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18**

**Shaping the Future**

## **Aldar Sustainability: Shaping the Future**

Improving the way we do business and ensuring we have a positive impact on the economy, environment and communities where we operate.

### **Economy:**

#### **We are here for the long-term**

Economic sustainability and contribution is key to everyone who depends on Aldar, including our customers, communities, employees, shareholders and investors. We strive to provide our shareholders with secure, growing distributions derived from sustainable business practices.

### **Community:**

#### **Building vibrant communities and enriching lives**

As a responsible business, we support diversity and inclusion, build vibrant destinations, empower the next generation and enrich the daily lives and experiences of our communities.

### **People:**

#### **Empowering our people**

We are proud of all the talented people who drive our success and we take our responsibility to them seriously. We strive to create a fair, and supportive working environment that empowers everyone who works for Aldar to achieve their ambitions.

### **Environment:**

#### **Our Planet. Our Home.**

We aim to reduce our impact on the environment and improve our efficient use of resources over time as it is our greatest responsibility to future generations.

### **Governance**

#### **Empowering transparent decision-making**

Empowering people to make better decisions and being transparent about how we run our business.

Chairman's Letter  
CEO's Letter  
About our Business  
Highlights of 2018

As Abu Dhabi's leading real estate developer, asset manager and investor, with assets valued at approximately AED 39 billion, we are proud to play a key part in our nation's sustainable future. Sustainability is at the core of our business to create value for our customers and shareholders through innovative, sustainable and quality assets.

## Our vision

Be the most trusted and recognised real estate lifestyle developer in Abu Dhabi and beyond.

## Our mission

To maximise our stakeholder value by passionately creating and managing quality living spaces.

## Our values

### Team Spirit

We trust in each other and are passionate about delivering great results together.

### Ambition

We continuously strive to better serve ourselves, our people, customers and stakeholders.

### Commitment

We are accountable and take responsibility for our actions and seeing the job through.

### Diversity

We respect different opinions, people and cultures.

# 01

## About This Report

This report covers detailed facts and disclosures about our relevant sustainability statistics and policies covering the period from January to December 2018. It also contains important updates on our policies and outcomes including up to the date of the report in Q3 2019. This report demonstrates our ambition towards sustainability through our efforts and achievements.

Our 2018 Annual Sustainability Report follows the guidance of the core Global Reporting Initiative (GRI) Standards. We are committed to delivering our future reports in accordance with the core GRI Standards.

The GRI Standards are an internationally recognised sustainability reporting framework used widely for reporting on sustainability performance including economic, environmental and social impacts. The GRI Standards emphasise the importance of materiality in sustainability performance evaluation and reporting. An index of GRI indicators is included in the last section of this report.

The Head of Sustainability and the Aldar Sustainability Council have reviewed this report for accuracy.

## This document is issued by:

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## Chairman's letter



**We are inspired by the leadership of our great nation and we recognise the importance of cultural and human diversity through their wisdom and guidance**

### Purpose-driven performance

Aldar was founded in 2004 with a clear purpose to transform the urban fabric of the Emirate. We are guided by our mission to create everlasting value for our customers and shareholders through innovative, sustainable and quality assets.

As a business committed to developing and managing the highest quality real estate, we take a long-term view. Increasing sustainability is a critical part of this approach. We want to create spaces that are fit for the next century, not just the present.

### Building legacy

The late Sheikh Zayed bin Sultan Al Nahyan was a pioneer for sustainability and his legacy continues to inspire us to go further. To this end, we are supporting the development of the Emirate as a knowledge-based economy and a global hub for innovation, commerce and tourism.

### Making the most of our fast-changing world

It's a fast-changing world – we are living longer, populations are increasingly clustering in cities; Artificial Intelligence (AI) and digitisation are changing the way we look at the world and how we interact with it; the way we live and use spaces is transforming.

We want to be at the heart of these changes. We're building spaces

that facilitate our modern-day lives while also reinforcing the communities that sustain us. Great spaces that bring people together and contribute to a more sustainable world.

### Responding to climate change and environmental efficiency

One of the biggest issues facing us all is the need to act quickly to control climate change and become more efficient in our use of resources. We pledge to embrace innovation and aim to set new standards in sustainability in the UAE.

### Focusing on long-term growth

We create stakeholder value through sustainable, long-term growth, both for our shareholders and for the UAE. As a mature real estate development and asset management group with assets valued at approximately AED 39 billion, we are supporting the diversification of the UAE's economy while driving job opportunities for workers across our developments and assets.

### Strong governance

We believe sustainable performance is rooted in strong governance. We have developed a robust enterprise risk management and governance framework to align with both local and international best practices and standards.



## We're passionately dedicated to becoming the region's leading real estate developer and manager

### Shaping communities

Our developments are shaping the urban fabric of the Emirates – creating cohesive, inclusive communities where quality of life is key. From the iconic Yas Island to our latest acquisitions on Saadiyat Island, our vibrant destinations continue to attract visitors from across the world to experience the very best in culture, leisure and entertainment. Likewise, our retail assets, from luxurious malls to community-focused amenities, are thriving.

### Inspiring the next generation

Knowledge is key to achieving a sustainable future. Within our Aldar Academies schools, sustainability is woven into the curricula, as we educate and empower the leaders of tomorrow to create a better, more sustainable society for all.

### Continuing our journey

We are proud to present our sustainability report. As we forge ahead with our mission, we are committed to continue enhancing our approach and reporting – setting a new benchmark for sustainability in our sector, our region and beyond.

### H.E Mohamed Khalifa Al Mubarak

Chairman

## CEO's letter



**We're on a mission to create everlasting value for our customers and shareholders**

### Driving sustainable performance

#### Dedicated to sustainable growth

In just 14 years we have become Abu Dhabi's leading real estate developer and investor with AED 39 billion of assets. Our rapid growth and success are rooted in our deep desire to contribute to a more sustainable future and vibrant communities. This is not only the right thing to do, it also makes good business sense. For us, sustainability and performance go hand in hand. The more we can help communities thrive, the more we thrive. We are passionate about creating value for all our stakeholders – vibrant spaces our residents and customers love; a diverse, engaged, innovative and high-performance workforce with the agility to respond to fast changing environments; and strong relationships with the communities and governments where we live and work. By staying true to this commitment and getting it right we maximise value for all.

#### Creating a clear and comprehensive picture of our sustainability

This report marks the first time we have set out our sustainability objectives and performance in a structured format. We use this data to create a clear and comprehensive picture of our sustainability performance across our business and to act as a benchmark against which to measure our ongoing sustainability efforts.

We are committed to striving ever more to set new benchmarks for performance and reporting in this area.

#### A strong year

2018 was a remarkable year for Aldar. We recorded a strong operational and financial performance; acquired iconic Abu Dhabi landmarks through our acquisition of the Tourism Development & Investment Company (TDIC) selected assets; and launched Aldar Investment Properties, the region's largest diversified real estate investment company.

As we look to build on these achievements and capitalise on this exciting new phase, we have taken the opportunity to refocus – setting an ambitious five-year strategy to realise our ambitions.

#### Focusing on what matters

Our materiality exercise invited our key internal stakeholders to define the material issues that most impact our business. The results formed the basis for this sustainability report, enabling us to build the sustainable architecture that will integrate sustainability considerations into decision-making across our business, and to better align our strategy with our stakeholders' goals.



**As we continue to weave sustainability into the fabric of our organisation, we encourage other businesses to follow suit**

### **A sustainability strategy to drive us forward**

We have created a framework based on four sustainability pillars (Economy, People, Community and Environment) supported by robust Governance. We believe that sustainability is about how you create value – not how you spend it. Therefore we have integrated these pillars into our five-year business strategy. You can [read more on page 15](#).

### **Collaboration**

As we continue to weave sustainability into the fabric of our organisation, we encourage other businesses to follow suit. We want to work together to create a more sustainable outlook for the UAE and the Middle East, and are keen to play a leading role in this change for the better.

We hope you enjoy reading Aldar's first sustainability report, and I look forward to updating you with our progress and achievements in next year's edition.

**Talal Al Dhiyebi**

Chief Executive Officer

# About our business

## Asset management

We own and manage a diverse portfolio of assets across residential, retail, commercial and hospitality.

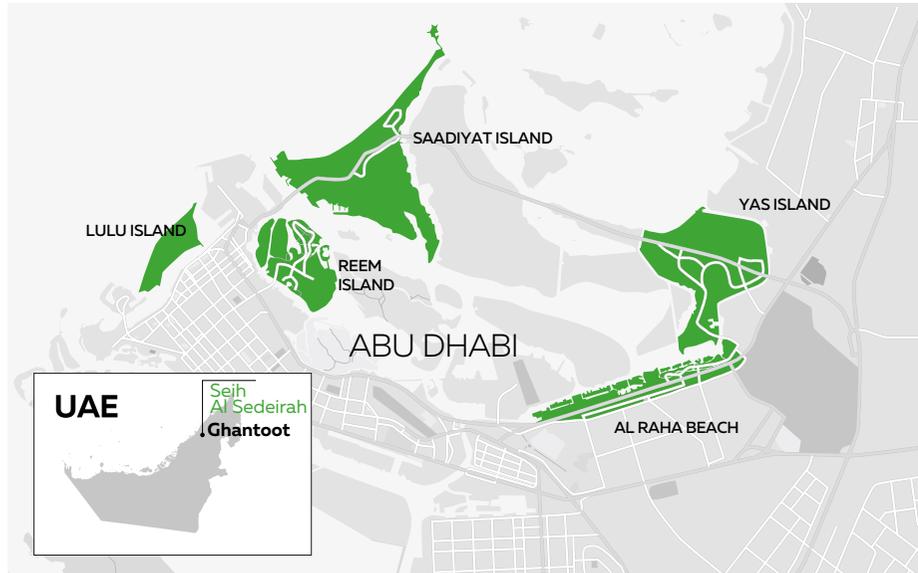
- AED 20bn portfolio of assets
- Adjacent businesses include Schools, Facilities Management, Property Management and District Cooling

## Aldar's key land bank and projects across Abu Dhabi Aldar's asset management portfolio



## Our reach

Where we operate



## Our structure

### Development management

We are the largest developer in Abu Dhabi working throughout the development cycle.

- 75 million sqm landbank
- 26,000 residential units completed since 2004

## Our markets

- Residential
- Retail
- Commercial
- Hospitality
- Education

## Our stakeholders

We are committed to creating long-term shareholder value while considering the needs of all our stakeholders, including:

|                 |  |
|-----------------|--|
| Investors       | Create long-term sustainable value and provide transparency                                |
| People          | Fair, diverse and supportive working environment   |
| Residents       | Listen, meet their needs and provide a high quality of life                                |
| Customers       | Build transparent and trusting relationships   |
| Suppliers       | Integrating sustainability in procurement  |
| Partners        | Maintain strong, long-term relationships   |
| Abu Dhabi & UAE | Support the vision to become a global business, tourism and innovation hub                 |
| Wider community | Engage with, support and give back to create a better, happier and more productive society |

## Highlights of 2018

### 2018 Financial Highlights

Aldar is the largest listed real estate group in Abu Dhabi by market capitalisation, and one of the region's most recognised master developers.

#### Revenue

# AED 6.3bn

(2017, AED 6.2 BILLION)

#### Gross profit

# AED 2.6bn

(2017, AED 2.7 BILLION)

#### Off-plan development sales

# AED 2.6bn

(2017, AED 3.5 BILLION)

#### Total assets

# AED 39bn

(2017, AED 36 BILLION)

#### Earnings per share

# 24 Fils

(2017, 25 FILS)

#### Net operating income from recurring revenue assets

# AED 1.6bn

(2017, AED 1.6 BILLION)

#### Net profit

# AED 1.9bn

(2017, AED 2.0 BILLION)

#### Dividend per share

# 14 Fils

(2017, 12 FILS)

Head of Sustainability  
& CSR Review  
2018 Sustainability Report  
Highlights  
Materiality & Results  
Our Strategy



02

## Head of Sustainability and CSR review



Performance is Aldar's focus; sustainability is its heart and soul. I'm proud to share our commitment to embedding sustainability in our philosophy and continuously integrating it into the corporate culture and daily activities. I believe we have a huge opportunity to make a positive influence on people's lives and futures – that's a responsibility we respect and cherish.

This report begins an open and transparent dialogue on our sustainability performance, goals and commitments. With each year, we will set new and improved sustainability targets. Our objective is to embrace sustainability as an opportunity to improve our business practices while also reducing our impact on the environment and strengthening the communities where we operate.

### Sustainability is an essential and increasing part of the landscape

People, governments and businesses are increasingly aware of the impacts on sustainability of the decisions they make. As global megatrends – urbanisation, demographic change, climate change, resource scarcity, technological development and economic shifts – change how people globally live and work, sustainability will become ever more important in driving the success of our communities, of our neighbours and of wider society.

**We are committed to driving long-term sustainable growth and adopting sustainability throughout our operations and developments**

### How we manage sustainability



### Focusing on what matters

In developing our sustainability strategy, we have reviewed global best practice and external insights to understand the issues that will help us drive sustainable change. Buildings are the heart of how we interact with the world. Managed well, buildings create communities, provide inspiring leisure experiences, facilitate business and above all provide vibrant environments to enable us all to pursue our goals. With this in mind, we have focused our approach to sustainability on four key pillars, supported by a robust governance framework, to help our people make better, more sustainable decisions every day.

### Driving economic development

Economic sustainability is one of our most important responsibilities. We need to ensure we are on a sound economic footing for our investors, government and all those who depend on Aldar, including our communities and employees. We work in partnership with companies, government and other organisations up and down our supply chain to drive sustainable value.

### Building strong communities

We believe that the spaces we live and work in can drive sustainable change, not just through enhancing sustainability of the buildings

themselves but also making sure how they're used is driving strong communities and enabling people to make more sustainable choices. We are striving to put communities at the heart of our business model, delighting customers, supporting learning and empowering all those we interact with.

### Supporting our people

Our people are the lifeblood of Aldar, challenging us to do more, faster. We seek to be an employer of choice in the region, supporting our people to develop and prosper. We also take our responsibilities to them very seriously, striving to make Aldar one of the safest, healthiest places to work.

### Managing resource use responsibility

Buildings are a major use of land and resources and our region, with a hot climate, is exposed to climate risks. We are driving sustainability throughout all our developments to manage the resources we use responsibly.

### Strong performance through strong governance

Good governance is one of the most important things businesses can focus on. It helps empower people to make better decisions and provides our stakeholders with transparency

over how we run our business. Guided by our mission and our values, our approach to governance enables and protects our ambition to become the leading regional real estate developer and manager that creates memorable experiences and value for our customers and shareholders.

### There will be challenges, which we will tackle head on.

We know many of the issues around sustainability require a long-term outlook – lifecycles of buildings are measured not in years but in decades and beyond; climate change requires immediate and sustained action; communities grow together over time. But we don't see challenges, we see opportunities. Because we both build and manage, we can take a longer term view that creates lasting, sustainable change.

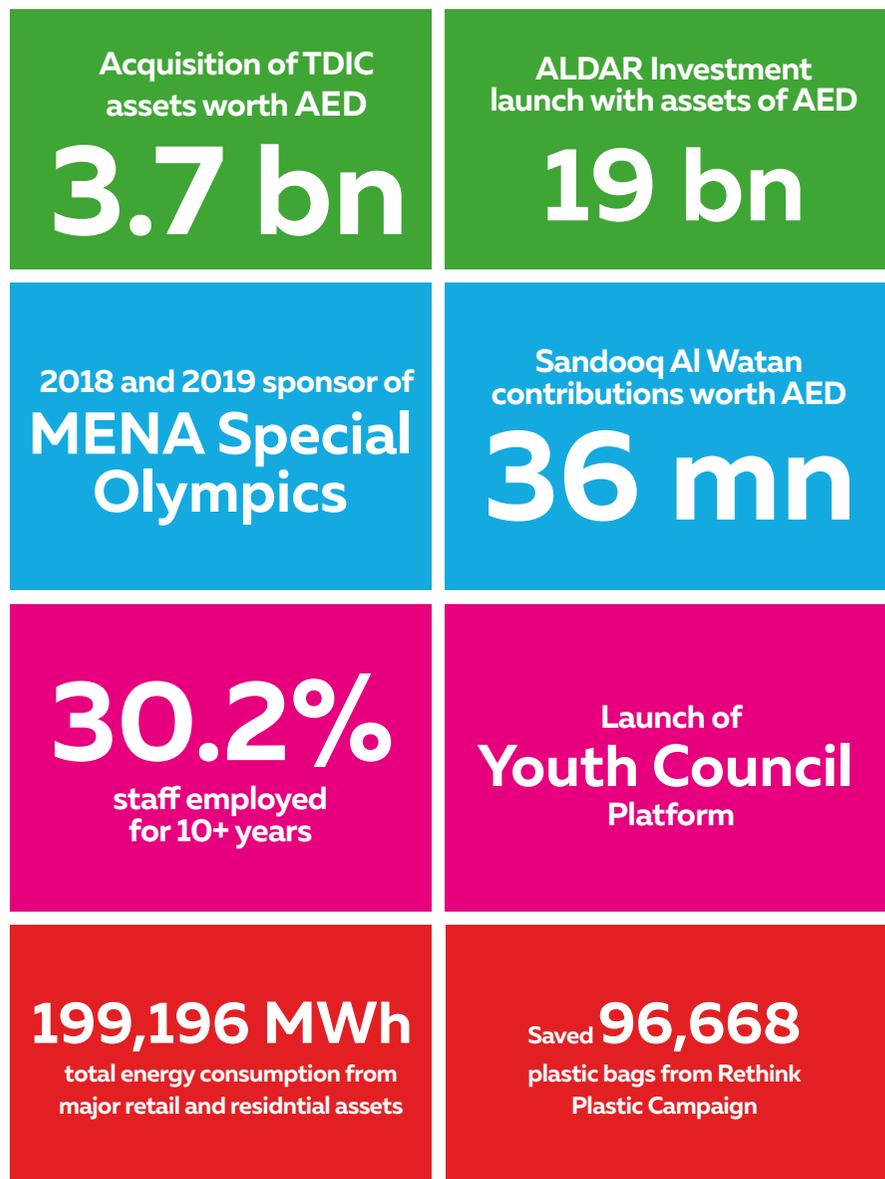
I am energised by the opportunities to build a better future and I welcome any comments on our ambitions; you can reach us at [sustainability@aldar.com](mailto:sustainability@aldar.com).

We look forward to hearing from you.

### Salwa Al Maflahi

Head of Sustainability and CSR

## 2018 in Summary



### Economy

Acquired assets worth AED 3.7 billion from Abu Dhabi's Tourism Development & Investment Company (TDIC) – one of the largest real estate acquisitions ever in the UAE.

Launched Aldar Investment Properties LLC, the region's largest diversified real estate investment company, worth AED 19 billion.

### Community

Proudly sponsored the MENA Special Olympics, World Games. We have also announced sponsorship and support for the event in the upcoming year, in March 2019.

Contributed AED 36 million to the Sandoq Al Watan National Fund – a social initiative aiming to achieve sustainable development, decent life and a bright future for all UAE citizens. Total contributions to date: AED 84 million.

### People

Of the 376 employees working at Aldar Properties PJSC in 2018, 60 staff (16%) were celebrated in 2018 for their 10-year anniversary at Aldar.

28% of our overall workforce were UAE nationals, 45% of whom were female Emiratis. Our management committee is 60% Emirati and female senior management is 38%.

