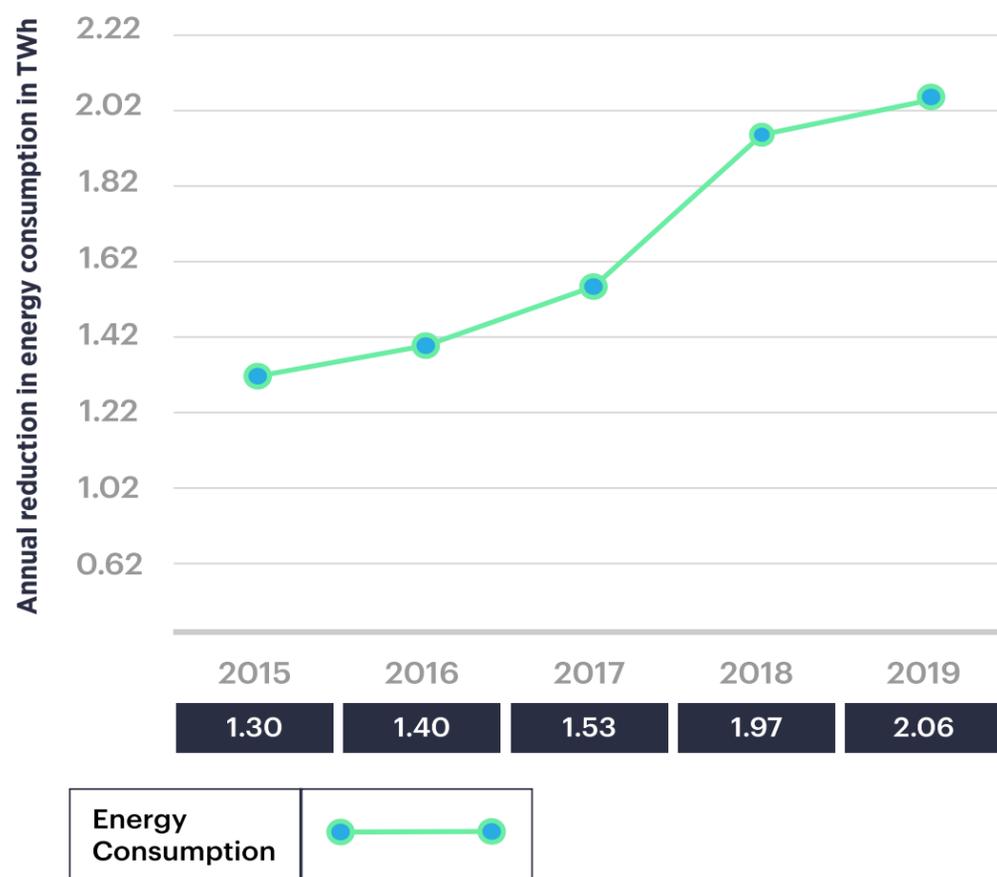


Initiatives to reduce energy consumption

Over the years, Tabreed has intensified its efforts to conserve energy through improved operational efficiencies. The company regularly monitors the operational efficiencies of its plants. Given the volumes involved in Tabreed’s operations, even small improvements can have a significant environmental benefit. Electrical efficiency is a measure of a unit of electricity used in kwh over a unit of sold cooling (RTH). From 2017 to 2019 electrical efficiency improved by approximately 4%.

Tabreed also measure water utilization through a water efficiency KPI, which is a measure of a unit of water consumed in imperial gallons over a unit of sold cooling (RTH). Since 2017 water consumption has declined approximately 3%. For both energy conservation measures, Tabreed has driven improvements over time a there are plans in place to drive further improvements in the future.

The table below demonstrates annual reduction in energy which shows significant improvements in annual energy consumption.



Using seawater to protect scarce resources

A further innovation to reduce the usage of potable water can be found at one of Tabreed's plants in Bahrain. In order to take advantage of the plants location and mitigate the risk of shortage of water supplies, Tabreed is currently using seawater instead of potable water. This has led to an annual saving of approximately 150 million imperial gallons of potable water. The plant utilizes specific technologies that ensure that the temperature of the water that goes back into the ocean does no harm to the marine life, further highlighting Tabreed's commitment to sustainable cooling.

Utilization of TSE water

Tabreed is one of the pioneers in the use of Treated Sewage Effluent (TSE) in district cooling plants, which enhances the sustainability of resources by recycling sewage water which would otherwise be discharged into the environment to replace potable water. TSE can result in up to 35% savings over conventional potable water systems as it is more cost effective to use TSE and consumes less energy when compared to grid water.

Tabreed currently uses TSE in its six plants across its operations with a view to expand across other plants in Dubai and Abu Dhabi.

Thermal Energy Storage

Thermal energy storage (TES) systems enhance Tabreed's ability to manage peaks in district cooling demand and bridge the gap between energy supply and demand. TES systems store chilled water in large tanks, available to use when cooling demand increases. The peak load demand for energy to generate the cooling can be shifted to off-peak by utilizing stored energy from TES units. In this manner, no additional production must be started during times of peak cooling demand, which decreases total energy that would otherwise be consumed at the plants and also reduces costs.

Tabreed uses thermal energy storage technology in many of its plants to help achieve larger savings in electricity consumption.