Launched the Youth Council to empower our employees under the age of 32. Provides a platform for them to unlock their full career potential.

### Environment

Our energy consumption (MWh) across our major residential and retail assets for 2018 totaled 49,969 MWh, 149,227 MWh, respectively – a total of 199,196 MWh.

Launched the "Rethink Plastic" campaign across our retail assets to encourage reduction of single-use plastic consumption. The campaign collected a total of 96,668 plastic bags which were all recycled.

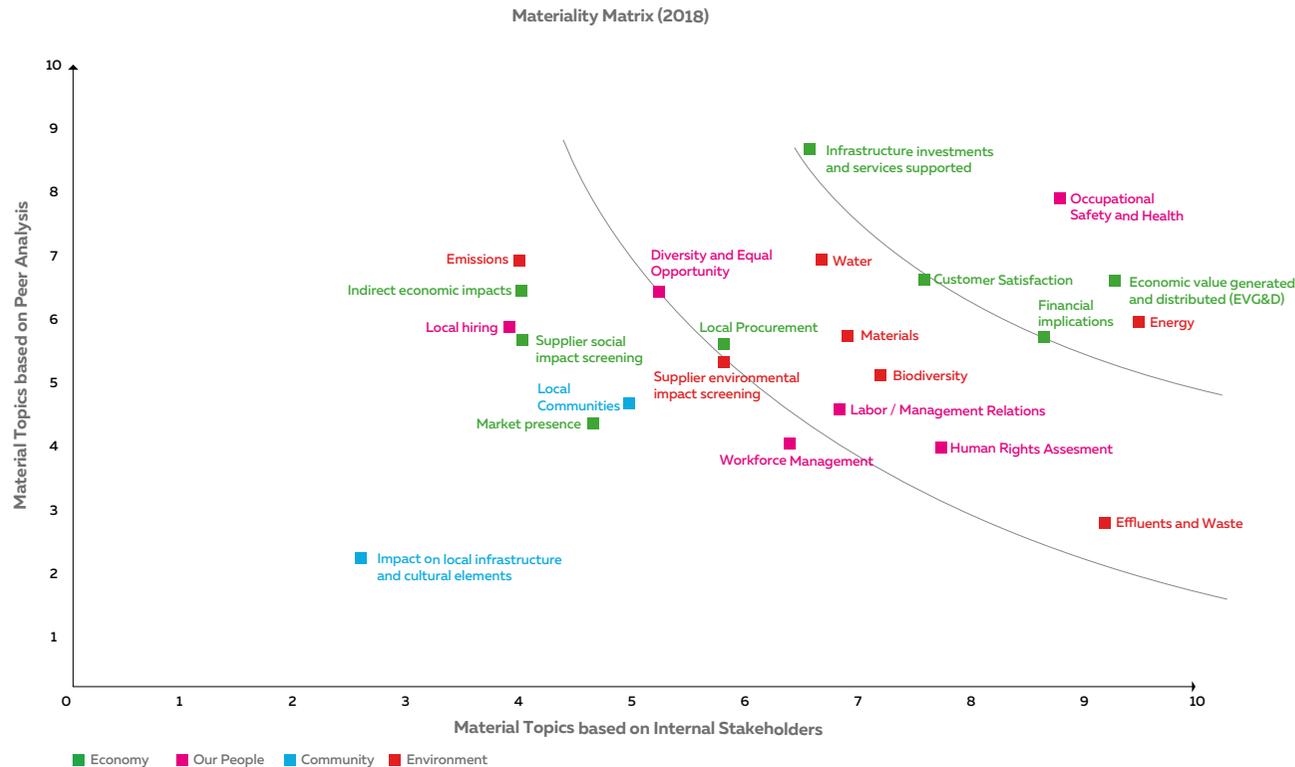
Eliminated single use plastic in HQ

For more information on our financial performance read our [2018 Annual Report, here](#).

# Materiality and results

## Focusing on what matters most - our material topics

We have focused this report on the topics which are material to our business and our stakeholders, as well as the economy, the environment and society. A materiality exercise was completed with engagement from key internal stakeholders, an assessment workshop and validation by Aldar leadership with reference to peer and benchmark analysis.



## Key topics

Focus topics include the following

### Economy

- Operational Performance (including digitisation)
- Customer Experience
- Infrastructure Investment (and Services Supported)
- Strategic Collaboration
- Financial Implications/ Economic Development

### Community

- Promotion of CSR
- Community Initiatives (including Learning & Development)
- Local Empowerment

### People

- Employee Performance (including Learning, Development and Awareness)
- Employee Satisfaction (including initiatives/Diversity & Inclusion)
- Occupational Safety and Health (OSH)
- Workers Welfare

### Environment

- Environmental Enhancement (including protections/preservation efforts)
- Energy
- Water
- Waste Management

The Key topics are linked by colour in the materiality matrix

## Materiality and results

Our decisions influence our employees, communities, tenants, business partners, investors and the environment. To create a robust baseline for this report and our future sustainability reporting, and in line with the GRI Standards, we have focused this report on the topics that are material to our business and our stakeholders, as well as the economy, the environment and society. It lets us proactively address the environmental, social and economic issues that matter most to us.

In 2018, we engaged our key internal stakeholders in a comprehensive materiality assessment to evaluate sustainability performance across our organisation. We selected the main material topics based on our operations, strategy, community needs and sector specifications, as well as their influence on our stakeholders' decision-making and their overall perceptions of the company.

During materiality assessment workshops, we asked our internal stakeholders to rank and evaluate each of the shortlisted topics in relation to its potential to affect

Aldar's positive or negative impacts on the environment, society and economy. For the next step of the process, we listed the top-ranking topics from environment, society and economy, and asked our stakeholders to prioritise these categories.

The results of the materiality assessment workshop with our key internal stakeholders were validated with Aldar's Chief Executive Officer (CEO), the management committee and sustainability council to embed a more holistic and strategic viewpoint into the key material topics of disclosure for Aldar.

The results of our internal stakeholders' review were mapped against those from our peer analysis exercise, to reveal the main material issues that face Aldar today. In 2018, the areas which had the highest impact on the environment, society and the economy were Occupational Safety and Health, Economic Value Generated & Distributed, Energy Usage, Infrastructure Investments & Services Supported, and Financial Implications. Topics

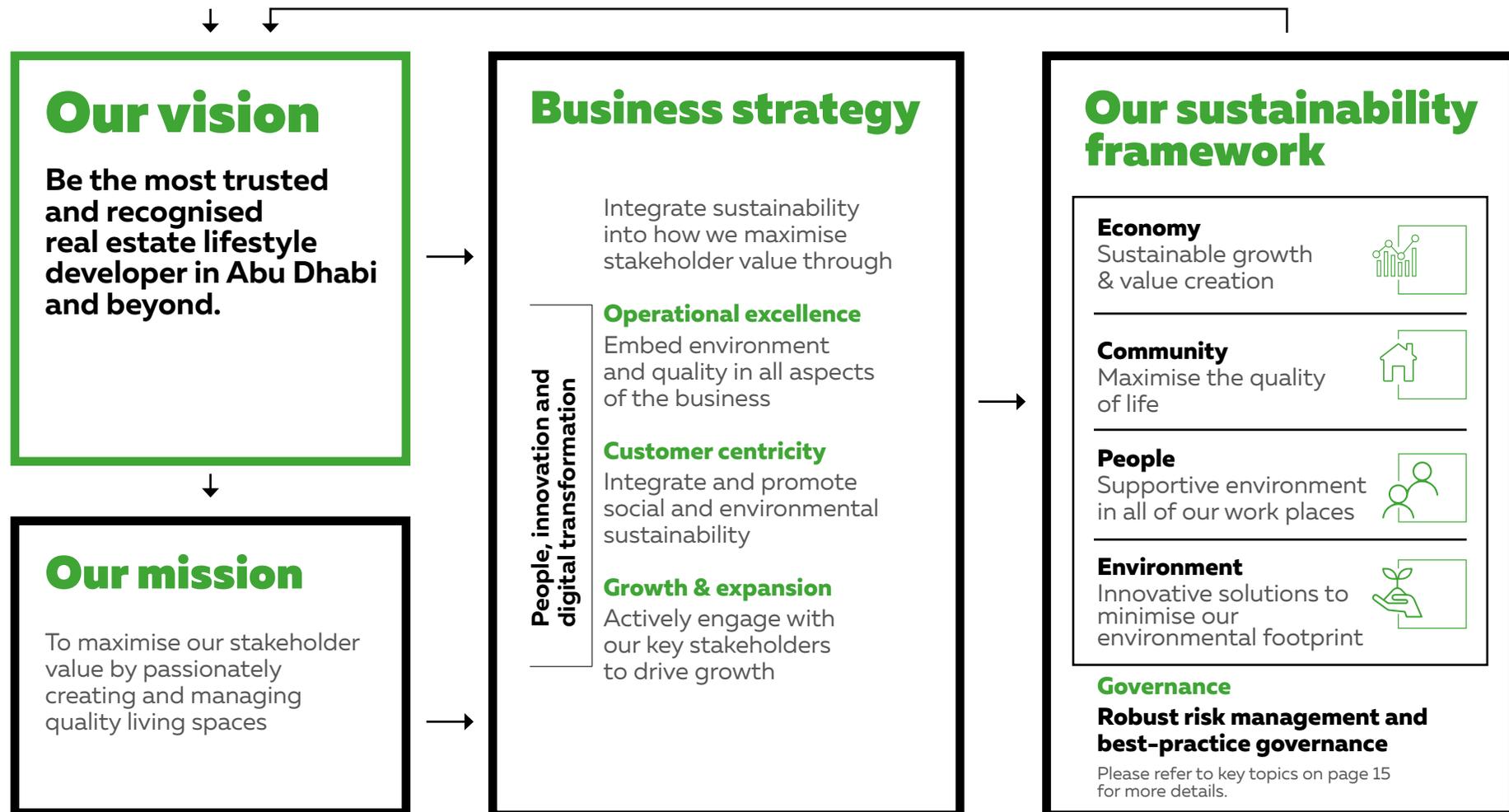
within the middle segment of the matrix included Diversity & Equal Opportunity, Local Procurement, Water, Materials, Biodiversity, Labour/Management Relations, Customer Satisfaction, Human Rights Assessment, and Effluents & Waste.

The key topics identified during the materiality validation process have been used for data collection across our business sectors, forming the basis of this report. The materiality assessment conducted for this report will undergo regular review in relation to our strategic objectives and risk management strategy, in order to continue addressing our organisation's material impacts, and to maintain a fluid dialogue with our stakeholders. For future reports, we aim to include more internal and external stakeholders in this process.

# Our strategy

## Creating long-term sustainable growth

At Aldar, we place sustainability at the centre of our model – pursuing long-term economic and social value rather than short-term returns, and striving to be a role model across the region for sustainable practices. Our core business objective is to create maximum value for our stakeholders by operating to the highest standards and creating long-term, sustainable business growth. We are committed to enriching the daily lives and experiences of people in the UAE. We are proud to support the growth of Abu Dhabi as the Emirate builds on the legacy of His Highness Sheikh Zayed bin Sultan Al Nahyan.





Economic Approach  
Operational Performance  
Customer Experience  
Infrastructure Investment  
Strategic Collaboration  
Financial Implications/  
Economic Development

## We are here for the long-term

Economic sustainability and contribution is key to everyone who depends on Aldar, including our customers, communities, employees, shareholders and investors. We strive to provide our shareholders with secure, growing distributions derived from sustainable business practices.

## Our commitments

To be recognised as a leader against the sustainability index

Embed sustainability into our day-to-day operations (innovation and optimisation)

Develop a formal policy for customer engagement

Customer satisfaction to be improved (year on year)

AED 800mn in new infrastructure projects to be developed in 2020

AED 300mn to be invested in innovation by 2025

Support SMEs, the local economy and in country value

Meet or exceed our targets with respect to net operating income and sales

## Economic approach



At Aldar, we believe in the long-term. We believe that our business model must be future proof and we believe in competition and efficiency. We believe that if we manage human and economic capital efficiently and tenaciously we will maximise our shareholder value and ensure the long-term sustainability of our company and its ability to sustain employment, environmentally positive development and strong governance for decades to come.

# Operational performance



## Operational structure

### Generating synergies by restructuring

In 2018, we restructured our operating model around two key areas:

Development Management (DM) and Asset Management (AM).

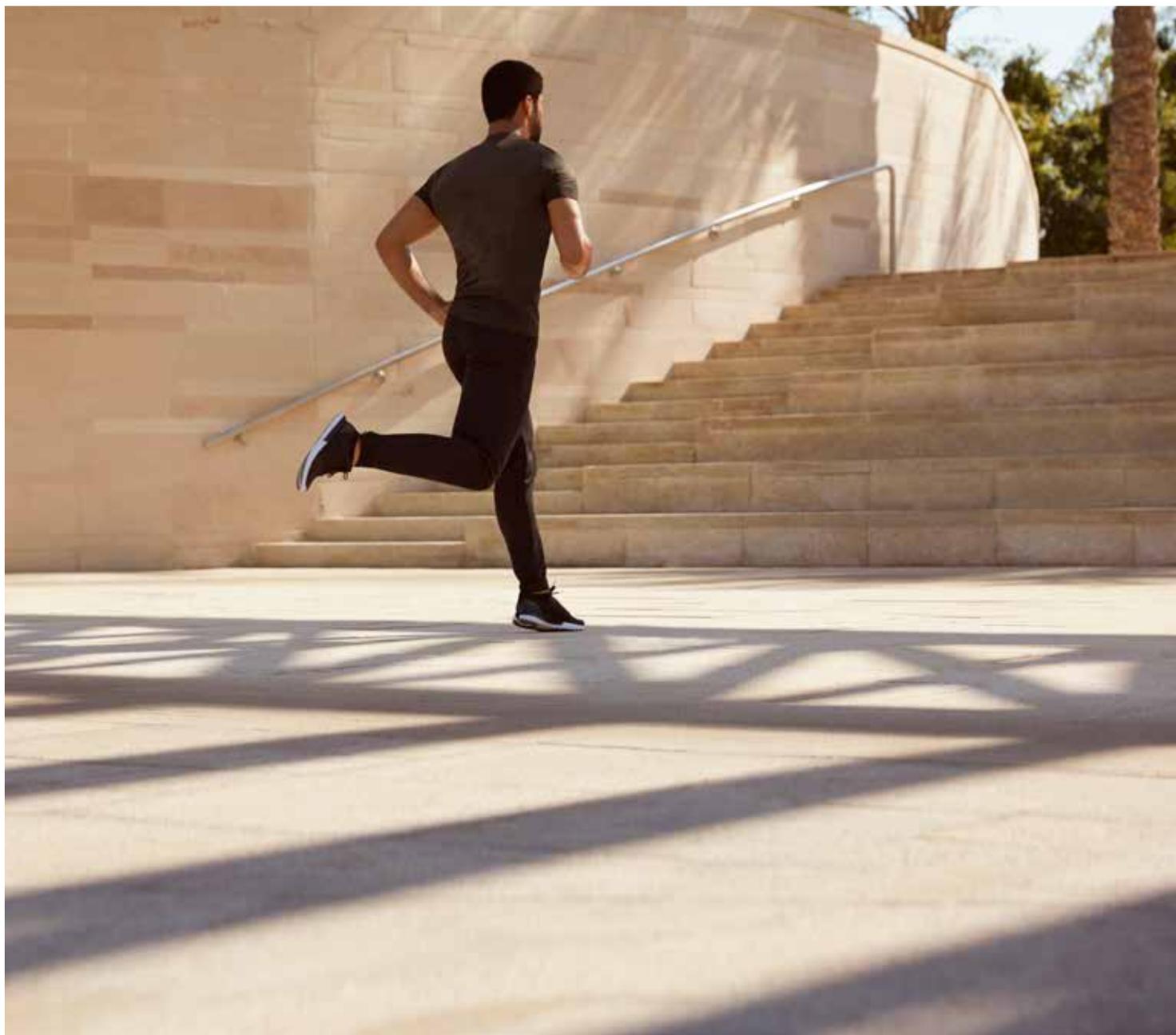


Aldar is the largest developer within Abu Dhabi and, since inception, has completed approximately 26,000 residential units across the Emirate. As of 31 December 2018, a further 8,000 residential units were under development.

Aldar owns a significant land bank of 75 million square metres across Abu Dhabi that provides optionality throughout the cycle to address specific segments of the real estate market

Aldar owns and manages a diverse asset management portfolio of AED 20 billion of assets, all within Abu Dhabi. During 2018, Aldar transferred the majority of these assets into a 100% owned subsidiary Aldar Investments. The portfolio is predominantly split across four main real estate asset classes; residential, retail, commercial and hotels.

It also comprises of a number of adjacent businesses, that provide strategic synergies for the wider Group such as schools and property and facilities management.



### **Focusing on our core activities**

Our DM business focuses predominantly on property development and third party development management.

Our AM business focuses predominantly on four key real estate asset classes: residential, retail, commercial and hospitality. In addition to real estate assets, we operate a number of strategic adjacent businesses.

Together, our DM and AM businesses are the engines for our long-term value creation as we continue to passionately create and manage quality living spaces.

### **Operational performance**

We believe in constantly monitoring and challenging our cost structures to ensure the long-term sustainability of our profits and contributions to society.

In 2018 we conducted a major business optimisation exercise that identified over 100 initiatives across our business.

To date, we are about 75% through implementing these initiatives.

### Automisation

In 2018, we kick-started a key initiative to automate business processes – increasing efficiency and significantly reducing the use of printed material.

In 2019, we will introduce a tendering process that will optimise the implementation of a contracts framework. This will help us to strengthen supply chain partnerships while leveraging our scale and increasing productivity. We also implemented over 50 electronic workflow automations across our business domains to increase efficiency and eliminate paper-based approvals.

### Automating recruitment

In 2018, we launched the cloud based Taleo recruitment system across Aldar and Aldar Academies. It enables us to automate the entire recruitment process – reducing candidate screening time by one whole day per vacancy, reducing both candidate correspondence times and outreach to agencies and job boards by half a day per vacancy, and cutting out the need for an estimated 3,000 résumé printouts per year.

### Mobile application

In 2018, we also rolled out the Aldar Employee Mobile Application, which has automated our People and Performance services. It includes Frequently Asked Questions (FAQs) organised by division/department, plus FAQs on the services provided by the individual departments – mainly the support functions. A virtual assistant called 'Hadi' complements 'Zeina' – our online chatbot. Hadi assists employees with workflow approvals, provides answers from the knowledge base of FAQs, and gives the status of purchase requisitions and their payments. The application also includes an Events section where all scheduled corporate events are listed and open for registration. To encourage employees to download and regularly use the application, we have included "scratch and win" promotions at every login. The application is regularly improved to enhance its use and benefits. Currently, the following new features are underway: facial recognition, fingerprint authentication, and the addition of the "Innovation" and "Employee Experience" sections.

### Running paperless meetings

We implemented a paperless system for our internal meetings which allows users to run digital meetings through an easy-to-use platform. Using this Convene eMeetings System across many of our functions has further supported our company-wide efforts to go paperless. Within board meetings, for example, the system has resulted in savings of 5,440 printed pages during 2018, with a further 13,160 pages saved by the Management Committee meetings.

# Customer experience

## Focusing on our customers

In 2018, we began to develop internal strategies to improve and enhance the customer experience. This included Customer Loyalty, Customer Insights, Customer 360, a Handover Planning Strategy, Handover Communication Plan and Handover Customer Journey.

We also have an in-house rating aligned with the ISO 90001 international standard for Quality Management Systems (QMS).

We use this standard to demonstrate our ability to consistently improve and provide products and services that meet customer and regulatory requirements.

In addition, we have a Customer Care Committee chaired by Customer Management Director along with Aldar executives from our legal, finance and development teams.

In 2018, we had:

- 42,306 customer calls (inbound 29,506, outbound 12,800)
- 3,726 customer interactions
- 11,387 customer email communications
- 13,868 Customer Relationship Management (CRM) SMS

## Customer engagement

Our Customer Management department establishes new and innovative engagement methods to improve the customer experience and embeds customer feedback into our services and developments. We provide a variety of communication engagement tools for our customers to give feedback, get in touch, and request information. These include:

- Customer portal
- Aldar website
- Aldar mobile application
- Social media channels
- Aldar call centre: 800-Aldar
- Aldar email address
- WhatsApp Business
- Aldar chatbot – Zeina

## Carrying out regular surveys so we can keep on improving

We have policies for tenant surveys and tenant relationships. In line with these policies, we undertake annual tenant surveys to maximise tenant retention and enthusiasm by formally reviewing management service delivery, sharing the results with the responsible personnel so they can create and carry out a formal action plan.

Through our annual customer satisfaction surveys we measure the satisfaction of potential purchasers, purchasers and residents. The data is used to drive customer growth and satisfaction, and understand key issues such as market trends, our strength of relationships with customers, and our performance on key parameters.

## Increasing customer satisfaction - Provis/Khidmah

Between 2017 and 2018, we're pleased to say our customer satisfaction levels increased by 10% to 20%. The customer satisfaction of residents was as high as 81% – a 10% increase from the previous year. Property Management and Community Management satisfaction levels have also increased by 18% and 16%, respectively. Standards of services provided by Khidmah have improved by 20%, making residents 17% more likely to recommend renting a property from Khidmah.

At Khidmah, a total of 541 complaints were received in 2018. All the complaints were addressed to ensure they were resolved properly and in good time.

We measure the customer experience for our hospitality assets using Revinat. This software looks for keywords on social media and measures the online presence of hotels, scoring them out of 5. The minimum required score is 4/5 and our portfolio rating is currently 4.2/5.

### Enhancing our customers' experience

During 2018, we have started deploying solutions for instant feedback at all customer service touch points, in addition to the periodic traditional survey-based questionnaire, as part of our digital transformation and drive to enhance our customers' experience.

Our newly developed customer portals within Development Management provide our clients with instant access to our customer services, either online or through our mobile application. This reduces the need for customers to travel to our offices and reduces paperwork, which reduced the carbon footprint.

We keep in close contact with residents through communication channels such as the Aldar Connect community portal. The portal encourages residents to learn more about sustainable issues impacting their neighbourhoods as well as how they can make a difference. At Al Gurm, for example, residents are kept up-to-date on ongoing environmental and sustainable

initiatives, such as the replanting of mangroves and the use of biodegradable cleaning products throughout the community. As part of the outreach programme at Al Gurm, the community management team organised a competition to invite children to identify and photograph the different wildlife species that inhabit the neighbourhood.

We are also proud to be the first company to be certified on the UAE pass, Tawtheeq, an online platform on which the government regulates tenancy contractors to ensure transparency and avoid disputes between landlords and tenants.

In addition, we have launched tenant and contractor digital portals in our retail segment – saving both time and a significant amount of paper by automating approvals. With around 33,200 submissions received during 2018, each averaging around 50 pages, this automation has saved more than 1.6 million pages from being printed as well as reducing service level agreement (SLA) times from two days to just two hours. This has led to increased efficiency and positive impact on the environment.

Looking ahead, we will make additional commitments and KPIs in the upcoming years to ensure we continue to improve customer satisfaction and experience.

# Infrastructure investment



## Operation and maintenance of master communities

Aldar has completed the infrastructure in the master planned communities of Al Raha Beach, and Shams. Throughout 2018, we continued to operate and maintain this infrastructure. Our scope of operation includes: security management, waste management, public realm, beaches, walkways, canals, bridges, roads and utilities. We have spent approximately AED 75 million annually to maintain the following assets:

- Al Raha Beach, which represents 300,000m<sup>2</sup> of public realm areas, including 42 parks, 4.8 km of cycle track, 5.2 km of canals, 5 pedestrian bridges, 18 vehicular bridges, 1.65 km of beaches, and 24 km of roads and related utilities
- Shams Central park, which represents 365,000 m<sup>2</sup> of public realm areas, including 14 vehicular bridges, 3 pedestrian bridges, 2.5 km of canals and 500m of beaches.

In addition, Aldar continued to play the role of managing third party development guiding the plot owners throughout their design and construction activities within the regulations and the overall vision of the above communities.

# Case Study

## Radisson Blu Hotel Gas Panels

### Applying an innovative, environmentally friendly solution to keeping our guests warm

At Aldar, we always look for unique solutions that tackle our challenges and are also sustainable and financially rewarding. We innovate for our business and for the environment. This story is a great case in point.

In 2017, we took the opportunity to upgrade the heat pump for the swimming pool at Radisson Blu Yas Island. Together with the hotel engineering team we assessed various technologies and providers and decided to install thermodynamic solar panels. These panels contain a special gas which is able to capture the heat from the surrounding air and convey it into water tanks. In this way, hot water can be generated without using gas or electricity boilers. It's a great way to save money and do good for the environment.

### Saving money and the environment

This year, we have saved nearly 73,000 m<sup>3</sup> of gas which has attributed to over AED 200,000 in savings. The savings will allow the repayment of the original investment. The benefit of adopting these gas panels can be replicated across other hotels to create a ripple effect and promote cost savings.

# Strategic collaboration

**To continue growing and succeeding, we look to forge strategic collaborations and partnerships and also to acquire and integrate companies that share our commitment to sustainability.**

## An exciting strategic acquisition

### Landmark acquisitions

In 2018, we acquired assets worth AED 3.7 billion from Abu Dhabi's Tourism Development & Investment Company (TDIC). This was one of the largest real estate acquisitions ever to have taken place in the UAE, contributing assets to both our AM and DM businesses. The diverse portfolio has assets across residential, retail, hospitality, education and district cooling and includes holdings and projects on the sought-after Saadiyat Island development, home to the Louvre Abu Dhabi. As part of the acquisition of real estate assets from TDIC, all the TDIC staff were successfully integrated into operations across our business units.

### District cooling assets

The Saadiyat District Cooling asset provides district cooling to New York University, Abu Dhabi. All of the 11,000 RT installed capacity is currently allocated to New York University.

The SC asset is owned 85% by Aldar and 15% by Veolia. SC signed 29-year concession agreements to establish three district cooling plants (DCP1, 2 and 3) and energy transfer facilities. DCP1 is planned for development in 2020. DCP2 began operating in August 2013 with a capacity of 12,500 RT. DCP3 began operating in June 2015 with a capacity of 35,000 RT. SC has capacity to accommodate demand for new developments on Saadiyat Island.

The way district cooling works is by aggregating demand, ideally among multiple buildings that combine residential and commercial spaces. When applied appropriately, district cooling is more energy-efficient than traditional cooling solutions, more cost-effective for customers, and it reduces peak power requirements. The technology can be adapted to work with common renewable energy technologies.

### Acquiring Khidmah

In September 2018, we acquired the minority interest of Khidmah, one of UAE's leading integrated property services companies – taking our total

ownership to 100%. Khidmah (now known as Provis) is managing Aldar assets including Al Bandar, Al Muneera, Al Zeina, Al Hadeel, Gate and Arc Towers, Sun & Sky Towers, Al Ghadeer, Sas Al Nakhl, Al Raha Gardens, Golf Gardens, Hydra, Awqaf, Al Gurm, Khalidya Village, and Golf Gardens.

### Launching the region's largest diversified real estate company

In September 2018, we launched Aldar Investment Properties LLC (Aldar Investments), the region's largest diversified real estate investment company. As a separate entity with its own Board, the new company can operate with more focused governance, greater independence and transparency, and reduced operating and capital costs. By investing in a diversified portfolio of UAE real estate assets and actively assessing opportunities beyond traditional real estate asset classes, the company aims to maximise the value of its portfolio, unlocking value for shareholders and creating optimum conditions for accelerated growth. In 2018, Aldar Investments highlighted its resilient performance across its asset portfolio. Net operating income (NOI) grew 3% to AED 1.6 billion. Aldar Investments also acquired AED 1.6 billion of operating assets as part of the TDIC asset acquisition. Moreover, it maintained 90% occupancy across its investment properties.

In September 2018, Aldar Investments was assigned a Baa1 rating by Moody's Investors Service (Moody's). This is the highest rating for a non-government entity in the region, one notch above Aldar Properties Moody's rating of Baa2. For further details [refer to the Aldar Annual Report 2018](#).

### Living our values across our supply chain

At Aldar, our company values extend to every link along our supply chain, and the criteria of our business ethics model are written into our supplier contracts and RFPs/tenders. In 2018, we committed to supporting and improving local spend, which complied with Abu Dhabi Government directives to prioritise Abu Dhabi-registered vendors. In 2018, 99% of our suppliers held Abu Dhabi-based commercial licences. Sustainability is increasingly being taken into consideration during our design, tendering and contracting processes. The Procurement division includes CSR and social related clauses in the Contractors, Purchase Orders and Work Orders to produce

a positive impact to the local community and society at large.

One of our procurement goals in 2019 is to focus on and implement in-country value (ICV) to promote local businesses and boost the local economy.

We use a performance matrix to evaluate projects across their cycle with input from stakeholders, enabling the business to recognise good performance, and take corrective actions where necessary to ensure standards are upheld or exceeded. Our procurement and project delivery include human rights and worker welfare practice. This covers formal protocols for grievances, disputes and claims, including the necessary authorities' involvement in these procedures.

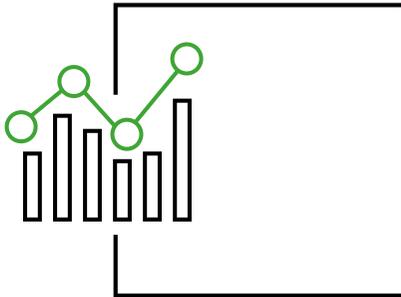
We believe it is important to maintain an open and interactive dialogue with our suppliers and welcome their ideas and suggestions on how to increase sustainability levels within our organisation and have

a positive environmental impact. Procurement aims to capture and evaluate sustainability ideas and suggestions and implement the best ones wherever possible.

Currently, we undertake standard performance evaluations and checks during projects as well as after completion, to ensure that environmental and social aspects are maintained to the highest possible level.

Our procurement team plans to enhance the standard performance evaluations and approach to create a formal mechanism for screening our suppliers both environmentally and socially, as well as enforcing ESG criteria in our RFPs and third-party contracts.

# Financial implications/Economic development



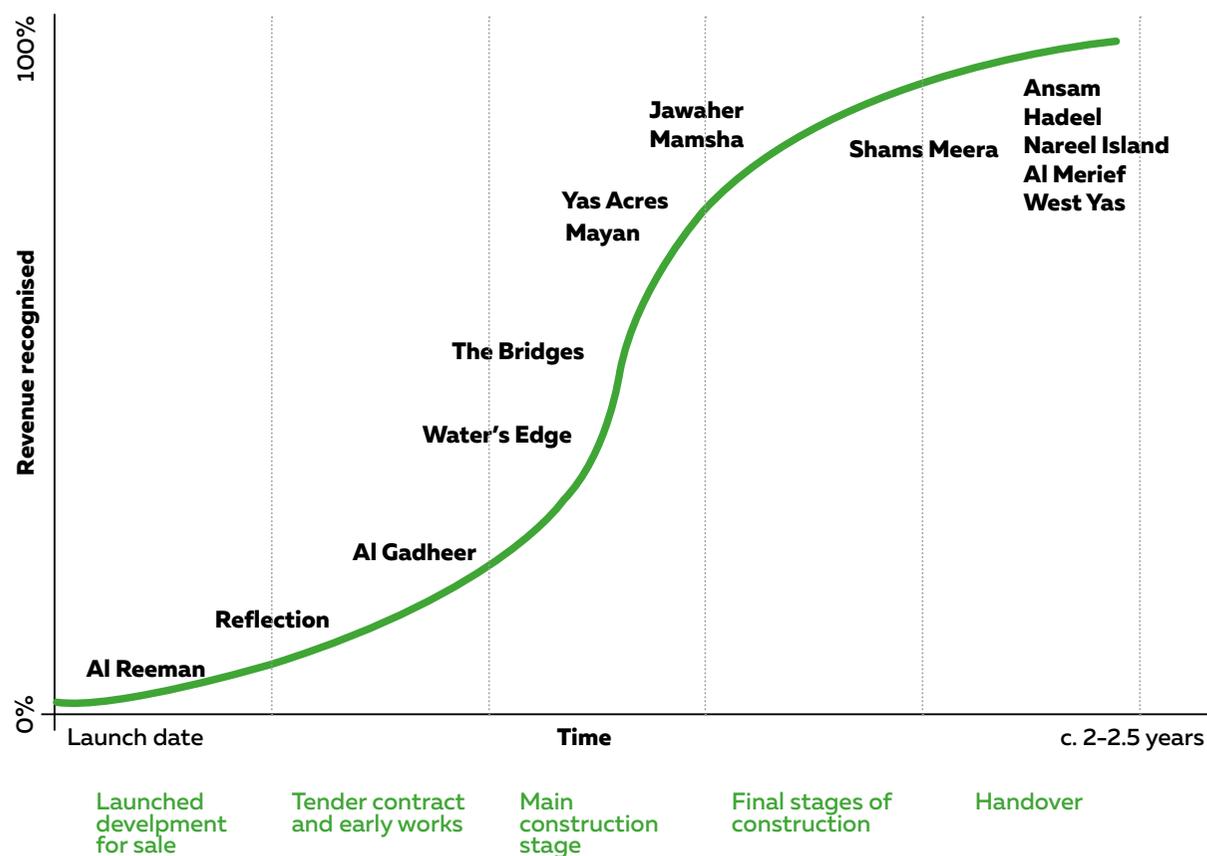
As the Emirate of Abu Dhabi evolves, so do we. In 2018, Aldar's assets were valued at approximately AED 39 billion. For 2018, we recorded AED 6.3 billion in revenue, an increase of 2% from the previous year, with AED 2.6 billion in gross profit. For our shareholders, the Board recommended a dividend of 14 fils per share for 2018 – the sixth consecutive year of growth, and a 17% increase year-on-year. In 2018, we received no major financial assistance from any government agency or authority.

Our diverse portfolio is shaping the urban fabric of the Emirate as the UAE diversifies from an oil-based economy. We're proud to support the development of the UAE's 'competitive knowledge economy' as an economic, touristic and commercial powerhouse, as part of the UAE National Agenda and Vision 2021. As Abu Dhabi's

real GDP growth is increasingly driven by the non-oil sector, we continue to invest in the Emirate through the development of new residential infrastructure and iconic hospitality and retail destinations with an international appeal. From construction to retail, education and entertainment, our expanding portfolio is creating more employment opportunities for both a local and international workforce. By forging regional and global partnerships, we hope to strengthen the real estate and development sector as we look towards a more sustainable future.

Our strong financial and operational performance during 2018 was underlined by the handover of key projects across our developments.

## Development revenue based on progress of completion



## Revenue By Segment In 2018

|  | Gross revenue (AED) | % Share     |
|--|---------------------|-------------|
| <b>PROPERTY DEVELOPMENT &amp; MANAGEMENT</b> |                     |             |
| Property development and sales               | 2,359               | 37%         |
| Development management                       | 80                  | 13%         |
| <b>ASSET MANAGEMENT</b>                      |                     |             |
| Investment properties                        | 1,751               | 27%         |
| Hospitality and leisure                      | 615                 | 9%          |
| Adjacencies                                  | 1,479               | 23%         |
| <b>GROUP</b>                                 | <b>6,286</b>        | <b>100%</b> |

For more information on the financial performance of Aldar [please refer to the Aldar Annual Report 2018](#).

# Case Study

ANSAM

## Realising our vision of a highly sustainable multi-residential development

In 2018, we launched Phase 1 of our Ansam project in the West side of Yas Island. Ansam's vision was to create, build and operate in a sustainable efficient way a Multi-Residential Development that will provide indoor and outdoor comfort environments for the occupants. We're proud to say the project has gone beyond mandatory requirements and successfully achieved 2-Pearls in the Estidama Pearl Building Rating System (PBRS) in design and construction. Ansam is the first Aldar residential building to earn a 2-Pearl rating.

### Delivering great results

The project has delivered great results in key areas of environmental impact. Take water, where Ansam has achieved a 20% reduction in interior water use. The numbers are similarly impressive for energy, with a 25% reduction in energy consumption and a 45% reduction in annual external heat gain. In addition, the project has succeeded in diverting 80% of construction waste from landfill.

### Building sustainability in from the outset

From the outset we made sure we built sustainability into Ansam. For example, we have implemented an active outdoor thermal comfort strategy, including building orientation and passive shading and vegetation.

We also implemented a passive thermal design, which was key to achieving a 45% improved external heat gain compared to ASHRAE 90.1.2007.

### Making environmentally friendly choices

We have taken every opportunity to be as environmentally friendly as possible with our choice of materials and systems. For example, we used low volatile organic compound (VOC) materials such as adhesives and carpets to ensure they do not let off chemicals that are harmful

to people and the environment. In addition, 80% of all reinforced steel used in the building has certified recycled content. Moreover, the HVAC and Fire suppression system uses zero CFC/HCFC refrigerant, in order to minimise the impact on the environment of chlorofluorocarbons.

### Saving water

The water saving strategy has been carefully evaluated during design and construction by improvising an interior water reduction strategy. In addition, carefully selected plants reduce the external irrigation demand by 4 litres/m<sup>2</sup>/day.

### Sourcing regionally

To reduce transport impact and support regional economies, we have sourced 20% of the total material cost regionally.

All in all, this has allowed us to build more efficiently and reduce operational expenses (OPEX) through innovation and a relentless focus on sustainability.

It's a great example of how our ambitions, commitment and hard work pay dividends not only in commercial terms, such as saving money, but also in improving the places people live and work while at the same time delivering environmental benefits. In short, Ansam is an icon of Aldar in action.



Community Approach  
Promoting CSR  
Community Initiatives  
Local Empowerment

## Building vibrant communities and enriching lives

As a responsible business, we support diversity and inclusion, build vibrant destinations, empower the next generation and enrich the daily lives and experiences of our communities

### Our commitments

Develop a formal policy on Community Engagement and Consultation

Create an innovation platform for all Aldar customers

Implementation of customer 360

Increase the number of Aldar community programmes by 50%

Develop communities that support diversity and promote inclusivity

Enhance the quality of education

Support NGOs and community funds i.e. Sandooq Al Watan

Deliver community awareness campaigns on recycling and sustainability

# 04

# Community approach



## Helping communities prosper and thrive

At Aldar, we work closely with our communities to bring everyone together and improve quality of life. To this end, we engage with our community members through interactive campaigns, educational initiatives and CSR activities to promote inclusion and ensure quality of life. We aim to use our influence to help shape a way of life for a positive future – a future where communities are supported and nurtured and can prosper and thrive.

Through our Community pillar, we strive **to support the development of diverse and vibrant communities** while always ensuring we **give back to our communities.**

# Promoting CSR

## Encouraging volunteering

Giving back to the community has always been important to Aldar. This year, we wanted to provide our employees with the opportunity to volunteer without taking annual leave. We developed an updated internal Volunteering Policy that encourages all staff from across Aldar to give back to the local community. The updated version was developed by our Sustainability & CSR Department and approved by senior management during 2018. It aims to promote a culture of giving within and beyond the workplace and empowers our employees to make a difference.