CO₂, NO_x, SO_x and other emissions

Tabreed has commissioned Intertek, a British multinational assurance, inspection, product testing and certification company that maintains extensive global accreditations and recognitions for testing and certification services. Intertek carries out semi-annual stack emissions monitoring of Tabreed's engine generators at Al Maraya Island, Abu Dhabi, for oxygen (O₂), carbon monoxide (CO), carbon dioxide (CO₂), Sulphur dioxide (SO₂) and oxides of nitrogen (NO_x), smoke density, Ambient temp, and Stack gas temp. The monitoring is conducted as part of Tabreed's environmental compliance and to avoid or reduce business disruptions.

Management of hazardous waste

To ensure appropriate disposal of general and hazardous waste, Tabreed has engaged Environmental Services Providers (ESP) authorized by UAE Federal and Local waste management authorities for the collection, loading and transportation of hazardous used oil, batteries, empty chemical cans and oil drums from various plants operated by Tabreed and its affiliates.

The ESP are bound to perform waste management services in accordance with the established Standards, such as the regulations of the Centre of Waste Management Abu Dhabi (Tadweer), Abu Dhabi Municipality and the requirements set forth in Tabreed's HSE Management System. These

standards require appropriate waste management ensuring no harm to the environment.

Tabreed also submits a diligently prepared Waste Reduction Action Plan (WRAP) twice annually to Tadweer as part of renewal of its trade license.

Trade Effluent Discharge

The ongoing rapid development and diversification of Abu Dhabi's industrial base poses a significant challenge for the Wastewater sector. The Regulation and Supervision Bureau for the water, wastewater, and electricity sector in the emirate of Abu Dhabi issued the Trade Effluent Control Regulations 2010 to establish a legal framework that will make sure Trade Effluent is managed safely and economically by the wastewater sector.

To comply with the framework of the regulation of trade effluent, Tabreed submitted applications and Abu Dhabi Sewerage Services Company (ADSSC) has issued Tabreed Consent Approval for Trade Effluent Discharge.

Go Green Initiatives

Go Green is an initiative to support Tabreed's efforts on sustainability with keen focus on reduction of environmental impact. A core objective of this initiative is reduction in the consumed resources to achieve subsequent reduction in the generated waste.

This first phase of this initiative focused on Tabreed Head Office and Project sites with the following sub-initiatives:

- Secure Printing.
- Digital Signature.
- Plastic Bottles.
- Paperless Project Sites.

Some of these initiatives are detailed in the table below.

Initiatives	Action
Reduction in head office paper waste	<ul style="list-style-type: none"> • Digitization and use of recycled paper for printing. • Submission of documents electronically, including invoices, qualification documentation, and letters. • Store office files digitally , and digitize existing paper documents. • Adopt the 'Secure Printing Initiative' to reduce paper use as well as ensure confidentiality of information.
Reduction in Plastic Waste	<ul style="list-style-type: none"> • Distribution of plastic bottled water has discontinued and replaced with re-usable water bottles; use of water dispensers and paper cups • Installed waste segregating recycling bins and encourage employees to segregate waste by using the right recycle bin.
Reduction in Energy Consumption	<ul style="list-style-type: none"> • Installed light sensors throughout the throughout the Head Office, especially across the corridors.

Tabreed Management expects all employees to integrate waste reduction strategies into all facets of their activities, including minimizing office waste generation and involving contractors, customers, and suppliers in reducing consumption of resources but without compromising the confidentiality of information.

This initiative demonstrates Tabreed's commitment to sustainability and environment by addressing issues at grass root level.

Chemical Safety

Tabreed as part of its HSE Management System has issued guidance on the management of hazardous chemicals at all Tabreed premises, with the aim of safeguarding the health and safety of employees, protecting the environment, and ensuring regulatory compliance.

The procedure is applicable to the selection, procurement, transport, handling, storage, use and disposal of all hazardous chemicals used at Tabreed plants and project sites.

ISO Certifications

In 2018, Tabreed was recertified for 3 key ISO certifications, i.e., ISO 9001:2015, ISO 14001:2015 and OHSAS18001. However, in 2020, Tabreed underwent the mandatory migration from OHSAS18001 to ISO 45001:2018 thereby becoming the first district cooling company to have done so. Also, in 2019 obtained new certification ISO 50001:2018.

The four certifications, which are reviewed by external audits every three years include ISO 9001:2015 (Quality Management System), which demonstrates the company's ability to consistently provide a quality of service that meets its customers' requirements; ISO 14001:2015 on (Environmental Management System), which assesses the company's environmental practices; ISO 45001:2018 (Occupational Health and Safety Management System), which measures the company's compliance with various health and safety regulations and promotion of employee health and well-being and ISO 50001:2018 Energy Management System, which demonstrates the company's ability to provide energy management best practices and promoting energy efficiency throughout the supply chain.



Tabreed received its recertifications after an extensive assessment carried out by Intertek International Limited, a leading global ISO accreditation company. The certification process included a comprehensive audit of Tabreed’s district cooling plants’ operations rooms, corporate headquarters as well as its management policies and procedures. The audit also entails an annual review to ensure the company continuously abides by international best practices going forward.

The company attained its first ISO certification in 2002, and has successfully achieved recertification thereafter in 2005, 2008, 2012, 2015 & 2018 as per the ISO certification cycle.

ISO certifications underline Tabreed’s commitment to its stakeholders, in particular its employees and environment.

Integrated Management System (IMS) Policy

Tabreed’s IMS Policy encapsulates the objectives set by the four management systems that we are certified for under three pragmatic approaches, Proactivity, Reactivity, and Sustainability. This ensures that our commitment to HSE, quality and energy management is vividly manifested in all modes of our operations and activities.