Our Aldar Academies also developed a volunteering programme to encourage students to gain personal and professional experience while making positive changes in the community.

At Khidmah, staff volunteered at the Future Rehabilitation Centre. This great facility is dedicated to empowering children with various disabilities such as Autism, Down Syndrome, Physical Disabilities, Speech and Language Disorders, Mental Disabilities and Multiple Disabilities.

Aldar's total amount invested in the community as a percentage of revenues has increased by 493% from AED 1,090 per million revenues in 2015 to AED 6,471 per million revenues in 2017.

## Creating a positive Impact

During 2018, we undertook over 100 CSR activities across our business operations, destinations and communities - enriching the lives of residents and visitors alike as well as creating a positive impact on the environment. Our CEO and Executive Management Board were part of a number of major CSR events including the MENA Special Olympics and the Sandooq Al Watan Initiative.

## Championing sustainability

This year, we have elected Sustainability Champions across the group business who are responsible for promoting sustainability across the team and embedding its pillars into day-to-day operations.

## Hospitality Assets

We engaged in a number of CSR activities in our hospitality assets. These included National Day Celebrations, where employees prepared food from their local countries, shared videos showcasing their country, and explained food, recipes and local traditions to their peers. It was a great way for our employees to come together and bond over their different cultures.

## Retail Assets

One of the key ways we have been reducing our environmental impact across our retail assets is by raising awareness among our tenants and the wider community.

In 2018, we held a waste management awareness campaign at Yas Mall which involved visiting each outlet to train the shop manager and team members on the new recycling programme implemented at the mall. We also launched the Green Tenant Award in 2018 which encourages the best waste management practices and segregation at the source among our mall tenants. In 2018, tenants at Yas Mall were judged on their performance in best waste management practice, waste segregation, recycling and good housekeeping.

### **Aldar Academies**

Our Aldar Academies hosted a range of CSR initiatives to engage our students. These included organising a sustainability week at Al Bateen Academy; fundraising activities for the Emirates Red Crescent, Save the Rainforest and Operation Smile at Al Ain Academy; organising women's health awareness workshops and integrated learning workshops at Al Muna Academy; 'Pink' day at Al Mamoura Academy, and a HAAD medical screening programme and community Iftars at Pearl Academy.

We are focusing on making all our schools as green as possible. To this end, we look for every opportunity to implement eco-school initiatives. The sustainability lead at each school keeps the focus high on agendas, leads in organising events and looks at curriculum integration. Our school community service initiatives are linked to UN SDGs. We have developed student councils that promote healthy lifestyles such as eating healthily, and encourage environmentally friendly behaviour such as reducing the use of plastic. Some of our schools have implemented a photocopy limit to

stop excess use of paper. We have also reduced laminations to essentials. Our teaching curriculum has a strong focus on the environment and sustainability. Having a positive impact on the environment guides much of our school modifications and improvement work, for example decreasing energy use by reducing the size of spaces that have outdoor access.

### **Khidmah**

Khidmah ran a series of CSR initiatives to generate greater awareness of sustainability issues among both residents and staff as well as implement and encourage various activities to secure improvements. Initiatives ranged from an Earth Hour Campaign, where community residents generated energy savings by switching their lights off for an hour, through to a comprehensive wellness programme covering, for example, stopping smoking, weight management and nutritional counselling.

# Case Study

Reem Central Park

## Developing an outstanding green space for people to enjoy

On Reem Island, where we own a large part of the land with a number of residential buildings, we were aware of the lack of healthy green spaces for people to enjoy. So we developed a world-class park with a range of amenities and distinctive features to provide a great public space for everyone on the Island – Reem Central Park.

We took the opportunity as we developed the park to ensure it created a great open space, which would draw people to it, the facilities offered were high quality and fully integrated within the urban setting and that it did not look out of place, being designed to work in synergy with the surrounding developments.

Ensuring that the park was a real hub for the community meant that we needed to include top rate facilities, including parking, pocket lawns, a beach sport area, playground and Wadi water feature amongst others. The presence of a 2,000m<sup>2</sup> experimental retail brings the city park and beach together. But, we are not finished, under construction is a mosque for up to 2,000 worshippers, we expect this to be completed by Q1 2021.

We launched Reem Central Park in December 2018, on the 47<sup>th</sup> anniversary of the UAE National Day. The launch was a great success, and the Park is now proving to be a big attraction for local people – a truly special open public space they can all share and enjoy.

# Community initiatives



## Raising awareness

### Retail assets

In 2018, we launched a company-wide collaboration with the Emirates Nature foundation to promote awareness of the dangers of plastics to marine life. We also ran a plastic-free day across our food and beverage outlets in the Aldar community centres.

### Community Handbook

We developed a Community Retail Handbook which is distributed to all our retail units. It's an excellent educational tool that has helped us raise awareness on topics related to sustainability across our community retail centres.

### Rethink Plastic

We initiated the Rethink Plastic campaign across all our retail malls, in collaboration with the Emirates Nature. It was designed to raise awareness and encourage

visitors to pledge to reduce single-use plastic bags through an engaging non-commercial community activity across two malls, persuade members of the public to participate and make pledges to reduce their usage of plastics, and develop a unique and engaging non-commercial in-mall activity for the community.

A giant shopping bag made from environmentally friendly materials was used as a collector bin for plastic bags. Every plastic bag donated was exchanged for an eco-friendly canvas bag. In eight days, 96,668 bags were collected and given to Bee'ah for recycling. Additionally, Yas Mall collaborated with eight eco-friendly retailers, offering them ways to promote their products, such as printed t-shirts made from organic bamboo fibre, recycled stationery and swimwear made from recycled plastics.

### Aldar Academies

We're proud to have a lasting positive global impact. Aldar Academies launched two expeditions in their ADNOC managed schools to Kenya and Cambodia as part of a programme run as a pilot for 100 students. The expedition highlights will include:

#### Kenya

- Women's empowerment project
- School improvement project
- Human wildlife conflict project
- Masai culture immersion
- Marungu Hills wilderness trek
- Wildlife safari
- Bush skills survival programme

#### Cambodia

- Water sanitation project
- Reforestation project
- Housing improvement project
- Khmer culture immersion
- Cambodia temple experience
- Flight of the Gibbon zip line
- Waterfall trek experience

The aim of the programme is to develop global 21st century skills for young people in the UAE – vital skills such as leadership, critical thinking, innovation, collaboration, confidence, communication, CV enhancing, and global awareness. All the experiences are documented through film and photography, education outcomes and project impact reports to highlight the good our students are doing to build communities and change lives. This exciting programme is intended to create a lasting impact – empowering communities to deliver education while developing our students into global citizens.

At our Aldar Academies, we promise to inspire a lifelong love of learning in our students, empowering them to care for their planet and fellow citizens and change the world for the better. Our learning programmes cover a range of highly respected, international curricula, while our learning environment focuses on a well-rounded, global education.

Sustainability is woven into the curricula of our schools – from Al Bateen Academy's regular Eco Club and annual Sustainability Week, to opportunities for older pupils at Al Yasmina Academy to visit less fortunate countries across the world to participate in cultural and environmental initiatives.

Alongside the regular school timetable, all our Aldar Academies run an engagement programme that connects with parents and the wider community. Examples include parental workshops at The Pearl Academy, and twice-yearly integrated family learning events at Al Muna Academy.

### Enriching people's lives

At Aldar, we offer a wealth of initiatives and opportunities to enrich both residents' and visitors' experiences. Through awareness campaigns celebrating the Year of Zayed, Autism Week and World Music Day, for example, we aim to use the power of our position in the community to bring important messages to the public – inspiring change on a large scale. Our community awareness campaigns reached out to people across the UAE, focusing on a wide range of issues, including Autism Week, breast cancer awareness, diabetes awareness and blood donation drives.

### Protecting our community

The Environment Agency of Abu Dhabi (EAD) established a series of standards of conduct for all public and private entities to promote environmentally sound management practices for development and infrastructure projects across Abu Dhabi. We always meet EAD requirements and have in some cases gone above and beyond when opportunities arised, and moving forward we will push to exceeding EAD requirements. We do this by undertaking thorough environmental assessments of all our activities and by integrating international best-practices in our activities with the help of expert external consultants to ensure the

protection of our communities and our environment. We continually align with the EAD's commitments to protect and enhance air quality, groundwater and the biodiversity of Abu Dhabi's desert and marine ecosystems. Together, we seek to help raise environmental awareness, facilitate sustainable development and ensure community protection remains one of our top priorities. [Please refer to Chapter 6 – Environment](#) for more information.

### Leading in learning and development

We believe that education is a vital part of sustainability. Across our business, we have taken a holistic approach – whether providing UAE children with an international standard of learning, empowering the next generation to become global citizens, enabling our workforce to reach their full potential through continual training, or sharing our knowledge on sustainability issues with the wider community. From young learners in our Aldar Academies to our customers and stakeholders, we aim to instil in everyone the knowledge and means to create a more sustainable future.

As the UAE continues on its path to become a more diversified, innovative and knowledge-based economy, the UAE Government has prioritised education through the Education 2020 strategy. Focusing

on qualitative improvements to the education system, this includes the introduction of smart learning programmes, new evaluation systems and new teachers' codes, ensuring that all students receive a well-rounded, international standard of education. The UAE Ministry of Education's 2017-2021 Strategic Plan has further developed the concept of an innovative education system for a competitive, knowledge-based global society. Based around values such as citizenship and responsibility, equality and justice, and science, technology and innovation, it has set a number of goals to be achieved by 2021. These include ensuring a safe, conducive and challenging learning environment; strengthening the capacity for scientific research and innovation; and achieving excellent leadership and educational efficiency.

As a member of the United Nations, the UAE is committed to achieving the Sustainable Development Goals (SDGs), as part of the UN 2030 Agenda. Goal Four of the SGDs is 'Quality Education', whereby a good education can not only improve quality of life but also equip citizens with the necessary tools to develop innovative solutions to many of the problems facing the world today.

# Case Study

Sandooq Al Watan National Fund

## Investing in a bright future for Emiratis in the UAE

We are one of the largest funding entities of the Sandooq Al Watan National Fund. A social initiative formed by a group of Emirati businessmen, the Fund aims to achieve sustainable development, decent life and a bright future for Emiratis in the UAE. We contributed a total of AED 36 million to the initiative in 2018, bringing our total contributions to AED 84 million. Our donations were equally distributed among the Fund's 18 programmes and initiatives including:

### Emirati Coder

Emirati Coder teaches Emirati children aged 7-14 years the basics of coding in a fun and interactive way. It aims to increase the student's competitive advantage when job hunting in the future.

### Achieved

**1,310** participating students  
**3** programming languages

### Goals

**2,500** Emirati students to be taught

### Mawhibatna

Mawhibatna aims to discover and nurture gifted young Emiratis, from academic grades 6 to 12, who demonstrate advanced educational performance. It includes a variety of specialised world-class initiatives such as securing scholarships and vocational guidance.

### Achieved

**150** bright Emiratis were enrolled in first phase  
**100%** attendance rate

### Goals

**2,000** gifted students to be identified  
**75%** of participants to be placed in elite universities upon graduation

### UAE Talent

UAE Talent gives Emiratis over the age of 30 and with five or more years of experience the opportunity to become part of an elite group that will be considered for leadership positions in government and the private sector. A meritocratic self-nomination tool, it aims to find the country's best and brightest talent.

### Achieved

**2,000** applications received as of December 2018

### Goals

Identify 5 world-class leaders and place them in leadership positions by the end of 2020

**Khalifa Innovation Center**

The Khalifa Innovation Center was established as a main hub for innovation in the UAE. It encompasses a 1,200 sqm space to incubate high potential Emirati technological start-ups. Help includes providing financing, training, office space and other forms of support.

**Achieved**

**4** tech-start-ups supported

**Goals**

**15** high potential tech start-ups supported

**The Emirati Innovator**

The Emirati Innovator aims to empower and support Emirati innovators, inventors and entrepreneurs in the Northern Emirates and transform their ideas and inventions into successful companies capable of competing in the global market.

**Achieved**

**2** tech start-ups supported

**Goals**

**6** high potential tech start-ups supported

**Researcher.ae**

Researcher.ae is the first national platform focused on empowering researchers in the country. It provides funding and networking opportunities, mentoring and support. Researchers will be able to seek opportunities to fund research and innovative projects, to connect with local and international research networks and to keep up-to-date on the latest discoveries in the local and global community.

**Achieved**

**15** student research projects supported  
**3** major co-founded R&D projects awarded

**Goals**

**50** student led research projects to be supported  
**10** major co-founded applied research projects

**Pitch at the palace**

Pitch is an annual event that supports the most innovative local entrepreneurs through training and coaching and access to a wide range of customers and investors.

**Achieved**

**80%** of participants were trained  
**12** were selected to exhibit their ideas  
**75%** of participants made more business connections

**Global Leaders**

Global Leaders aims to train and support the best Emirati talent in order to place them in leadership and diplomatic positions in leading international organisations outside the country.

**Achieved**

**19** applicants have been shortlisted

**Goals**

**By 2040** an Emirati Secretary General

**Jusoor Programme**

Jusoor encourages skilled young Emiratis to work in the private sector by providing them with the necessary career guidance, internship opportunities and training programmes to succeed.

**Achieved**

**100** bright Emiratis were enrolled in first phase  
**40%** programme graduates joined the private sector

**Goals**

**100** Emirati in private sector internships enrolment  
**25%** graduates join a full-time job in private sector

## Local empowerment



### Empowering the next generation

At Aldar, we are committed to empowering the next generation. In our retail assets, we provide free units for local businesses to support local development. Through our internship programmes, we enable recent graduates to gain that all-important first step on the employment ladder, giving them invaluable experience that helps them find their passion and develop a rewarding and fulfilling career. We also hire university graduates giving them the training, experience and encouragement to excel in their new roles.

### Empowering people of determination

In March 2018, Abu Dhabi hosted the MENA Special Olympics and we were proud to be one of the sponsors for this incredible event. The tournament saw more than 1,200 athletes from 33 countries travelling to the Emirate to compete. For Abu Dhabi, the MENA Special Olympics was a first-of-a-kind opportunity to spread a message of inclusivity, tolerance and philanthropy. It was an honour to support the Abu Dhabi Government in ensuring this event was a success.

The message of the Special Olympics movement – to create a better world by fostering acceptance and inclusion of all people – resonates strongly with us, and we look forward to continuing our ongoing partnership with Special Olympics UAE.

Following our support for the MENA Special Olympics, in 2018 we were proud to announce our sponsorship and support for the Special Olympics World Games, which will take place in Abu Dhabi during March 2019. The Special Olympics World Games Abu Dhabi will leave a significant mark. For us, this is only the beginning as we look ahead to even closer collaboration and a bright future with the movement for years to come.

As an official sponsor, our contribution will include a commercial value and value-in-kind services such as providing volunteers including

our employees, accommodation for athletes and supporters in our hotels, hosting events and functions in our assets, and awareness promotions across our communities and destinations.

Our sponsorship also fulfilled a number of our key strategic CSR objectives, including:

- Engaging our employees through volunteer programmes
- Embedding community values into our brand and day-to-day operations
- Taking part in the Special Olympics World Games and raising awareness about the event

Through the sponsorship, our venues and hospitality assets played a key role in the games – as venues for events and as accommodation sites. We also engaged with our communities, schools and malls to create awareness about the event, and recruited volunteers to support the Games.

In our retail units, we have integrated people of determination into our labour force and guaranteed them equal employment opportunities across a number of sectors.



People Approach  
Employee Performance  
Employee Satisfaction  
Occupational Safety and Health (OSH)  
Workers Welfare

## Empowering our people

We are proud of all the talented people who drive our success and we take our responsibility to them seriously. We strive to create a fair, and supportive working environment that empowers everyone who works for Aldar to achieve their ambitions.

## Our commitments

Foster a culture of innovation and sustainability

Look after, develop, engage and reward our people

Retain our talent with less than 12% attrition (year on year)

Promote diversity, inclusion, health & wellbeing

Ensure workers safety and welfare

Establish a centralized database to track and monitor OSH to be disclosed in future reporting.

Provide sustainability training to 100% of employees

100% of employees have career development plan

More than 50% of staff engaged with internal innovation

# 05

# People approach



## Helping our people thrive and make a difference to our business

At Aldar, we continuously strive to be the employer of choice. We truly believe that our people are our greatest asset – our continued success relies on their loyalty, hard work and ambition, and we want to support and harness this energy as much as possible. As such, we understand the importance of creating a fair, inclusive, diverse and supportive working environment that empowers every member of our staff to achieve their full potential. So we continue to invest in the development of programmes, policies, initiatives and platforms that engage and empower our colleagues.

# Employee performance



## Our performance strategy

In 2018, we moved away from our traditional annual performance cycle for employees, to a continuous performance management framework. By offering ongoing touchpoint feedback rather than one-off performance reviews, we can react more quickly and effectively to both internal and external factors, as well as promote a culture of innovation across our company.

As part of our People and Performance Strategy, all our employees receive annual performance reviews from their line managers. Through the year, teams have weekly status meetings and managers and employees have one-on-ones. In addition, all employees can receive a career development plan from their line manager in coordination with the Learning and Development team.

We are focusing on the continuous development of our staff and have started systematically conducting career development plans for our UAE nationals and monitoring the plan at mid-annual reviews, in view of applying this to all of our employees.

## Rewarding our employees

We want to foster a culture of high performance throughout Aldar – recognising and rewarding the best. To this end, all employees with a performance review score of 3 and above out of 5 are eligible for discretionary bonuses, rewards or salary increases. From our admin support to our executive management, we always find different ways to recognise and reward individuals and teams for their performance and valuable contributions.

## Count of Training Type 2018

| Gender              | Group Development Behavioural | Group Development Technical | Individual Development Technical | Onboarding | Grand Total |
|---------------------|-------------------------------|-----------------------------|----------------------------------|------------|-------------|
| Male                | 21                            | 95                          | 21                               | 32         | <b>169</b>  |
| Female              | 32                            | 198                         | 50                               | 51         | <b>331</b>  |
| <b>Total people</b> | <b>53</b>                     | <b>293</b>                  | <b>71</b>                        | <b>83</b>  | <b>500</b>  |

## Learning and developing

We continuously invest in our employees' overall development. We seek to engage members of our staff from every level, and provide training opportunities to empower them to contribute as much as possible to the success of the company.

To support our commitment to employee development, our Learning and Development Policy (2013) defines our system to identify and meet individual development needs.

This commitment commences from the first day in Aldar. All new employees take part in a mandatory induction programme which brings them up to speed on Aldar's business units and functions as well as relevant HR policies and procedures. It includes gender equality training as part of our Women Initiative Network (WIN), discussed later on in this section. Other programmes for new recruits include departmental inductions. All employees are also entitled to external training relevant to their roles.

In 2018, a total of 1,673 were allocated to technical and behavioural development training, 950 hours to cyber security training, and 1,023 hours to Health & Safety training.



### Ibtikar Innovation Programme

Our Ibtikar Innovation Programme encourages our employees to take an active role in Aldar's future growth and direction. This yearly challenge asks staff to develop and submit innovative ideas that address the key issues facing the business.