Proactivity	Sustainability	Reactivity
<ul style="list-style-type: none"> Conduct its business in socially responsible manner. 	<ul style="list-style-type: none"> Deliver high quality products and services. 	<ul style="list-style-type: none"> Timely investigate all incidents and occupational illnesses
<ul style="list-style-type: none"> Consider IMS at par with productivity, quality, and profitability. 	<ul style="list-style-type: none"> Comply with all applicable HSEQ, energy laws, regulations, standards, and industry best practices. 	<ul style="list-style-type: none"> Establish crisis and emergency management measures.
<ul style="list-style-type: none"> Establish a positive IMS culture 	<ul style="list-style-type: none"> Make efficient use of energy and conserve natural resources and encourage reduction, re-use, and recycling of waste. 	<ul style="list-style-type: none"> Conduct management reviews as part of continual improvement.
<ul style="list-style-type: none"> Establish sound IMS to set, review and achieve measurable objectives 	<ul style="list-style-type: none"> Strive for continual improvements. 	<ul style="list-style-type: none"> Establish sound IMS in order to set, review and achieve measurable objectives.
	<ul style="list-style-type: none"> Foster technological innovation and industry best practices. 	

Integrated Management System (IMS)

Health, safety, environment, quality, and energy compliance is a cornerstone of our operations and an integral part of business planning and strategic goal setting.

The IMS consolidates all four management systems that Tabreed is certified for. The company aspires to continually improve its IMS performance and work on meeting and exceeding expectations of employees, customers, contractors, suppliers and business partners and the community in which it operates. The IMS is implemented across Tabreed through an annual Action Plan which provides a detailed list of HSEQ and energy management objectives and KPIs with the core focus to:

- Enhance HSE culture.
- Reduce injuries.
- Reduce environmental impact.
- Enhance quality.
- Implement Energy Management initiatives.
- Address internal and external needs and expectations.
- Address and monitor risks and opportunities.

Quality Management System (QMS)

Tabreed has established its Quality Management System (QMS) in line with ISO9001:2015 standard, to ensure the Company continues to meet or exceed customer expectations, maintains its rigorous construction standards, and meets or exceeds all applicable regulatory guidelines.

Quality Policy

Tabreed is committed to delivering high quality products and services that meet or exceed customer requirements by measuring customer expectations and satisfaction. Tabreed quality policy is embedded within its IMS Policy, and reflects Tabreed's commitment as follows:

- Provide a framework for establishing and reviewing QMS objectives and targets.
- Be responsible for the effective implementation and execution of the on-process quality assurance and quality control.

- Ensure the freedom to identify the problems affecting quality, to issue non-conformances to control material, products and services not conforming to the required quality standards, and to ensure that the recommended corrective actions are fully addressed.
- Measure and continually improve the effectiveness of our QMS.

Quality Objectives

In keeping with its Quality Policy, Tabreed has established the following quality objectives as part of its annual IMS Action Plan:

- Satisfy all operational requirements in a cost effective manner.
- Enhance external customer satisfaction.
- Enhance efficiency of internal processes.
- Motivate and retain competent, productive and involved workforce with high morale.
- Measure quality performance and evaluate compliance with customer/client service level agreements
- Operate efficiently to reduce system and product non conformities.
- Seek out technologies to improve processes and activities.
- Enhance company and business knowledge (within the department staff).
- Promote a culture of continuous improvement to our QMS.

Energy Management System (EnMS)

The Energy Management System describes the framework (scope and field of application) for Tabreed's Energy Management System (EnMS) to establish an energy policy, objectives, energy targets, action plans and processes to achieve the objectives and energy targets. It was developed by Tabreed with the following objectives:

- Provide a framework for promoting energy efficiency throughout the supply chain.
- Provide energy management best practices and reinforce good energy management culture and behaviors.
- Where applicable, allow integration with Tabreed's existing Management Systems, such as Health, Safety and Environment (HSE) and Quality.

The energy considered within the framework of the certification are the refrigerated energy, and the primary sources of energy: the electrical energies, the water of cooling towers, and fuel.



Environmental Permits

The Environment Agency Abu Dhabi (EAD) is committed to ensuring that environmental protection, regulation, and natural resources conservation are a high priority on the UAE's national agenda. As such, the agency provides direction for government, businesses, and the community to commit to environmental considerations without compromising on Abu Dhabi's development.

As part of this commitment, Tabreed continues to improve its compliance to environmental matters, such as by obtaining permits for its plants in Abu Dhabi (and also Environmental Clearance for all plants in Dubai).

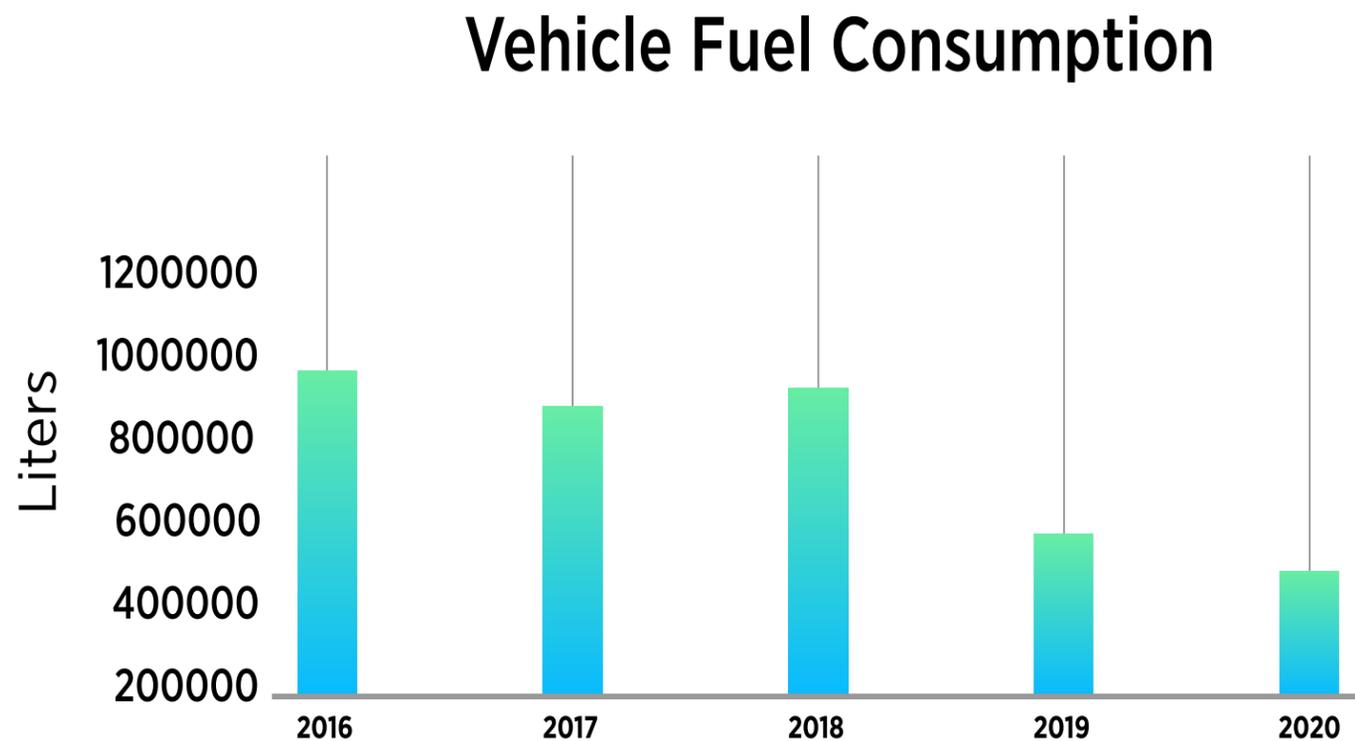
The number of Tabreed plants with EAD permits has doubled since 2016, starting from 16 plants to 32 in 2019.

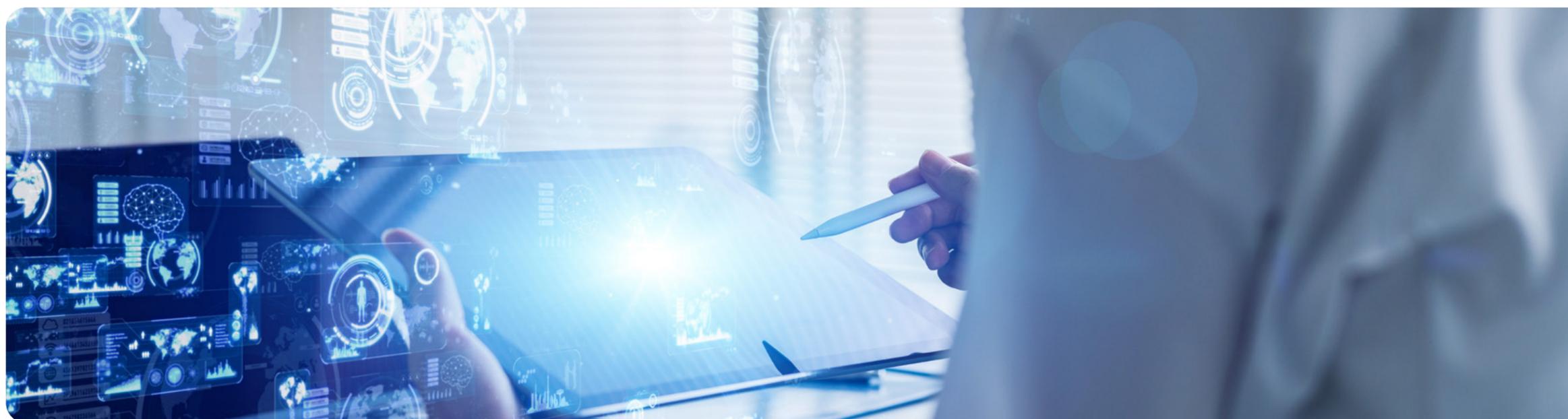
Vehicle Fuel Consumption

Tabreed monitors its fleet fuel consumption on a regular basis to reduce consumption of natural resources. The company seeks to minimize its environmental footprint with a focus on reducing energy consumption and gas emissions.

The more fuel the vehicle burns, the more greenhouse gases (GHG) it produces, mostly in the form of carbon dioxide, or CO₂. For every liter of gasoline, a vehicle uses, it generates about 2.3 kilograms of CO₂.

Tabreed's fuel consumption reduced by 41% from 2016 to 2019.





Research & Development

Tabreed strives to find new ways to improve the operating efficiencies in our plants. We have partnered with the Masdar Institute of Science and Technology (MIST), now part of Khalifa University, an independent, research-driven, graduate-level university focused on advanced energy and sustainable technologies, to launch a joint research and development (R&D) project that aims to enhance operational performance and reduce energy consumption in district cooling plants.

The current research project – optimal chiller plant control, phase-I – aims to create a ‘smart controller’ capable of intelligently and independently managing district cooling plants to improve operational performance and decrease energy consumption, with minimal human interference.