In 2018, a number of sustainability-related innovations qualified, including:

- Automated parking tower systems in prime Abu Dhabi city centre locations – integrating with CSR and green initiatives, with optional revenue generation.
- Transferring power consumption in Aldar assets from cost centre to revenue centre by harnessing third party investment to implement sustainable energy solutions.
- Installing SMART systems on all Aldar assets with landscaping to mitigate the effects of evapotranspiration. The system

uses a weather station and sensors to monitor moisture in the soil in order to calculate irrigation, save water and make potential cost savings of more than AED 7 million in the first pilot project. This innovative idea was awarded the Grand Prize.

All Aldar employees are welcome to nominate themselves to join the project teams implementing successful Ibtikar ideas. Applicants are selected to ensure a balanced representation of skills within each team, with participation counting towards the People & Performance Innovation metric in staff performance reviews. Aldar has identified key innovation themes of which sustainability is one.

# Employee satisfaction

In 2018, we undertook a number of initiatives to promote employee satisfaction across Aldar. These are described below.

At Aldar, we're really focused on teamwork and each year, every department organises team building activities. In addition, the People & Performance team organised a company-wide team building day to cultivate teamwork, collaboration and communication between departments. The day incorporated a series of competitive activities, from learning on how to start a fire to building a water filtration system and building a raft. Each activity required the input and support from each member of the team in order to succeed. We had over 350 employees attend across all departments. In 2018, we've invested over AED 2 million on team building and employee engagement.

We have undertaken a number of other initiatives to promote employee satisfaction and create

an engaging culture. These include initiatives focused on health and wellbeing, such as weekly sports activities for our employees, in addition to sports programmes for our female staff in the company's gym. We also introduced a buddying system for people joining the business. In addition there are various social events including a family day. And to ensure staff stay up-to-date with the company's progress we hold regular townhalls.

## Hospitality

Our golf courses are closed to public and open to employees one day per month.

Our hotel operators hold one townhall meeting per year to discuss their strategy and the success of the company. The meeting is also a great opportunity to gain feedback from employees to understand areas of concern and improve staff welfare.

## Khidmah

Khidmah has developed a 7-star programme to reward outstanding staff with, for example, cash prizes, umrah send-offs and Etisalat phone cards.

[Please refer to Chapter 4 – Community](#) for further information on other initiatives we've undertaken which also promote employee satisfaction through giving back to communities.

## Aldar Properties parental leave data for 2018

|   | 2017       | 2018       |
|---|------------|------------|
| <b>Total number of employees that were entitled to parental leave, by gender</b>  | <b>333</b> | <b>376</b> |
| Male  | 243        | 265        |
| Female  | 90         | 111        |
| <b>Total number of employees that took parental leave, by gender</b>  | <b>13</b>  | <b>19</b>  |
| Male  | 10         | 12         |
| Female  | 3          | 7          |
| <b>Total number of employees that returned to work in the reporting period after parental leave ended, by gender</b>  | <b>13</b>  | <b>19</b>  |
| Male  | 10         | 12         |
| Female  | 3          | 7          |
| <b>Total number of employees that returned to work after parental leave ended that were still employed 12 months after their return to work, by gender.</b> | <b>13</b>  | <b>19</b>  |
| Male  | 10         | 12         |
| Female  | 3          | 7          |

Our levels of annual vacation and leaves of absence are set out in our Vacations & Leave of Absence Policy. They exceed legal requirements established by the UAE Labour Law, including those related to parental leave.

## Work life balance

All of our employees with children, both women and men, are entitled to parental leave. In 2018, 19 staff (seven women and 12 men) took time off as part of this scheme. Of these 19, all returned to work once their leave was over, and all were still employed at Aldar 12 months after their return to work.

We have conducted an employee engagement and satisfaction survey with a third party entity, Great Place to Work, and have passed the minimum score needed to gain the certificate.

### **2018 Employee experience and service survey**

Our People & Performance department is responsible for hiring and retaining talented employees by creating the right working environment and enabling their ongoing professional development, as well as undertaking a regular review of HR processes. During 2018, as in previous years, the People & Performance team compiled a detailed employee survey to better understand what is important to our staff and, in turn, ensure we have the tools and knowledge to better meet our workforce's needs.

During 2018, our People & Performance (P&P) team launched the Employee Experience and Service Surveys. Six Aldar departments took part (Internal Audit, Procurement, Legal, Finance, Asset Management and Development Management) with a 75 to 100% participation rate. In total, 158 Aldar employees participated in this year's survey.

### **Increasing employee satisfaction**

The organisation-wide participation rate in the P&P satisfaction survey of 2018 was of 80%. Overall, our staff's satisfaction levels were very positive, with a 2.6 percent increase in overall satisfaction from 72.8% in 2017 to 75.4% in 2018. The exercise allowed us to identify 3 challenges for improvement, including career movement, employee development, and benefits provided. For employee services, satisfaction levels were also generally high. Satisfaction for general services, including the lounge, travel assistance, hotel bookings and meeting rooms, reached 93% in 2018, a two percent increase since 2017. Satisfaction for document control also increased, to 95% in 2018, compared with 92% in 2017. The Public Relations function recorded a 98% satisfaction rate among employees – the same score as 2017.

## Staff Turnover Rates

|  | 2017 | 2018 |
|--|------|------|
| <b>% of employees leaving employment in the reporting period</b> | 21%  | 14%  |
| <b>Breakdown by gender</b>                                       |      |      |
| Male   | 16%  | 10%  |
| Female   | 5%   | 4%   |
| <b>% Breakdown by age group</b>                                  |      |      |
| Under 30 years old   | 0%   | 1%   |

The notice period for employees varies from one to three months, according to the job grade, as per Aldar's Termination Policy.

## Significantly reducing staff turnover

We place a lot of emphasis on retaining staff, in line with our People & Performance Strategy. New initiatives in 2018 such as a Long-Term Incentive (LTI) Programme and Continuous Performance Management Framework contributed to a significant 35% year-on-year reduction in staff turnover, with 49 employees leaving the company during the reporting period, compared to 75 in 2017.

## Celebrating great loyalty

We focus on bringing out the best in our people and encourage everyone to grow with the business. Of the 376 employees working at Aldar in 2018, 60 staff (16%) were celebrated in 2018 for their 10-year anniversary at the company – a testament to our commitment to retaining and supporting high quality staff.

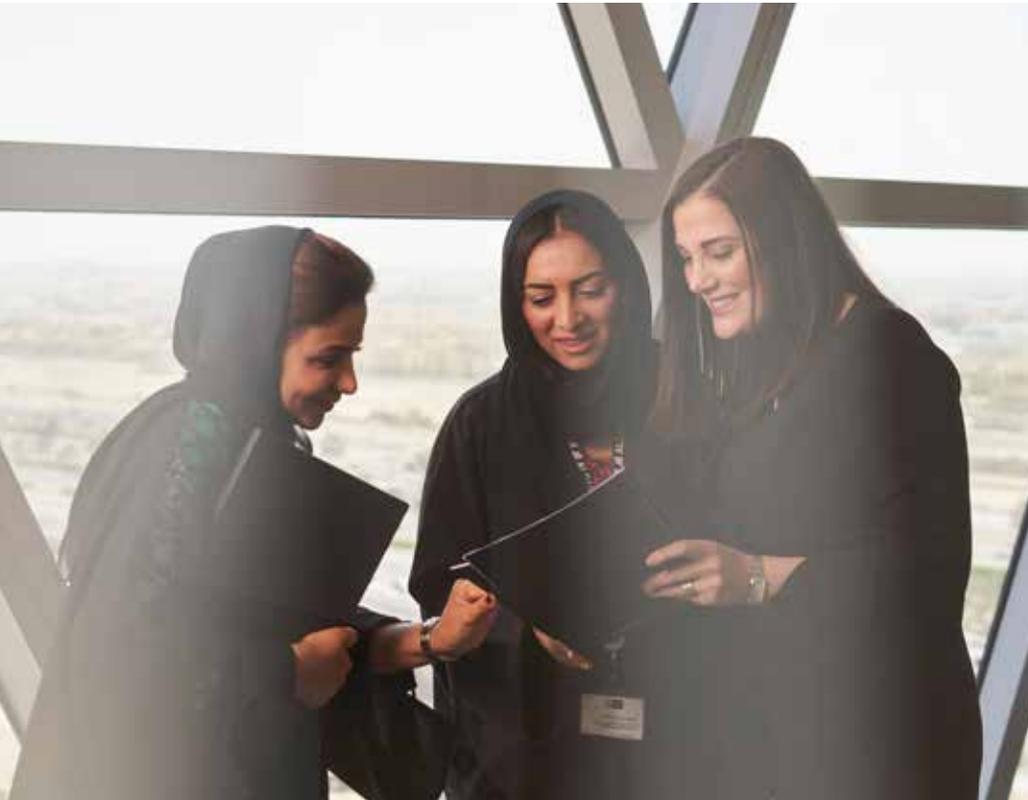
## Aldar Properties Employee Data

|  | 2017       | 2018       |
|--|------------|------------|
| <b>1. Total Number of Employees</b>              | <b>333</b> | <b>376</b> |
| <b>2. Gender</b>                                 |            |            |
| Male   | 243        | 265        |
| Female   | 90         | 111        |
| <b>3. Nationality</b>                            |            |            |
| Breakdown of employees by nationality            |            |            |
| UAE  | 91         | 106        |
| UAE men  | 55         | 58         |
| UAE women  | 36         | 48         |
| Others   | 242        | 270        |
| <b>4. Management Staff</b>                       |            |            |
| Breakdown of employees by nationality and gender |            |            |
| UAE men  | 7          | 7          |
| UAE women  | 2          | 1          |
| Others – men                                     | 16         | 19         |
| Others – women                                   | 0          | 0          |
| <b>5. Executive Management Staff</b>             | <b>4</b>   | <b>5</b>   |
| Male National Citizen                            | 3          | 2          |
| Female National Citizen                          | 0          | 1          |
| Others – men                                     | 1          | 2          |
| Others – women                                   | 0          | 0          |

In 2018, we had over 7,000 employees across our subsidiaries, including Aldar Academies, Cranleigh, Khidmah, Hospitality, District Cooling

## Promoting diversity and inclusion

In 2018, a total of 376 staff were employed across all departments at Aldar Properties, an increase of 43 staff members since 2017, of which 21 are women – contributing to an increase of 23% of women staff throughout Aldar. In 2018, the percent representation of women in management was 24% compared to 25% in 2017. One woman was appointed to be in the Executive Management Team (EMT) in 2018, increasing the percentage of women in EMT to 20%. This supports our objective to increase the number of women in our workforce and to reflect diversity & inclusion at the senior levels.



## Supporting local talent

We value our workforce and in particular our UAE nationals who are career-driven, committed and talented individuals. We offer opportunities for nationals who can demonstrate the potential to build successful careers for the good of Aldar and the UAE. As part of the requirements of our Staffing Policy (2018), priority is given to UAE nationals. We have also committed to provide seats for local talent on the boards of our subsidiaries to give them further exposure and development opportunities.

Our inclusive environment and employee opportunities continued to attract high-quality Emirati staff during 2018, supporting the UAE's 'Tawteen' campaign to increase the number of UAE nationals in employment, particularly in the private sector. We strive to go beyond the legal requirements set by the Emiratisation (Tawteen) campaign, which mandates the inclusion of UAE nationals in employment. In 2018, 28% of our overall workforce were UAE nationals, 45% of whom were female Emiratis. In our executive management and senior management boards, over 38% of the roles were occupied by Emiratis in 2018.

This year, we were recognised at the Emirates Emiratisation Awards, an initiative from the UAE Ministry of Human Resources and Emiratisation. H.H. Sheikh Mohammed bin Rashid Al Maktoum, Vice President and Prime Minister of the UAE and Ruler of Dubai, presented the award to our CEO, Talal Al Dhiyebi.

Our commitment to attracting and retaining UAE nationals in our workforce is embedded in our Learning and Development Policy.

We promote the development of our UAE national employees through exclusive eligibility to scholarship and study leave and through a mandatory career development planning process. We also provide work placement and internship opportunities for UAE national undergraduate students. A total of five new Emirati graduates have joined us since 2015 with the latest joining in June 2018.

At Khidmah, we launched a programme dedicated to Emirati youth, which takes on Emirati youth interns for three to six months. The interns are introduced to various areas within the facilities and property management fields. This programme was launched in 2018 as part of Khidmah' relentless efforts in talent acquisition and Emiratisation.

### Promoting equal opportunity

At Aldar, we strongly believe in equal employment opportunity for all candidates without regard to their race, religion, gender or nationality, in line with the Discrimination (Employment and Occupation) Convention of 1958 of the International Labour Organization, ratified by the UAE. Our commitment to providing equal opportunity does not affect our objective of increasing our Emirati workforce, which is targeted recruitment to address a regional challenge.

We treat all applicants and employees professionally and equally in terms of assessment, employment and promotion, based on the technical and behavioural skills needed to suit the job requirements. Promotion, recruitment, demotion, transfer, termination, assigning each employee to the grading system and pay scale, training and benefits are all based on professional and technical levels without regard to any type of discrimination.

Our Code of Business Conduct provides behavioural guidelines which prohibit harassment of colleagues and relatives of employees. Complaints regarding harassment should be directed to the Head of HR. We also encourage all

Aldar directors, officers, employees, consultant and contractors to report instances of harassment through the whistleblower programme. Harassment, in any form, and regardless of intent, is a form of discrimination and interferes with our commitment to equal employment opportunity.

### Supporting diversity and gender balance

At Aldar, we see diversity and gender balance as equally important and critical to sustainability. We champion diversity and the positive impact it has across our company – the key role it plays in bringing greater innovation and creativity. We have 376 employees representing over 35 nationalities.

At Khidmah, we launched a Workforce Diversity Policy setting out our commitment to create a workplace that is fair and inclusive and builds a workforce which better reflects the diversity of our community. At Khidmah, the workforce is composed of 27% females and 73% male across 47 nationalities.

In 2018, we continued to evolve our commitment to support diversity and gender balance.

## Gender and Age Balance within Aldar

|   | 2017 | 2018 |
|---|------|------|
| <b>Percentage of individuals within the organisation's executive management team:</b> |      |      |
| <i>Breakdown by gender</i>  |      |      |
| Male  | 100  | 80   |
| Female  | 0    | 20   |
| <i>Breakdown by age group</i>   |      |      |
| 30-50 years   | 75   | 80   |
| Over 50 years   | 25   | 20   |
| <b>Percentage of employees by:</b>  | 100  | 100  |
| <i>Breakdown by gender</i>  |      |      |
| Male  | 73   | 70   |
| Female  | 27   | 30   |
| <i>Breakdown by age group</i>   |      |      |
| Under 30 years  | 8    | 6    |
| 30-50 years   | 77   | 80   |
| Over 50 years   | 15   | 13   |

## WIN

### Empowering women in the workforce

In line with our commitment to empower women in the workforce, we launched our Women Initiative Network (WIN) in 2018. WIN's objectives include applying gender equality principles to recruitment processes and budget allocations.

Actions to embed gender equality in employment practice include applying gender equality principles to recruitment stages, ensuring diverse gender representation at all levels and raising awareness of Aldar as an equal opportunity employer.

WIN's first public meeting was open to all female employees. The Aldar WIN Gender Action Plan sets out our commitment to progress towards sustained gender equality and ensure that best practice inclusion is embedded in our leadership and people management practices. Through it, we will develop a strong gender diverse leadership pipeline by attracting and developing talent equally, and at all levels. Gender

equality will also be integrated into our policies and procedures including those related to training and awareness and recruitment, so we can provide unbiased access to support and retain the valued skills of Aldar employees. We will ensure that senior leaders within the company are committed to diversity initiatives with set gender balance KPIs. The progress of the initiatives set in the action plan and the gender balanced KPIs will be monitored as next steps.

In 2018, approximately 30% of our workforce was female (111 staff), a 3% increase year-on-year. The percentage of women within the executive management team of Aldar increased by 20% with the appointment of Ms. Bayan Hassan Al Hosani as Director of People and Performance, the first female to join our executive management team. Moving forward, our management is advocating with our shareholders to increase the proportion of women in executive management.



### Youth Council Empowering young employees

In 2018, we launched our own Youth Council to empower young employees and provide a platform to help unlock their career potential and support organisational change. The seven members of the Youth Council are all Aldar employees under the age of 32. In 2018, the Council set a number of objectives which include recommending solutions to related challenges that Aldar faces, supporting the innovation process by exploring opportunities, proposing frameworks to capitalise

on these opportunities, and providing open communication and collaboration between Aldar's youth and executive management.

In 2018, the total number of employees under the age of 30 was 6% of our total workforce, a slight decrease on 2017.

# Occupational safety and health (OSH)

## Governance

We're committed to providing an environment that is safe and promotes health and wellbeing for all our employees. To this end, we operate Health and Safety (H&S) practices in line with the Abu Dhabi Occupational Safety and Health System Framework (OSHAD-SF, 2017), a management tool that enables us to integrate our Occupational Safety and Health (OSH) management components into one coherent system that governs the way we do business.

## OSH Policy

We have a company-wide OSH Policy, which sets out our main objectives for continuous improvement in this area. It is the standard against which all our business units and employees are continually measured. The Policy covers all our operations including offices, construction sites, assets, consultants, outsourced staff, and communities. The goals set out in the Policy cover operations, communications and evaluation. Our standards are embedded in our employee performance reviews, which include achieving high OSH standards of excellence.

## Occupational Safety and Health Management System (OSHMS)

Our OSHMS provides a framework for all employees and companies working on behalf of Aldar to ensure that OSH risks are identified and minimised as much as possible. We set high health and safety standards for the whole of Aldar. Our main OSH targets documented in the OSHMS are:

- Maintain accident frequency rate below 0.35 for all projects' annual performance
- Zero fatalities (achieved in 2016 and 2017)
- Zero OSH serious injury
- Zero occupational illnesses/diseases
- Zero dangerous occurrences
- Zero OSH non-compliance

Each project and operation division manages the OSH Policy and implements an OSHMS in line with our standards. Each project and operation division is responsible for carrying out hazard identification and risk assessment as per our Risk Assessment Model, and for implementing a proactive and reactive monitoring system for its OSH/Environment, Health and Safety

(EHS) performance. Aldar regularly reviews the OSH/EHS performance of its projects and entities, as described in the next sections.

## Training and awareness

Our employees receive training through HR Learning and Development. In 2018, we launched an OSH/EHS e-learning platform for all our staff, covering topics including fire hazards, electric safety, and slips, trips and falls.

When appropriate, specific training and capacity building programmes are provided to all working on our behalf to ensure safe working practices.

### Occupational Safety and Health framework - Developments

The Aldar Quality, Health, Safety and Environment (QHSE) Department is responsible for overseeing OSH/EHS performance in development. The department guides the external suppliers operating in its construction sites in proactive planning and in the establishment of control measures.

The department also runs a proactive monthly OSH monitoring programme, gathers monthly performance data, and produces annual statistics on OSH and EHS together with a summary report to continue enhancing our positive health and safety culture. We monitor our OSH/EHS performance against a number of KPIs, reporting monthly and auditing both internally and through external consultants.

We conduct periodic inspections and OSH/EHS management walks in each project to ensure compliance and evaluate the performance. We chair the monthly OSH meetings in each project managed by our contractors, and advise all parties on best practices with regards to safety and updated legal requirements, as applicable.

For each project, we develop a training matrix based on its activities, focus on improving employees' competencies, and ensure mandatory training for roles including first aiders, fire marshals and equipment operators. In addition, training by third parties ensures competency in specialist roles, such as machinery operators and appointed lifting people.