Tabreed and MIST are aiming to develop a software module that can be integrated with the district cooling plants’ control system to measure all external variables that impact the operational efficiencies of the plant, such as chilled water supply, return flow, outside temperature and humidity levels. The system will then automatically decide at what capacity major equipment such as chillers, water pumps and cooling towers need to operate at to meet customers’ cooling requirements in the most economical and energy efficient way.

One of Tabreed’s plants in Mohammed bin Zayed City, Abu Dhabi, was selected for the pilot project, which is hoped will ultimately yield results that will allow us to make further reductions in our carbon emissions.



OUR COMMUNITY

1 NO
POVERTY



4 QUALITY
EDUCATION



17 PARTNERSHIPS
FOR THE GOALS



Nurturing Future Leaders

At Tabreed, we are committed to developing the next generation of leaders through encouraging UAE and GCC nationals to pursue Science, Technology, Engineering and Math (STEM) studies leading to careers that help them realize their potential while positively impacting the growth of knowledge economies and socio-economic development.

University Talks and Career Fairs

Tabreed executives regularly visit local universities and engage with engineering students, sharing technology advances and best practices in district cooling as well as discussing potential career opportunities. Some of these universities include Khalifa University, Higher Colleges of Technology, UAE University, Zayed University and Tawdheef Career Fair.

Plant Tours

Students interested in gaining first-hand experience on the operations of district cooling plants, are invited to tour our plants. Tabreed has partnered with five universities to provide guided tours to their engineering students to deepen their knowledge of district cooling technology.

#TabreedCares

The Tabreed Cares campaign has been introduced as a continuous, long-term CSR campaign, broadcasting the company's efforts across its operations.

The current initiatives being undertaken tackle the impact of the Covid-19 pandemic, and these include:

- A partnership with the SAAED association, the Emirates Red Crescent, and the Ministry of Interior in

an initiative titled “Your families are ours” which sees Tabreed offer a substantial donation to provide support for families across the UAE that have been impacted by the Covid19- pandemic.

- A partnership with Opal (Oman Society for Petroleum Services), a non-profit member association in the Sultanate of Oman, in addition to the Oman Ministry of Health, to support in funding the testing of Covid19- in the country.
- A strategic collaboration with Bahrain’s Royal Humanitarian Foundation (RHF) and taking part in the national “Feena Khair” initiative by providing financial support in Bahrain to help combat the effects of the coronavirus pandemic.
- Collaboration with Ma’an, an Abu Dhabi Government social contribution organization and ADEK for distribution of 40 laptops to schools in Abu Dhabi

Coverage Details

External Communication

Press Release	Drafted and distributed two press releases across two countries (UAE and Oman), along with social media content
Coverage	15 news clippings were secured, including pieces in Alroya, Times of Oman, and Argaam
Total Reach	Total cumulative reach of 2,041,112

Social Media

Social media posts have been created along with graphical designs to be published across our online platforms. Three posts have been published. with a combined reach of over 23,000 in the space of 3 weeks, at the time of writing.



Internal communication

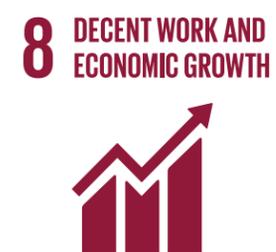
The Tabreed Cares initiative has also been introduced as an internal CSR effort, capitalizing on the resources provided to Tabreed personnel by the Human Capital department. The services offered by ICAS to provide support to all Tabreed employees such as the Employee Assistance Program (EAP), in which individuals (as well as their family members) can enjoy free professional support on a range of different aspects that may require attention, are being promoted internally using the #TabreedCares slogan as an umbrella for our internal and external CSR efforts.

Summary

The Tabreed Cares campaign is the first of its kind for Tabreed and is envisioned to become a clear display of the company's values. The company prides itself as being one that creates solutions that are of significant value to the environment, and thus, to society. The Tabreed Cares campaign fits well within this message, and demonstrates the company's responsible efforts and community outreach, to both our clients and the internal members of the Tabreed family.

OUR PEOPLE

Fair and attractive employer



Tabreed employees are key to our success. The labor market is highly competitive. This makes having a strong and attractive employer brand crucial for attracting and hiring the kind of people who can help Tabreed realize its ambition to be the leading cooling provider by utilizing sustainable, reliable, and cost-efficient energy solutions.

How we reward and manage our workforce

Competitive compensation and benefits are essential for attracting and retaining talented people. Employees' compensation includes fixed components and variable components (e.g. overtime) depending on the grade of the employees. We provide our employees with other valuable benefits, such as life/disability insurance, medical insurance with family coverage, travel allowance, pensions, and end of service benefits. The following lists the benefits available to Tabreed employees (depending on the employee grade)

- Joining and repatriation ticket
- Children education allowance
- Salary advances for new joiners
- Housing advance
- Personal loan
- Bonus
- Allowances (accommodation/housing allowance/ phone allowance. / Shift allowance mobile phones, duty car etc.)
- Overtime
- Disability/life insurance coverage
- Medical insurance for self and family
- Retirement provision (Gratuity and pension schemes)
- Residence visa cost for self and family
- Leaves (annual, sick, maternity, paternity Hajj, etc.)



With 30 different nationalities in the workforce, Tabreed believes in the power of diverse, talented people to create value and deliver on our customer and stakeholder expectations. Diverse perspectives and an inclusive environment promote innovation, better decision-making, adaptability, and problem solving, all of which enhance our role in driving economic and social development across the region and make Tabreed a great place to work.

Fundamental to all our inclusion efforts is zero-tolerance for discrimination or harassment in any form, across all aspects of diversity, including race, color, religion, gender, nationality, age and marital status.

Our recruitment processes assess candidates based on their competencies and experience. Employment, remuneration, promotion, and termination are based on performance and conducted through fair, transparent, and accountable processes. We have an anti-harassment policy for all employees, outlining expected workplace conduct and professionalism, including channels for escalation in case of any noncompliance.

With 26% per cent of employees at the corporate level being women as of 31 December 2019, we are proud to be an employer of choice to women across the region and strive to provide an inclusive workplace.

Tabreed also understands the importance of diverse perspectives in effective governance and decision-making and the Company's senior management team and the Board represents different nationalities and ethnicities, in addition to diversity in education, age and experience.

Employee engagement

Continuing to build on our collaborative and inclusive workplace, which encourages employee engagement, remains a top priority for Tabreed. Each year we conduct an employee engagement survey with the help of third parties to monitor levels of employee engagement across our business units and functions. The survey provides meaningful input to facilitate the development of strategies for improvement, with the goal of building on our strong levels of engagement.

In 2019, 98% per cent of our people responded to the survey and the Group's employee engagement Scores were 88% percent.

	2016	2017	2018	2019
Participation rate	89%	94%	96%	98%
Engagement score	85%	85%	86%	88%
Enablement score	85%	89%	89%	85%

Developing Our People

Employee Talent Development

Development of our employees is a key strategic priority. We foster a learning culture that supports the development of our people's key capabilities. We believe that this will both help them succeed in their current roles and provide a platform for meaningful, long-term careers with Tabreed. We practice a holistic approach to learning and development, whereby knowledge and skills are accumulated from on-the-job experiences, collaborative projects, classroom, and digital learning, supported by activities such as mentoring and coaching.

Trainings

All employees at Tabreed are assessed for Training Need Analysis (TNA) and are accordingly trained and are provided opportunities to learn. The digitalization of learning content and delivery methods plays an important role in learning and development at Tabreed. Tabreed's e-learning software has a library of over 2800 trainings, which includes technical, HSE and soft skill trainings and is available to all employees. To ensure that our programs deliver value for the business and develop our people for the future, we review feedback from our employees, of our training materials on a regular basis.

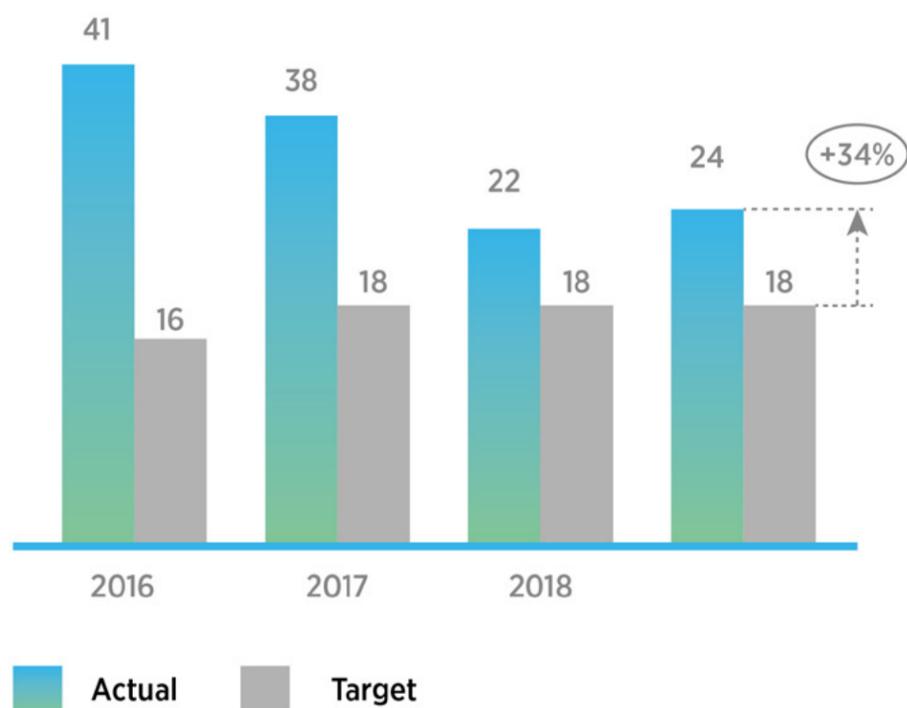
HSE Training and Awareness Programs

Tabreed has implemented mandatory HSE learning mechanisms to ensure employees receive continuous training on how to work safely at Tabreed facilities. Tabreed provides training sessions for employees as well as contractors on the following essential topics:

- Detailed Training (internal): Permit to Work System and Gas Testing, Chemical Safety, and HSE Management System / Risk Management;
- Slot Training (internal): Noise Hazards, Manual Handling, Ergonomics, Crane Safety, Confined Spaces, Fall Protection and Lone Working;
- eLearning (internal): covering a broad range of the most up-to-date and innovative HSE courses which can be completed online;
- External Training: NEBOSH, IOSH, Basic First Aid, Firefighting, and Defensive Driving.