Contractors are responsible for ensuring the competency of each of their employees in line with the OSH training matrix developed for each project. We monitor each contractor's OSH training and competencies; this is part of the vendor's performance evaluation.

All of our projects feature a pre-task briefing session and regular toolbox talks, to ensure our staff are familiar with the activities, can raise any OSH/EHS concerns and understand their roles and responsibilities. We run an incentive programme to promote health and safety and reward efforts in creating a safe environment on all projects.

### Occupational Safety and Health performance - Developments

We believe that everybody is responsible for safe working conditions and appreciate those employees who report unsafe conditions in order to protect others.

For each project, appreciation certifications are awarded to contractors, employees or companies working on behalf of Aldar with the best OSH performance record.

Our main OSH objective for developments during 2018 was to maintain the accident frequency rate below the benchmark figure of 0.35. The frequency rate achieved during 2018 was 0.04, significantly lower than the benchmark. This excellent achievement was driven by the successful integration of project teams, the dedicated QHSE team, and the launch and implementation of our OSH/EHS Proactive Monitoring Programme.

Total Worked Hours During 2018 was 64,999,773 and average manpower was 22,685 employees.

## Lost Time Injury Frequency Rate (LTIFR)

The LTIFR is calculated in the following manner:  $\frac{\text{No. of LTI's} \times 1,000,000}{\text{Hours Worked}}$ . The LTIFR target set for 2018 is 0.35 per million man-hours worked.

### Aldar LTIFR Statistics 2018

| Month | Jan  | Feb | Mar  | Apr | May  | Jun | Jul | Aug | Sep | Oct | Nov | Dec | YTD              |
|-------|------|-----|------|-----|------|-----|-----|-----|-----|-----|-----|-----|------------------|
| LTIFR | 0.16 | 0   | 0.19 | 0   | 0.18 | 0   | 0   | 0   | 0   | 0   | 0   | 0   | achievement 0.04 |

## OSH/EHS Statistics (Manpower & Man-Hours Worked)

Peak Manpower: 24369 January 2018 Lowest Manpower:

### Aldar OSH/ESH Statistics 2018

| Month                                | Jan       | Feb       | Mar       | Apr       | May       | Jun       |
|--------------------------------------|-----------|-----------|-----------|-----------|-----------|-----------|
| Manpower                             | 24,369    | 23,576    | 22,460    | 21,655    | 23,021    | 22,951    |
| Man-hours                            | 6,176,769 | 5,746,411 | 5,329,279 | 5,282,885 | 5,410,188 | 4,619,771 |
| Fatality                             | 0         | 0         | 1         | 0         | 0         | 0         |
| Serious OSH Injury                   | 1         | 0         | 0         | 0         | 1         | 0         |
| Serious Occupational Illness/Disease | 0         | 0         | 0         | 0         | 0         | 0         |
| Serious Dangerous Occurrence         | 0         | 0         | 0         | 1         | 1         | 0         |
| Total OSH Reportable Incident        | 1         | 0         | 1         | 1         | 2         | 0         |
| Month                                | Jul       | Aug       | Sep       | Oct       | Nov       | Dec       |
| Manpower                             | 22,244    | 22,610    | 22,563    | 22,792    | 22,447    | 21,539    |
| Man-hours                            | 5,480,220 | 5,520,050 | 5,289,915 | 5,611,828 | 5,607,570 | 4,924,887 |
| Fatality                             | 0         | 0         | 0         | 0         | 0         | 0         |
| Serious OSH Injury                   | 0         | 0         | 0         | 0         | 0         | 0         |
| Serious Occupational Illness/Disease | 0         | 0         | 0         | 0         | 0         | 0         |
| Serious Dangerous Occurrence         | 0         | 1         | 2         | 0         | 0         | 0         |
| Total OSH Reportable Incident        | 0         | 1         | 2         | 0         | 0         | 0         |

| Project Title                    | Completed Million Man-hours without Lost Time Injury "LTI" |
|----------------------------------|--|
| West Yas                         | 33 Million   |
| Al Raha Beach Development        | 12 Million   |
| Mamsha Al Saadiyat               | 12Million  |
| Yas Acres                        | 8 Million  |
| Al Jawaher Saadiyat Beach Villas | 7 Million  |
| Mayan                            | 5 Million  |
| Al Merief                        | 4 Million  |
| Bridges                          | 3 Million  |
| Shams Meera                      | 3 Million  |
| Water Edge                       | 1.8 Million  |

During 2018, we incurred zero OSH fines or penalties from the Abu Dhabi authorities. There were also zero violations of restricted summer working hours. The number of lost time injuries (LTIs) was reduced by 40% compared with 2017, with three incidents in 2018 and a total of 111 lost working days.

A number of control measures were implemented following the serious OSH incidents in 2018, that included one fatality. These included meetings to discuss preventative control measures, a review of the method statement and risk assessment to ensure full compliance with OSHAD's safe system of work, OSH alerts, safety training sessions, an EHS campaign across the related project, and daily safety inspections of the area where the incident took place.

### Occupational Safety and Health Framework – Asset Management

All companies working on behalf of Aldar must ensure a safe and healthy work environment and establish an H&S management system that complies with OSHAD regulations and Aldar standards. Our Aldar Internal Audit reviews the standards annually.

The OSH/EHS standards for our operations cover the following:

- Providing an in-house OSH expert.
- Establishing a strategic management system – policy, procedures and responsibilities. Reviewing and amending the OSHMS system as required
- Establishing a safety management system. Implementing the day to day running of the system - risk assessments, incident reporting, monitoring and inspection regimes, contractor control, project control, reporting mechanisms and training
- Ensuring all incidents are centrally recorded and analysed, and that investigations are undertaken as and when required
- Conducting regular site audits and assigning actions
- Establishing and implementing a permit to work system
- Reviewing emergency response

- plans and advising service providers on improvements.
- Conducting emergency drills and providing reports for improvement
- Providing training to service providers and internal staff.
- Reviewing service provider OSHMS documentation and advising on suitability
- Ensuring OSH communication throughout the company and service providers
- Monitoring incidents and conducting investigations where required
- Ensuring all statutory compliance information is up to date and current as well as centrally recorded
- Ensuring training is up to date and meets the required standards
- Ensuring all OSH documentation is maintained and relevant.
- Undertaking audits every six months on all sites so improvements can be measured and tracked
- Undertaking fire risk assessments at all sites
- Identifying and delivering appropriate training for directors, senior managers and employees
- Providing detailed quarterly reporting on OSH performance against set KPIs

- Establishing and chairing of an OSH committee
- Consulting with a web developer on a web-based compliance and safety management system if required:

Every year, our third-party experts ensure that a minimum of two official audits are undertaken. This is conducted in coordination with our CFM team.

In all our assets, we operate a 24/7/365 call out policy to deal with incident investigations. This facility also helps the sites if they have specialist OSH/EHS requirements. For example, the installation of a plane fuselage into Yas Mall called for specialists to help local site based OSH/EHS staff with the highly technical safety procedures.

Results from all audits are uploaded to the live Aldar OSH Online Platform. These are monitored by the Aldar CFM Team on a daily, weekly and monthly basis.

Corrective actions are also delivered on the Platform. They are assigned electronically to the auditee, with a timescale for improvement and close out.

In 2018, 34 incidents were recorded across Aldar assets. The number of incidents is disclosed by type and category in below table.

| Type of Incident                     | Category of Incident      | Count of Incidents |
|--------------------------------------|---------------------------|--------------------|
| Equipment or Property Damage         | Flood                     | 1                  |
|                                      | Plant/equipment damage    | 7                  |
| False Alarm                          | First aid injury          | 1                  |
| Fire                                 | Fire                      | 2                  |
| First Aid Injury                     | First aid injury          | 7                  |
|                                      | Hazard                    | 1                  |
|                                      | Medical treatment case    | 2                  |
| Lost Time Injury - Lost workday Case | Lost time Injury          | 1                  |
| Medical Treatment Case               | Medical treatment case    | 7                  |
| Near Miss                            | Near miss                 | 1                  |
| Near Miss Hazard                     | Hazard                    | 1                  |
| Reportable Dangerous Occurrence      | Plant/equipment damage    | 1                  |
| Reportable Serious Injury            | Reportable serious injury | 1                  |
| Security Incident                    | Physical abuse            | 1                  |

### Occupational Safety and Health Performance – Asset Management

The results of the 2018 audits are given in the graph adjacent for all assets. They are measured against the following criteria:

- Providing and managing the OSH policy and OSH safety plan
- Providing OSH management of agreed specialist contractors or any sub-contractor used in delivering the contracted services.
- Complying with Control of Substances Hazardous to Health (COSHH) requirements for hazardous substances including having all Material Safety Data Sheets (MSDS) onsite, correct storage and mitigation measures
- Ensuring the service provider produces generic risk assessments for all tasks and where appropriate, conducts specific risk assessments before commencing services where there is additional assignable risk
- Ensuring the service provider reports all OSH incidents
- Ensuring the service provider complies with all relevant OSH requirements and site policy and procedures

# Workers welfare



## Workers welfare

At Aldar, we are resolved to further our commitment to the safety and wellbeing of our workforce. Our focus on worker welfare will run from procurement through all stages of a project's life cycle. Onsite, we will ensure that all workers are operating within the requirements of our own code of ethics and UAE Labour Law.

We are implementing a vendor selection prequalification procedure, which includes compliance with the standards set in our Occupational Safety and Health Policy and OSHMS, applicable UAE OSH laws and Labour Law. UAE OSH laws include OSHAD requirements and Code of Practice (CoP) 8.0 on General Workplace Amenities, with requirements on designated rest areas, sanitary facilities, and so on. Non-compliance may lead to the removal of a vendor from our prequalified vendor list. We shall consider a wide range of workers welfare when prequalifying vendors, including the provision of medical insurance and medical aid equipment, adequate means of transport to remote sites, adequate accommodation, drinking water and food, and entertainment and sports amenities.

In 2019, we will introduce the Aldar Worker Welfare Policy, which will be

mandatory for all contractors and sub-contractors. Our contracts for all third-party vendors and suppliers underline compliance with the code of ethics as a key performance indicator.

## Workers welfare – Development Management

In 2018, we provided temporary housing for labourers in villages in Yas, Al Ain City and Saadiyat Island. These camps complied with high living standards set by Aldar and were monitored by the assets operation manager on a monthly basis. In 2018, the results were very satisfactory – going above and beyond the Ministerial Decree No. 212 of 2014 on Approval of the General Standards Guideline of Labour Accommodation for space allocated per person at Yas Island village, entertainment, and facilities. At Yas Island village, facilities included dining halls, laundries, a medical facility and pharmacy, mosque, supermarket, money exchange and internet café, TV rooms, gym, basketball and volleyball pitches, as well as a dedicated manager for social and sporting events. Our villages for workers have been acknowledged as pioneering by the Federal Cabinet. All staff catering was standardised to a single supplier to ensure high quality.



### Workers welfare – Asset Management

Aldar's Asset Management business continues to invest in improving the wellbeing of its staff. In 2018, the staff were placed in top quality accommodation and given transport to and from the sites. Accommodation facilities include on-site hospitals and community facilities in and around the area, for example gyms and free barbers.

We have introduced a platform for our workforce to raise any complaints or issues anonymously. Called Speak Up, it is available 24/7 over the phone or via email and is managed by the internal audit director of our subsidiary. Speak Up is clearly advertised at each camp via posters on bulletin boards, to make sure all workers know about it. In addition, a transparent box is placed in each camp to report any incident. The platform is available in all languages used by the workforce, including Urdu, Nepali, Hindi and English. The posters are also available in all of these languages. In addition, all workers have access to our whistleblower programme so they can raise any concerns regarding compliance with our Code of Business Conduct.

# Case Study

Empowering women

## Leading the way with an exciting new initiative to increase gender diversity

We are committed to empowering the women of Aldar and striving to be a gender-balanced and truly equal workplace that can serve as an example to others. As a result we've developed a great Women Initiative Network (WIN) to promote inclusion and diversity. WIN aims to implement equality initiatives that will fast-track a more balanced representation of Aldar women and achieve gender balance across Aldar.

In 2018, we had a total of five women at board level positions across Aldar and its subsidiaries. We are proud to announce in 2018 the appointment of Ms. Bayan Hassan Al Hosani as Executive Director of People and Performance, the first female to join our executive management team. While Ms. Bayan is the first female member of this team, moving forward our management is advocating with our shareholders to increase this proportion of women within Executive Management.



Bayan Hassan Al Hosani



Mariam Ghobash

Mariam Ghobash, our newest Board Member, states

**"I am honoured to join the Aldar Board. I look forward to applying my experience and capabilities in my role as an Independent Non-Executive Director at an exciting time for the company."**

# Case Study

10 years and counting

## Celebrating the outstanding loyalty and contributions of our people

We know how important it is for our people to receive recognition for their years of service and dedication. To this end, we have a year of services recognition programme to commemorate and celebrate our colleagues' five, ten, and fifteen-year anniversaries. In 2018, 16% of our employees completed ten years with us. So, we planned an exclusive fine dining experience for them with a certificate and a personalised letter from our CEO.

These occasions are a unique opportunity to celebrate our colleagues' accomplishments and performance over their many years with us. It is a truly great feel good occasion for our loyal employees and for us.

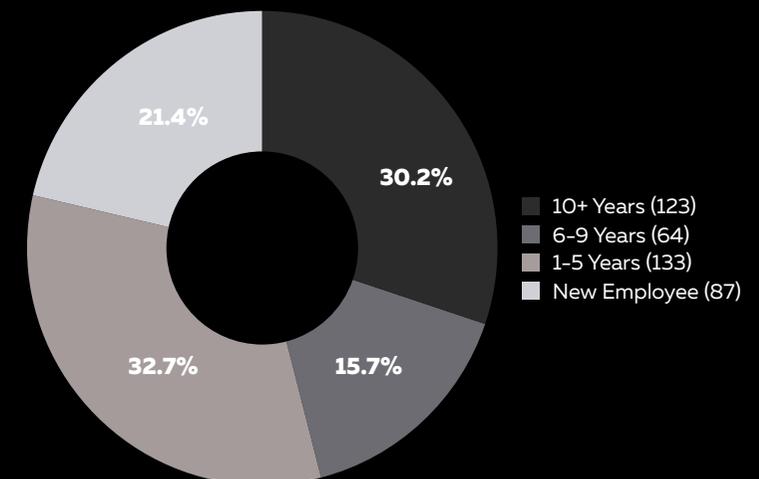
The diagram to the right shows the breakdown of Aldar staff's years of service with Aldar. We are proud that 30% of our colleagues have worked in Aldar for 10 years or more.



**"We want Aldar to be the place where people want to work, and we want them to feel at home. So, we bring joy to work – one experience at a time, by planning events, recognising people for their contributions, and celebrating our loyal colleagues. I have spent close to 15 years in Aldar, and I wouldn't have changed it for the world."**

**Khaled Kaddoura**

Employee Experience and CSR – Senior Vice President





Environment Approach  
 Environmental Enhancement  
 Energy  
 Water  
 Waste Management

## Our Planet. Our Home.

We aim to reduce our impact on the environment and improve our efficient use of resources over time as it is our greatest responsibility to future generations.

## Our commitments

Develop a comprehensive Environment Management System (EMS) for water, waste and energy

Commit to reporting in line with the Carbon Disclosure Project – CDP and publicly disclose response

Baseline environment performance of all assets

Enforce the application of Life Cycle Assessment (LCA) to new real estate projects

Avoid negative impact on the environment by everything we do

Protect biodiversity by actively contributing towards programs by the environment agency

Commit to become carbon neutral  
 Implement pilot projects for recycling and waste

# Environment approach



At Aldar, we are proud to have a diverse portfolio of assets of iconic developments, residential neighbourhoods, leading educational establishments, world-class retail destinations and community-focused retail centres. In planning, building, managing and operating the portfolio, we make sure that each asset is healthy and comfortable for its users and that we manage the environmental footprint of each asset throughout its lifecycle. This responsible approach can range from meeting the stringent sustainability rating requirements for our new developments to making the most of opportunities to reduce energy and water consumption, and investing in innovative technology to improve energy, water and waste management across our portfolio.

# Environmental enhancement

## Environmental management systems and frameworks

### Estidama

We recognise that formal certification provides us with multi-criteria tools and a systematic process that can enhance our design, construction and operational performance and successes at the local and global level. We have therefore strived to apply Estidama certifications for all our Abu Dhabi developments since it was mandated by the Executive Council of Abu Dhabi in 2010. We are proud that Aldar was the first developer in the UAE to receive Estidama rating approvals in 2011, for Yas Mall, Yas Island Water Park and Al Bateen Park.

Estidama, the Arabic word for sustainability, is a sustainability rating framework that was developed and administered by the Abu Dhabi Department of Urban Planning and Municipalities (DPM). Estidama aims to create more sustainable communities, cities and global enterprises and to balance the four pillars of Estidama: environmental, economic, cultural and social. The rating system awards five levels of Pearl rating across three areas: buildings, villas and communities.

It provides guidance and detailed requirements for rating a project's potential performance in relation to the four pillars of Estidama, across seven categories:

- Integrated development process
- Natural systems
- Liveable communities or buildings
- Precious water
- Resourceful energy
- Stewarding materials
- Innovative practice

Our sustainability commitments for developments are in line with our own development procedures and Estidama requirements. We have developed the Aldar Bronze, Silver and Gold ratings, which categorise our projects in line with Estidama requirements.

### Aldar Bronze 1 Pearl building (PBRS)

Minimum 12% energy reduction from ASHRAE 901-2007 baseline  
Minimum 14% interior water use reduction from Estidama baseline  
1PEARL VILLA (PVRS)  
Minimum 5% energy reduction from Estidama baseline  
Minimum 3% interior water usage reduction from Estidama baseline

### Aldar Silver / Gold 2 Pearl building (PBRS)

Minimum 22% energy reduction from ASHRAE 901-2007 baseline  
Minimum 35% interior water usage reduction from Estidama baseline  
2 PEARL VILLA (PVRS)  
Minimum 15% energy reduction from ASHRAE 901-2007 baseline  
Minimum 15% interior water usage reduction from Estidama baseline

Since 2010, all our developments have achieved the mandatory 1 Pearl rating requirement. Our 2018 projects that have undergone the Estidama process include:

- Al Ghadeer Phase 2 – Pearl Community Rating System (PCRS) and Pearl Villa Rating System (PVRS)
- Reflections Tower A – PBRS
- Reflections Tower B – PBRS
- Yas Island E3, Car Showroom – PBRS
- Yas Island RA, Staff Accommodation – PBRS
- Yas Island Zone IB, Water's Edge – PBRS

Some of our developments have exceeded the mandatory requirements to achieving a 2 Pearl rating. In 2018, our Ansam project on Yas Island achieved 2 Pearl rating. [Please refer to Chapter 3 – Economy](#) for details on the project.

### Aldar Environment, Health and Safety Management System (EHSMS)

We are committed to continuously improving environment, health and safety (EHS) to achieve the greatest benefit for all our stakeholders. In 2018, we launched the Aldar EHS Management System (EHSMS) for all our employees and companies working on behalf of Aldar, including all residential communities, schools and commercial properties. Our EHSMS is designed to be a guide to the safe management of work activities and effective protection of the environment.