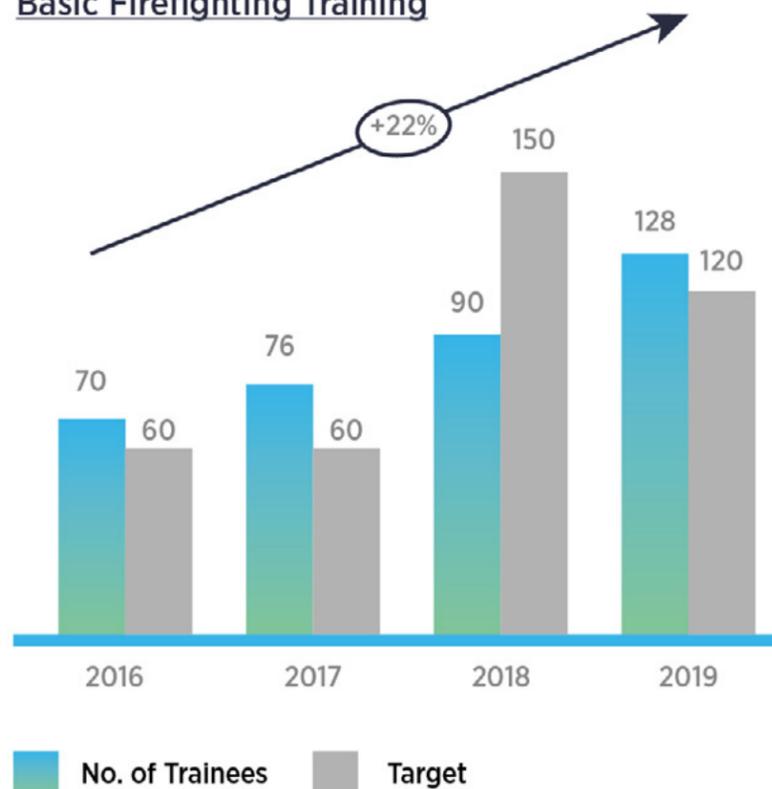
This initiative has had a high participation rate among employees which is visible from the number of training hours accomplished per person per year over the past few years:

HSE Performance - Training Hours [hrs/employee]



As a key driver of health and safety awareness and performance HSE specific training hours have been constantly above internal targets.

Basic Firefighting Training



All our O&M personnel and the Corporate Office Emergency Response Team have received basic firefighting training to be able to handle minor fire and other emergencies. We have mostly met or exceeded our internal targets.

Mentorship and coaching programs

Tabreed believes that it must continuously invest (through training/mentoring) in its people, in order to maintain and enhance its competitive edge. Training will facilitate improved performance, lead to skill development, and provide opportunity for future development.

The company also believes that in addition to training, development of employees also occurs through on-the-job training, job rotation, coaching by experienced managers and opportunity to work on cross-functional task force type of assignments.

Succession and Organization Planning

Committed to having a strong talent pipeline, our comprehensive annual Group-wide organization people review process continues to identify different talent segments to enable leaders to plan for the succession of key roles. The success of our approach to talent development and our Group-wide succession planning can be found in the many examples of internal promotions into key leadership roles throughout the Group in 2019, including at senior levels of the organization.

Talent Acquisition, Management & Retention

As part of Tabreed's mission to advance the profession and serve its employees, Talent Management programs provide employees with unique opportunities to leverage their skills, knowledge, and experience, and establish relationships and business connections in Tabreed and/or other successful companies. The scope of this policy evolves around four main programs: Buddy Program, Internal Mobility, Secondment and Job Rotation.

Emiratization

Tabreed is committed to encouraging Emiratis to pursue careers in the private sector and empower local talent to flourish. Current Emiratization rate stands at 41% - one of the highest rates for a private company.

	2018	2019	2020
Percentage*	39%	41%	41%

*at corporate level

StarTrain Development Program

UAE national team members are enrolled in a leadership development program with specific and measurable milestones to monitor their professional development and ensure they are being trained to take on increasingly senior roles within the organization.

Sponsorship program - sponsor students from technical field

Tabreed is committed to investing in the aspiring youth of the Country as a service to the local community and part of its Corporate Social Responsibility mandate. Through Tabreed Sponsorship Program, talent pools will be the future workforce created for the Company.

Sponsorship program in which the Company attracts UAE national Students to work with Tabreed by providing a sponsorship with one of the granted local (UAE) based Accredited Universities and Technical Colleges.

Internship program - undergraduates

Tabreed's Internship Program (TIP) is designed to give undergraduate UAE National students an opportunity to complement their formal education with career-related experiences. Tabreed support internship programs as they help prepare students to work effectively in the business world upon graduation. Gaining real world experience helps interns to make more informed career choices which will result in higher job satisfaction and productivity.

The internship program, available to Emirati students in their third or final year of study, will cover a variety of functions including engineering, finance and accounting, communications, human resources, and business development.

Education assistance program - Ethra'a initiative

In January 2019, Tabreed announced the launch of its Ethra'a initiative, a knowledge development program established to develop human capital and prepare the district energy sector's future leaders.

The Ethra'a initiative aims to build a highly skilled talent pool and develop human capital by facilitating knowledge sharing and innovation between the industry and academia. This aims to further drive knowledge-based economic growth in line with the Abu Dhabi Economic Vision 2030, and strategic talent development to support environmental sustainability and the green economy ambitions outlined in the UAE's Green Agenda 2030, an overarching framework to transform the country into a green economy. The initiative is also aligned with Abu Dhabi Government economic reform plan 'Tomorrow 2021' (Ghadan 2021), which places significant focus on the development of technology, talent, and research.