Our EHSMS complies with the high standards of the Abu Dhabi Environmental Health and Safety Management System (AD EHSMS) regarding the environment, health, safety and risk. It incorporates the key features of the relevant international EHS standards (ISO 14001 and OHSAS 18001); requirements of other standards such as quality standards (ISO 9001); auditing standards (ISO 19011); and Risk Management Standards (ISO 31000). The requirements stated under our EHSMS apply to all our assets, whether managed directly by us or by contractors.

The organisation for EHS is as follows:



Our EHSMS includes a policy statement for OSH/EHS which covers operations, communications and evaluation. In addition, it provides additional policies including a Waste Management Policy and No Smoking Policy.

Our EHSMS provides mandatory guidelines for planning and implementation of requirements for:

- OSH/EHS hazard identification, risk assessment and control
- Legal compliance
- Training and competency
- Operational controls
- Emergency preparedness and response
- Incident reporting and investigation
- Internal and external communication

As part of our EHSMS, the following measures are included:

- OSH/EHS incident notification, investigation and reporting process
- OSH/EHS proactive monitoring programme
- Reviewing performance through internal and external audits
- Management review of performance

Through our EHSMS, we commit to a number of OSH/EHS targets, including Zero Major or Moderate Environmental Incident, Zero OSH/EHS cases of Non-Compliance, and driving waste generation towards zero through a strategy of prevention, reduction, reuse and recycling. [Please refer to Chapter 5 – People](#) for OSH related targets.

We define a number of KPIs for each project. These are reported on monthly basis to enable us to regularly monitor the overall OSH/EHS performance of each project and operation division and determine the areas of strength and improvement. [Please refer to the Aldar EHSMS document](#) for further details on planning and implementation, measuring and reviewing performance and employees' roles and responsibilities.

## Sustainability strategies and commitments

### Sustainability strategy implementation plan – procurement

Taking into consideration the long project cycles across the construction industry in general and the lessons learned from Estidama certification, in 2014 we launched the Aldar Sustainability Strategy Implementation Plan-Procurement (SSIP-P) to promote sustainability across our supply chain. This established:

- Standard Scope of Service for Estidama 1 and 2 Pearl design services to be included in all our Request for Proposals (RFPs)
- Reporting procedure for all contractors as part of Aldar's standard specification
- Service strategies related to Estidama and in line with Aldar's established procurement process.
- Transition strategy for projects from design to construction

Sustainability is increasingly being taken into consideration during our design, tendering and contracting processes. In 2018, four suppliers were screened against an environmental criterion, compared to just one in 2017. Our objective for the coming year is to establish a Sustainability function within the Procurement department. We intend to have a formal mechanism for evaluating Aldar suppliers' negative impacts on the environment that will also address Aldar's suppliers' social impacts with social criteria to be included in RFPs and third-party contracts.

Moving forward, our objective is to embed sustainability in all our procurement practices and policies and to increase our share of contracted suppliers that embed sustainability in their operations

### Supporting sustainability among our tenants

We expect our commitment to sustainability to be reflected in our supply chain, including our tenants in commercial properties. We therefore apply fit-out guidelines for the retail portfolio that outline the scope of work required by the tenants.

The guidelines provide specific building criteria that must be followed by the tenants. These include compliance with all relevant building regulations and standards in codes of practice, including the standards stipulated by the Local Authority's Regulations and Requirements. The guidelines also include criteria for building materials to ensure compliance with applicable sustainability certification systems. They may also include project-specific criteria. In the Yas Mall Retail Delivery Handbook for example, we require that our tenants commit to implementing a variety of programmes and measures to conserve energy and water, and use non-toxic, recycled and regional materials in line with Estidama requirements for 2 Pearl Rating. Typically, our Community Retail Handbook would include requirements for the procurement and use of building materials that have sustainable credentials as per legal requirements.



### Developing green spaces

In 2018, a percentage of our developments were dedicated to providing facilities that aim to improve user wellbeing. These open spaces, green areas, public parks, and street agricultures are carefully designed to take into account community needs and create great green spaces for people. On average, over 21% of our developed land is dedicated to open spaces.

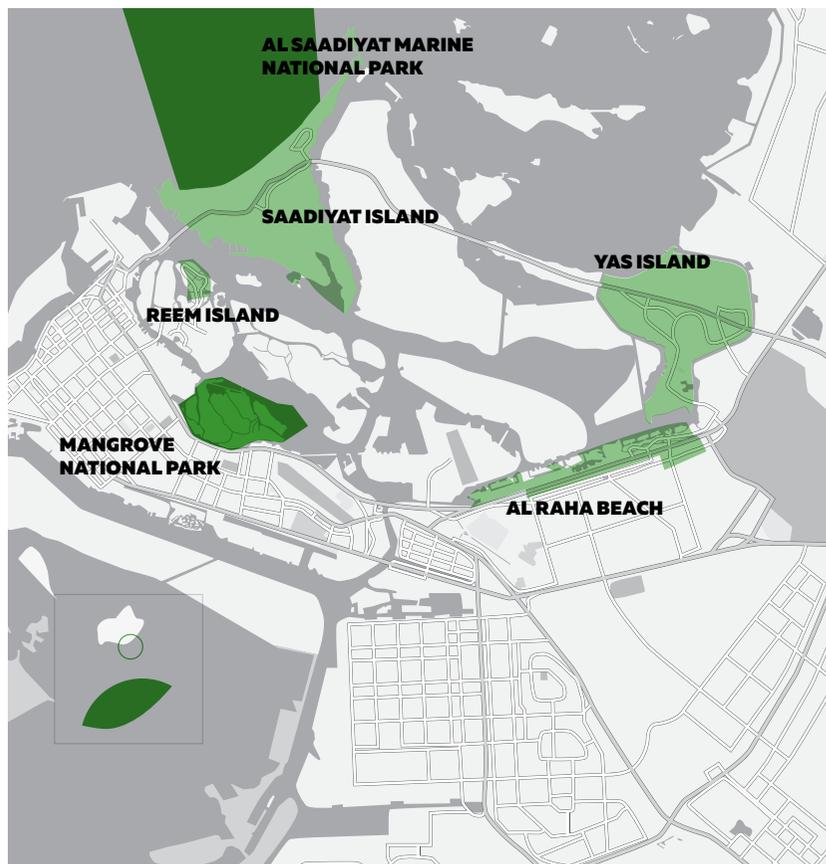
### Biodiversity

The Environment Agency Abu Dhabi (EAD) is committed to taking positive steps to protect Abu Dhabi's biodiversity. To this end, the EAD has set up and maintained a number of environmentally protected areas. Protected areas preserve critical habitats and the species within them for future generations, serving as living laboratories to monitor the health of the environment. This protected area network was named the Zayed Protected Areas Network in 2018 in celebration of Year of Zayed. We have mapped our key destinations which include Saadiyat Island, Yas Island, Reem Island and Al Raha Beach, to understand their relationship to biodiversity. We have taken into consideration areas of high biodiversity value (EAD environmentally protected areas) that are within 15km radius of our key destinations.

All our 2018 projects under design, construction or operation abide by local and federal authority environmental standards and requirements. Indeed, we don't just meet the standard guidance, we also have plans to exceed it, moving forward. To this end, we partner with leading environmental

consultants in the region to undertake thorough environmental assessments of our projects and propose the best ways forward.

Preserving the Emirate's environmental and cultural heritage is one of our key priorities. Our West Yas development, for example, is located within the Mangrove Protected Area, covering 150,703 m<sup>2</sup> of protected natural habitat. To protect the mangroves, we established and implemented a Mangrove Management Plan in 2017. As part of this plan, we removed 23 residential plots from the construction area, which were replaced with a public park to ensure the mangroves were preserved. Our masterplan for Al Ghadeer Phase 2 took into consideration the cultural heritage of the Sheikh Zayed Farms which were located within the development. With leading experts in the field, we developed measures to protect wildlife in the vicinity before the construction work began, including construction environmental management plans for our contractors to abide by. As a result, we preserved the farm area for community farming projects and local produce markets.



| Members         | Distance to                           |                             |                   |
|-----------------|---------------------------------------|-----------------------------|-------------------|
|                 | Al Saadiyat Marine National Park (km) | Mangrove National Park (km) | Bul Syayeeef (km) |
| Saadiyat Island | 0                                     | 4.10                        | <15.00            |
| Yas Island      | 13.80                                 | 13.91                       | <15.00            |
| Reem Island     | 2.88                                  | 3.11                        | <15.00            |
| Al Raha Beach   | >15.00                                | 7.15                        | 13.80             |

- Al Saadiyat Marine National Park: Located in the marine area adjacent to Saadiyat Island with a total area of 59 square kilometres, it is home to an abundance of marine life including the critically endangered Hawksbill Turtle.
- Mangrove National Park: Home to millions of mangrove trees that help absorb the carbon dioxide emitted from our increasingly urban lives. The park is located in the maritime area adjacent to the eastern mangrove corniche. Its total area is 10 square kilometres.
- Bul Syayeeef Marine Protected Areas: Covering a total area of 145 square kilometres, it is located west of the Mussafah channel and is an important area for migratory and resident birds. It includes a range of suitable habitats for the Greater Flamingo and other resident and migratory bird species. The reserve was joined by the World Wetland Sites Network in 2016 under the international agreement known as the Ramsar Convention signed by the state in December 2007.

We are committed to taking positive steps to protect the nation's biodiversity. In compliance with EAD requirements for proposed projects within Abu Dhabi, all of our projects have obtained approval for their environmental permit application or, when requested, for their comprehensive Environmental Impact Assessment (EIA). The EIA clearly states the current environmental condition of the project site, an assessment of the potential and probable environmental impacts associated with the project, and recommends mitigation measures and monitoring efforts.

# Case Study

Al Ghadeer Biodiversity

## Tracking and relocating endangered species

At Al Ghadeer Phase 2, we developed a Reptile and Small Mammal Relocation Plan that included managing sightings of spiny-tailed lizard (also known as Dhub) tracks. The EAD maintains a network of protected areas throughout Abu Dhabi to ensure the survival of species such as the Dhub. The EAD regularly rehomes Dhub and other species into protected areas.

Our Relocation Plan involved deploying small mammal and reptile traps across the site. Over three days, one mammal and seven reptiles were safely captured and relocated.

**We also carried out monitoring after the relocation to check the activity levels of reptiles released at the relocation site. This monitoring will continue for one year.**

# Case Study

Turtle Management at Saadiyat Island

## Protecting the critically endangered Hawksbill Turtles' nesting habitat

Saadiyat Island has a natural sandy beach and dune area to the north, known as Saadiyat Beach. This nine-kilometre stretch is home to the critically endangered Hawksbill Turtle. It is listed as critically endangered on the International Union for Conservation of Nature (IUCN) Red List, as its population has declined by more than 80% worldwide over the last three generations due to habitat destruction and poaching. Each year, these turtles come to the Island during nesting season, with each nest containing nearly 100 eggs. We developed a Saadiyat Beach Management Plan to enforce strict regulations to protect the nature of the beach and the species that inhabit it.

**These guidelines include the removal of beach furniture, equipment and temporary structures after sunset during turtle nesting season, restricting access to the public in certain areas during turtle nesting season, and restricting access between sunset and sunrise to ensure the turtles are undisturbed at this critical time.**

# Energy



## Development Management Design and development

In 2018, building projects under design and/or construction stages included Reflections Waters Edge and West Yas Villas. The total baseline building energy consumption for these developments was estimated to total 221,066 MWh/year for the year.

However, our sustainable design solutions that incorporate elements of Estidama and contribute to the UAE's vision and goals for sustainable urban development have resulted in a reduction of the total estimated energy consumption to 142,106 MWh/year – a 37% savings in energy consumption.

## Asset Management

### Retail

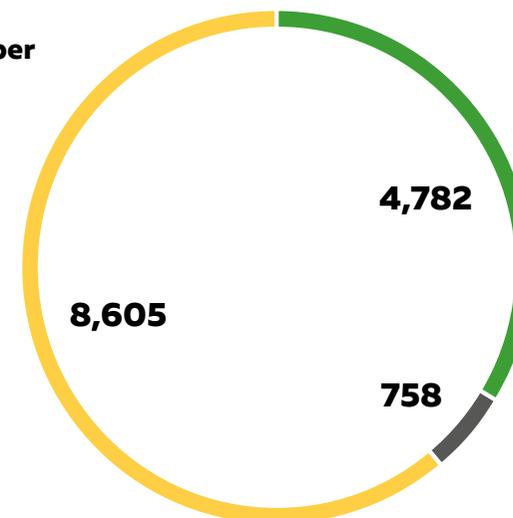
Our retail arm encompasses world-class destinations such as Yas Mall, Al Jimi Mall, Remal Mall and the Mall at the World Trade Centre (WTC) serving our communities across Abu Dhabi.

Our energy consumption (MWh) across our major retail assets for 2018 totalled 49,969 MWh. We have calculated our carbon footprint from our 2018 energy consumption (indirect emissions – scope 2) across our major retail assets, based on the Abu Dhabi State of Environment Report 2017\*. The carbon footprint of our 2018 major retail assets was 20,987 tons CO<sub>2</sub>e.\*\*

| Total Energy (MWh) | Tons Carbon Dioxide Equivalent (CO <sub>2</sub> e) |
|--------------------|--|
| 49,969             | 20,987   |

### tons CO<sub>2</sub> equivalent per retail asset in 2018

■ WTC  
■ Al Jimi Mall  
■ Yas Mall



We achieved reductions in energy consumption, and in turn achieved cost savings, across many of our commercial properties during 2018. Inefficient halogen and CFG lighting systems in WTC and Al Jimi Mall were replaced with energy-efficient LED bulbs, reducing electricity consumption. Technology was upgraded to be more energy efficient with a lower environmental impact, such as the use of cleaning machinery at Yas Mall. Electricity consumption levels were reduced in Remal Mall, Al Jimi Mall and Yas Mall thanks to sustainable operational practices, such as revised lighting schedules and the replacement of light sources with energy-efficient LEDs. In order to reduce CO<sub>2</sub> emissions from transportation, we have introduced at Yas Mall electric car charging stations. In 2018, our energy saving initiatives resulted in a:

- **9% decrease in energy consumption across Yas Mall compared to 2017**
- **9% decrease in energy consumption across Al Jimi Mall compared to 2017**

In 2018, we formed a new Energy Management Committee (EMC) at WTC tasked with monitoring utilities to find ways to reduce energy consumption and provide training sessions for staff. We also signed a memorandum of understanding with Masdar, a global leader in renewable energy and sustainable urban development, to initiate further energy saving across our retail assets.

\* <https://www.ead.ae/Publications/Abu%20Dhabi%20State%20of%20Environment%20Report%202017/EAD-full-report.pdf>

\*\*The calculation of the carbon footprint does not take into consideration CO<sub>2</sub> generated from the consumption of water and chilled water. It also does not take into account our efforts to offset CO<sub>2</sub> emissions, including CO<sub>2</sub> sequestered by plants every year throughout our retail portfolio. Moving forward, these will be quantified throughout our assets and used to improve the accuracy of our energy emissions disclosure.



### Hospitality

We continuously look for innovative ways to reduce energy consumption in our hospitality assets. In Yas Hotel, for example, only two of the six elevators operate after midnight.

At Radisson Blu Hotel, we replaced our broken pool water heater with a gas panel that absorbs heat from the outside to heat the pool – an initiative that is saving us AED 600 per day. [Please refer to Chapter 3 - Economy.](#)

We plan to replicate these initiatives across our other hospitality assets so they can benefit too.

### Aldar Academies

In line with our commitment to developing a more effective and holistic data management system across all our operations, at our Aldar Academies we began to develop our environmental strategy. This outlines the Academies' targets for energy and water consumption.



### Residential assets

During 2018, we continued to drive down resource consumption levels across our residential assets. Our approach included implementing new technology to improve efficiency and reduce losses; introducing new targets for waste, water and energy management that will be implemented in the near future; and raising awareness about waste and sustainability among our communities.

We have also developed an Energy Management Committee (EMC) which includes the owner's association team, facilities management service providers and their associated QHSE departments. The EMC is responsible for:

- Monitoring energy levels and identifying/implementing feasible energy conservation measures
- Recording, monitoring and analysing energy consumption periodically
- Undertaking internal energy audits
- Setting performance targets
- Reporting energy performance periodically

Following the formation of the corporate EMC in 2018, individual energy committees were formed for 21 of our communities in November and December 2018. Led by property managers or owners' association managers, these committees aim to improve sustainability across facility operations.

We have developed a smart technologies strategy and roadmap for deploying smart home, smart building and smart community/public realm solutions across various categories of new developments as well as existing communities. Our smart home and smart community initiatives continue to reduce power consumption, as well as improving security levels and boosting operational efficiency in these developments. Digital systems such as the building management system (BMS) are being introduced in our buildings to enhance efficiency and promote energy savings.

In 2018, we implemented a number of initiatives across our residential assets to reduce consumption levels and preserve natural resources:

- Replacing CFL lights fittings with LED which results in 30% reduction in electricity consumption.
- Replacing CFG lighting systems with more efficient LEDs. This resulted in a 15% reduction in electricity consumption.
- Timers installation for air handling units in 7 mosque.
- Optimising set points and operation of HVAC systems during the winter months.
- Incorporating smart BMS into existing buildings.

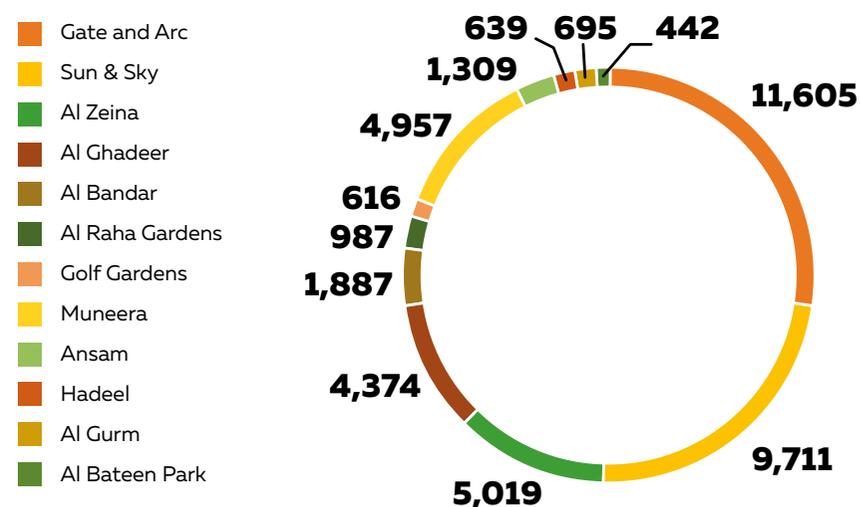
At Al Rayyana, for example, a smart building management system is expected to reduce power consumption by 15%, while a smart district cooling plan is expected to reduce energy consumption by 10%, with an improvement in efficiency from 0.913 kilowatt per ton refrigeration (kW/TR) to 0.802 kW/TR per year.

At Al Zeina, the use of natural Gas (NG) is being phased out by 2020. It is being replaced by energy-efficient heat cool units, which will consume 70% less energy than LPG. The current value of energy generated by solar panels for pre-heating at Al Zeina is AED 281,562.15. This is part of Khidmah' commitment to reducing fuel consumption from non-renewable sources.