Ethra'a is built on five engagement pillars, with an overall objective to create opportunities for engineering graduates, by equipping them with the knowledge, skills, and competencies to become successful in highly skilled roles within the district energy sector. These pillars are:

- guest lectures delivered by subject matter experts at Tabreed to initiate knowledge transfer and improve understanding of the district energy sector;
- an in-house, capability-building program, which features programs designed to equip UAE nationals with workplace skills and help improve their performance;
- educational tours at district cooling plants, designed to develop a greater understanding of how sustainable engineering theory can be put into practice;
- establishing cooperative research clusters for scientific advancements in the field of renewable energy and sustainable technologies; and
- a sponsorship program designed to give outstanding Emirati students the opportunity to pursue UAE-based accredited university or technical college education.

Gender Equality

Tabreed believes that gender equality is not only a fundamental human right, but also a necessary foundation for a peaceful, prosperous, and sustainable world.

We provide equal opportunities and a workplace that is representative of the wider communities in which we operate. Our goal is to make sure we continue to empower the careers, aspirations, and ambitions of our people. Female ratio is 29% in Tabreed at corporate level.

	2016	2017	2018	2019
Female Ratio*	12%	17%	23%	29%

***at corporate level**

Employee Assistance Program (EAP)

In 2020, as part of Tabreed's commitment to its employee's well-being, especially during the current turbulent times when employees often experience feelings of being overwhelmed, Tabreed launched the Employee Assistance Program in partnership with a third-party service provider. The EAP is a program that empowers employees to work and live better by improving their Physical, Emotional, Financial, Social, Vocational, Intellectual and Environmental Wellbeing.

Key features of the EAP includes:

- 24/7 Support Line - Toll-free Number, where employee can simply pick up the phone and speak to a professional Psychologist.
- Managerial Support: For line manager who are struggling to figure out how to manage the team and take care of them especially through these uncharted waters, they can seek out the managerial coaching service.
- Life Management Services.
- Financial & Legal Advice: For legal or financial guidance employees have access to professionally qualified lawyers and financial advisors that can guide them with advice as well as information related to their queries.

- Wellness Coaching: Access to qualified Nutritionists, Fitness Coaches and Life Coach.
- Webinars: Sessions given by the experts throughout the year.
- Access to a Lifestyle Portal for Tabreed.

Annual Health screening

As part of Tabreed's constant endeavor to preserve the health of its employees, Tabreed organizes annual Health screening day once a year to conduct free medical check-ups for all our employees at the company's headquarters.

On this day, we conduct all the necessary medical check-ups, and we provide medical and nutritional advice to ensure the safety and health of our employees, which generally includes:

- Vital & General Check-up
- Dental Check-up
- Physiotherapy Ergonomics
- ENT
- Podiatry
- Spirometry
- Ophthalmology
- Dermatology & Cosmetics
- Nutrition

Idea's @Tabreed

During 2020, The Company launched the "Ideas@Tabreed" initiative, where employees were encouraged to share their ideas for the betterment of company's performance as a team and the working environment and relationships both internally and externally. The purpose of this initiative was to encourage a greater level of engagement from all employees and to foster a culture of team, innovation and a drive for continuous improvement.

To implement this, a committee from different departments was formed to evaluate feasibility and impact of the proposed ideas and accordingly to recommend and develop the implementation plan. The initiative was overseen directly by the CEO and resulted in very high level of employee engagement where more than 50 submissions were received and 15 ideas were assessed and implemented during 2020.

I make a Difference

In its continuous pursuit to motivate employees and acknowledge their exceptional contribution to the company's success, during 2020, the Company launched a new Rewards and Recognition Scheme "I make a difference" aimed to engage, retain and encourage exceptional individuals and team efforts and talent.

The scheme consists of following five annual awards that were aimed to recognize employee achievements, professionalism, positivity and commitment to the highest standards through a transparent process.



Tabreed provide the below services to its end-user customers:

- A dedicated call center (with multi language support)
- e-mail and text alerts
- Online payment gateways
- Customer service booths and home/work services where a member of the team will meet a customer to assist with any queries.
- Mobile app with core functionality of payment facilitation and notifications
- Online move-in and move-out process
- Auto pay (automatic payments of cooling bills)
- Enhanced customer relationship management system including fully recorded calls



OUR CUSTOMERS



Our Customers



In the 22 years since its establishment, Tabreed has become the region's leading district cooling provider. Through its 83 plants in the GCC, the company provides cooling solutions to landmark projects at the heart of national and regional economic development and diversification, while delivering significant savings in energy consumption, costs and carbon dioxide emissions. It is our intention to provide our customers with the very best service and support all the time.

Tabreed has 2 types of customers, Corporate business to Business (B2B) customer and end-user customers where Tabreed bills directly to the residential / commercial customers. Tabreed works continuously on enhancing its customer service for both type of customers to enhancing its customer satisfaction.

Smart services for end-user customers are provided to address their problems promptly

Tabreed provide the below services to its end-user customers:

- A dedicated call center (with multi language support)
- e-mail and text alerts
- Online payment gateways
- Customer service booths and home/work services where a member of the team will meet a customer to assist with any queries.
- Mobile app with core functionality of payment facilitation and notifications
- Online move-in and move-out process
- Auto pay (automatic payments of cooling bills)
- Enhanced customer relationship management system including fully recorded calls

In January 2020, Tabreed set out to conduct customer satisfaction surveys across all corporate B2B Tabreed customers. The purpose of the survey was to gauge customer satisfaction and obtain qualitative feedback from customers in order to identify areas of improvement. The participation rate was 46% and Based on the NPS question 'we would recommend Tabreed's services to others', the NPS score is +84 reflecting overall customer satisfaction with Tabreed's services.

For key corporate (B2B) customers Tabreed provides a dedicated relationship manager to promptly address their queries and maintain good relationship with them and to provide them with high level of customer service.



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