Our energy consumption (MWh) across our major residential assets for 2018 totalled 149,227 MWh. We have calculated our carbon footprint from our 2018 energy consumption (indirect emissions – scope 2) across our major residential units, based on the Abu Dhabi State of Environment Report 2017. The carbon footprint of our 2018 residential assets was 62,676 tons CO<sub>2</sub>e

| Total Energy (MWh) | Tons Carbon Dioxide Equivalent (CO <sub>2</sub> e) |
|--------------------|--|
| <b>149,227</b>     | <b>62,676</b>                                      |

Total energy consumption (MWh) across major residential assets



# Water



## Development Management

At Aldar, we focus on the effective and sustainable use of natural resources throughout our operations, including our contractors. In line with this commitment, we include water consumption and water use in production processes and office activities and drinking water as part of our monthly KPIs for all our entities and projects.

## Design and development

In 2018, we had a number of active development projects under design and construction, including Reflections, Yas Island Water's Edge, Ansam Mosque and Retail and West Yas Villas.

The total baseline interior water consumption for those projects was estimated to be 792,438 m<sup>3</sup>/year. Our sustainable design solutions that incorporate elements of Estidama and contribute to the UAE's vision and goals for sustainable urban development have resulted in a reduction of the total estimated water consumption to 629,975 m<sup>3</sup>/year – a 21% saving in interior water consumption.

In line with our OSHMS/EHSMS, we require our contractors operations on site to take all necessary control measures to reduce water consumption.

## Asset Management

### Retail

In line with our commitment to a more effective and holistic data management system across all our operations, we began to develop our environmental strategy to outline our targets for water consumption. In 2018, water consumption monitoring and water conservation initiatives were carried out asset by asset.

Water saving measures were introduced throughout our retail portfolio in 2018. These included adjusted or seasonal timings to reduce the water used by irrigation systems at Yas Mall, WTC, Al Falah Retail Community and Marsa Al Bateen, as well as the integration of native, saline/drought tolerant plant species in landscaped areas to minimise potable water demand and usage. These initiatives led to a 20% reduction in irrigation water usage in 2018 compared to 2017. Conserving water through usage optimisation, Yas Mall consumed a total 120,988 m<sup>3</sup> of water in 2018, a 2% decrease on 2017. Yas Mall implemented a range of water saving measures including:

- Reusing HVAC condensed water back in fountains Maintaining low flow rates for individual faucets
- Ensuring irrigation efficiency is monitored
- Monitoring pressure relief valves under a periodic maintenance strategy and adjusting the output pressure to 2.75 bar
- Monitoring bib taps to prevent leakage and loss of water

In 2018, WTC's total water consumption increased by 25% compared to 2017. WTC undertakes water risk assessments, water quality testing, and daily swimming pool water testing. WTC's management has a defined set of water consumption goals and targets that are reviewed periodically to evaluate the service providers' performance and monthly utility consumption. In order to reduce water consumption, sensor taps were fitted on wash basins and condensate from the HVAC system was recycled for toilet flushing and irrigation purposes. The total water consumption

in 2018 for some of our major malls is disclosed below:

### Total Annual Water consumption (m<sup>3</sup>)

| WTC     | Al Jimi Mall | Yas Mall |
|---------|--------------|----------|
| 172,153 | 22,357       | 120,988  |

Our total chilled water consumption in 2018 for some of our major malls is disclosed below:

### Chilled Water consumption (m<sup>3</sup>)

| WTC       | Al Jimi Mall |
|-----------|--------------|
| 3,405,789 | 4,858,015    |

Total water consumption for WTC, al Jimi Mall and Yas Mall increased by 25% since 2017. This is due to an increase in unit occupancy and increased customer footfall. There were no significant changes (0.2% change) in total chilled water consumption in WTC and Al Jimi Mall.

We plan to disclose this data for all our malls in future reporting, as we are in the process of implementing enhanced monitoring frameworks.

### Residential

We measure water consumption through on-site metre readings. Common areas are monitored by facilities management, reporting any abnormalities through the correct channels. Water is supplied to our residential assets by Abu Dhabi Distribution Company (ADDC), and all impacts or issues related to water are communicated back to the supplier.

Regarding water quality, our residential assets undertake water risk assessments, water quality testing, and daily swimming pool water testing.

We achieved significant water savings with the installation of new technologies in 2018, including:

- The installation of a new irrigation system in Sas Al Nakhl Village - reducing water losses by 5%.
- The installation of water saving nozzles to taps in Al Ghadeer community - reducing water consumption by 75%. This was installed across our communities, delivering up to 83% savings.

We further reduced our water consumption through readjustments in our water management systems and water controls. These included readjusting float valve levels in WC flush tanks in our residential properties, which reduced water lost through each flush by up to two litres. We switched off all aesthetic water features between 7.00pm and 7.00am. We also reduced winter timings for irrigation systems across our communities.

In 2018, the total water consumption at assets managed by our subsidiaries was 845,286.20 m<sup>3</sup>.

In our residential communities, effluents are currently and managed by the Abu Dhabi Sewerage Services Company (ADSSC). ADSSC is in charge of collecting and treating wastewater discharged from all residential and commercial customers. ADSSC commits to recycling a vast percentage of wastewater to be reused in municipalities and the green belts.

# Case Study

## Al Ghadeer Water Savings

### Saving water

To save resources and minimise utility bills, all common area water taps in clubhouses and common toilets have been fitted with water restrainers in the Al Ghadeer community. The installation restricts the water flow to just the right amount necessary for normal use at a hand wash basin. As a result, the tap water flowrate was reduced by 75% in 2018. This is just one of many more energy and resource conservation initiatives planned at Al Ghadeer.

**We chose Al Ghadeer as a pilot project for this particular initiative due to the high occupancy in the community and resulting use of water in the common area toilets. Following its rapid success, we have implemented the initiative in other communities.**

# Waste management



At Aldar, we are committed to enhancing sustainable waste management throughout our projects. In July 2018, we implemented a Waste Management Policy as part of our EHSMS.

This aims to develop, implement and follow a sustainable waste management strategy across all business units, developments and facilities, in order to drive waste generation to zero through prevention, reduction, reuse and recycling. In addition, we aim to incorporate recycled content materials in all buildings based on set targets.

Our Waste Management Policy makes provisions for ensuring responsible waste management practices in our supply chain and commits to actively reduce waste generation and source recycled content products in procurement.

We comply with Abu Dhabi Law No.21 of 2005 concerning Waste Management, Federal Law No. 24 of 1999, and the Abu Dhabi Occupational Safety and Health System Framework (OSHAD-SF) Code of Practice (CoP) 54 on Waste

management. We also abide by Estidama requirements for the minimum diversion rates set for construction and operation, as per the PBRS and PCRS.

Our supply chain abides by our standards. We ensure that they implement responsible waste management practices and we monitor the implementation of their waste management policy.

Waste management in Abu Dhabi is managed by the Centre of Waste Management (CWM) - Abu Dhabi (Tadweer). Waste transportation and handling is managed by a Tadweer-approved third-party waste management contractors.

## Development Management

### Design and development

Each project manages its waste based on a project-specific Waste Management Plan, sustainability and other requirements. We have developed a Construction Phase OSH/EHS Plan Checklist according to OSHAD-SF which covers the provision of waste management plans by the contractor as part of its EHS plan for the project. In compliance with OSHAD-SF CoP 54, proper training must be provided to manage waste, including training on waste classification, segregation, storage, transport and disposal.

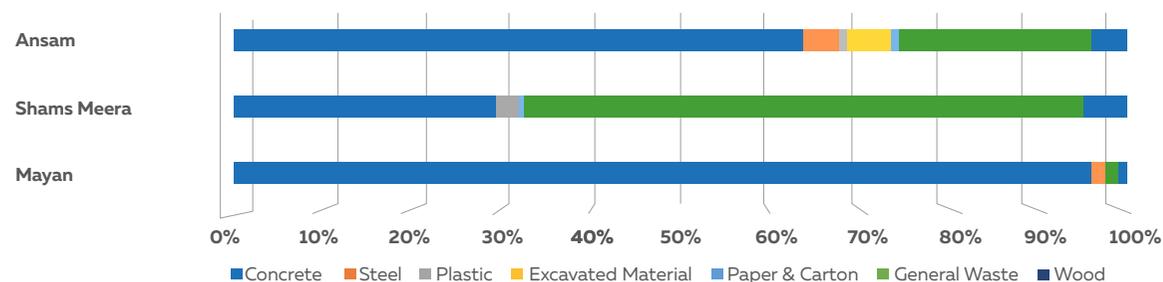
In 2018, we had a number of active development projects under design and construction, including Mayan, Shams Meera, Ansam, Al Falah Town Center Al Merief, and Nareel (see table adjacent). Depending on the project, the waste collected was monitored and classified per type of waste, such as concrete, steel, plastic, excavated material, paper and carton, general waste and wood waste. The total solid waste generated during construction for the year 2018 amounted to 10,282 tons.

In 2018, we achieved an average solid waste recycling rate of 66%, an increase of 22% from the previous year. Our PCRS and PBRS projects complied with the minimum diversion rates of 50% and 30%, respectively; in line with Estidama requirements.

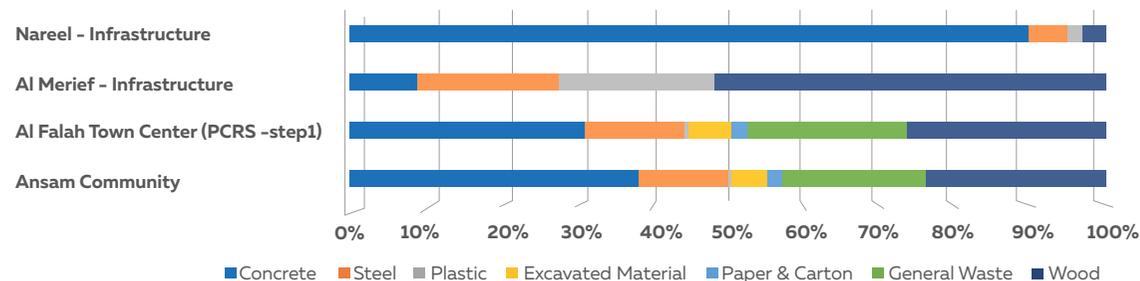
### Construction waste from our 2018 Projects

| Project                           | Total Solid Waste Recycled [Weight/Ton] | Total Solid Waste Landfill [Weight/Ton] | Total Solid Waste [Weight/Ton] | Diversion Rate |
|-----------------------------------|---|---|--------------------------------|----------------|
| Mayan PBRS                        | 1,586                                   | 729                                     | 2,315                          | 69%            |
| Shams Meera PBRS                  | 1,599                                   | 1,990                                   | 3,589                          | 45%            |
| Ansam PCRS                        | 44                                      | 10                                      | 54                             | 81%            |
| Ansam PBRS                        | 2,395                                   | 660                                     | 3,002                          | 80%            |
| Al Falah Town Center (PCRS-step1) | 52                                      | 14                                      | 54                             | 95%            |
| Al Merief - Infrastructure (PCRS) | 253                                     | 84                                      | 337                            | 75%            |
| Nareel - Infrastructure (PCRS)    | 863                                     | 67                                      | 930                            | 93%            |

### Solid Waste Generation for Buildings 2018 (by type, in tons)



### Solid Waste Generation for Infrastructure 2018 (by type, in tons)



## Asset Management

### Retail

In 2018, we implemented a number of initiatives to reduce our waste production and promote sustainable waste management through recycling and reusing at our retail assets.

Our total waste production in 2018 along with our recycling rate in some of our major malls was:

|                         | WTC   | Al Jimi Mall | Yas Mall |
|-------------------------|-------|--------------|----------|
| Waste production (tons) | 1,637 | 372          | 7,254    |
| Recycling rate (%)      | 4     | 2            | 28.7     |

In 2018, Yas Mall, one of our major retail assets, achieved a 28.7% recycling rate and launched a number of measures to improve its waste management. These include:

- Raising awareness among our tenants and the wider community to reduce environmental impact. Launched in 2017 by the Yas Mall environment team as part of its annual waste management campaign, the annual Green Tenant Award is based on performances in waste management, waste segregation and waste recycling.
- Sorting waste more efficiently by using a conveyor belt system.
- Establishing a food waste recycling programme.

At Yas Mall, we introduced the region's first biodegradable gift cards. Both the envelope and print collateral are made of recycled paper. The biodegradable carrier contains renewable raw material (e.g. maize/corn) that is environmentally friendly plastic which is degradable or has been recycled already. The card production only has a minor impact on the environment. The structure of the card is completely biodegradable for a period of between nine months and five years, if they are composted with organic matter or combined with water. The by-products are environmentally neutral/non-toxic. During normal use, this environmentally friendly card is as hard wearing and long lasting as a traditional PVC card.

We have issued 40,000 BIO PVC Cards so far for the Yas Mall Gift Card Program. The costs of the biodegradable cards are 46% higher (6 fils higher per card) than the previous plastic version.

Other initiatives in our retail assets in 2018 include:

- Launching the Rethink Plastic campaign in Yas Mall, in coordination with Emirates Nature, a branch of Worldwide Wildlife Fund, and the Ministry of Climate Change and Environment. The campaign generated awareness on the issue of plastic and resulted in the collection of 96,668 plastic bags. A total of 13,200 eco-friendly reusable bags were distributed during the course of the event. [Please refer to Chapter 4 – Community](#) for details.
- Installing an ecology unit in the Sun & Sky community retail area to lower the amount of hazardous waste produced.
- Outsourcing waste management at WTC to an external waste management company to improve efficiency and increase the amount of recycled waste.

### Residential

During 2018, we continued to focus on reducing waste across our residential sites. This included introducing new targets for raising awareness about waste and sustainability among our communities. Waste recycling bins were installed across our Khidmah-managed communities, with approximately 100 tons of recyclable waste collected.

### Aldar Academies

In line with our commitment to enhance sustainable waste management, our Aldar Academies recycle six types of waste: food, paper, cardboard, plastic, metal and glass.



- Governance Framework
- Board of Directors and its Committees
- Board Independence
- Executive Management
- Business Ethics
- Stakeholder Engagement
- Supply Chain Management
- Business Monitoring

# Governance framework



## We are deeply committed to governance

At Aldar, governance is a cornerstone of our long-term growth and success. The Board is committed to directly and continuously enhancing value for shareholders, while taking into account the interests of all stakeholders, including shareholders, employees, suppliers, customers, business partners, and the communities in which we live and work.

We follow the standards of corporate discipline and governance of public joint stock companies as stipulated in the decision of the Chairman of the Securities and Commodities Authority (SCA) No. 7/RM of 2016. Each year we issue a Corporate Governance Report, reflecting our wholehearted commitment to applying governance rules properly and optimally, and clearly demonstrating how well our Board of Directors, Executive Management and employees work together to this end.

We highlight below our governance framework and the key elements resulting from applying our governance system: This chapter is based on the Corporate Governance Report for the year ended on December 31, 2018, published in [Aldar's annual report](#)

## Board of directors and its committees

The Aldar Board of Directors operates according to its Charters and business standards. These include the Charter of the Board of Directors, the Charter of the Audit Committee, the Charter of the Nominations and Remunerations Committee, the Charter of the Executive Committee, the Code of Business Conduct, and the Delegation of Authority. The Board has developed and implemented the Delegation of Authority which was last reviewed in 2018.

The Board is responsible for ensuring that Aldar's objectives adhere to the legal requirements defined by both the Securities and Commodities Authority and Abu Dhabi Securities Exchange, while Aldar's governance performance is managed in line with national and international standards, including UAE Labour Law and UAE Vision 2021, as well as the United Nation's Sustainable Development Goals. The consideration of environmental and social key topics in decision-making and operational processes leads to better decisions, improving the effectiveness of and adding value to the Company's work, by reducing risks, improving operational efficiency and creating an ideal working environment.

Our Audit Committee reviews the overarching risks related to the company's operation on a quarterly basis. As per the Charter

of the Board of Directors (2017), financial and non-financial Key Performance Indicators (KPIs) are monitored and evaluated by the Board. The Board should ensure that the KPIs include measures that consider social, economic and environmental matters.

The Board established a number of committees to which it has delegated some of its authorities – the Executive Committee, Audit Committee and the Nominations & Remuneration Committee. The members of the committees are appointed by the Board. Their overall role is to contribute to the implementation of the functions of the Board, and to ensure the implementation of its decisions. The adjacent diagram illustrates the company's organisational structure in 2018.

The Board's role is to oversee the company's business and affairs and monitor the ongoing effectiveness of the governance framework. All Directors are provided with access to all types of Company information and to Management in order to make informed decisions and efficiently perform their tasks. In addition, an induction mechanism is provided for new members of the Board, covering operations, overall business and governance practice, strategic plans, significant financial, accounting and risk management

issues, compliance programmes, the CBC, and its internal and independent auditors. The Board annually reviews and evaluates their performance as a whole and as individual Directors. In addition, the Charter contains a policy on Conflicts of Interests regarding Board members, which defines and prohibits conflicts of interests. In line with the Company's Articles of Association, the Board members are to be appointed for three years. The members may be reappointed after their tenure expires.

As per Article 4 of the decision of the Chairman of the SCA No. 7/RM of 2016, the General Assembly elects members of the Board of Directors by secret cumulative voting, and the Board elects by secret ballot from among its members a Chairman and Deputy Chairman. The Board appoints the members of its Committees and Executive Management team, including Chief Executive Officer and Executive Officers of its departments and divisions.

The Charters and Delegation of Authority define the roles and responsibilities of Aldar's Board of Directors, Committees, and Executive Management members. The Board periodically reviews the Delegation of Authority against the Company's

business requirements; it was last reviewed on the May 14, 2018. The Charters have been developed in accordance with the SCA's Corporate Governance Code, the Commercial Companies Law and the Company's Memorandum of Association. All Charters are approved by the Board and renewed annually.

As of December 31, 2018, Aldar had nine members on its Board of Directors. Their backgrounds including their position, independence status, role, educational qualifications, experience, year of appointment, meetings and attendance are all fully detailed from pages 44 to 63 of Aldar's 2018 Annual Report published in March 2019 and available on our website. As per the Charter of the Board of Directors, all Members have wide experience in business and management, particularly in the real estate sector.

Aldar has set a succession plan identifying critical positions and successors at Board level, including the positions of the Chairman and CEO. When a Board member's term ends, the Board is reconstituted in accordance with the Aldar's Articles of Association.

The Nominations and Remunerations Committee is responsible for overseeing the succession plan.

In addition, it ensures that the remunerations of the Members of the Board of Directors comply with Aldar's Articles of Association and the SCA No. 7/RM of 2016, which state that the remunerations of the Directors shall be a percentage of the net profit of the Company provided that it shall not exceed 10% of such profits for the fiscal year. We may pay additional expenses, fees or remunerations or monthly salary as determined by the Board of Directors to any of its Members if such Member works in any Committee, makes special efforts or performs additional works to serve Aldar above his or her normal duties as a Director. If any fine is imposed on Aldar due to violations by the Board of the law or Aldar's Articles of Association, this shall be deducted from the remunerations of the Board. As of 2018, no such fines have been imposed on Aldar.

As per the decision of the Chairman of the SCA No. 7/RM of 2016, we are committed to having at least 20% women representation at Aldar Board level. In previous years, we had no women nominees for the Board during the nomination and formation process. The Aldar Board of Directors along with its steering committees has put into place actions to address this and to execute the WIN Gender Action Plan and advocate for development opportunities which support women accessing leadership positions. We are delighted that in 2019 our first female Board Member - Ms. Mariam Gobash - was nominated for Board membership and elected by the General Assembly as a member of our Board of Directors.

Full details of the membership, tasks, role and meetings of each of the Executive Committee, Audit Committee and Nominations and Remunerations Committee during 2018 are [available in Aldar's 2018 Annual Report](#).

# Board independence

The Aldar Board of Directors included nine members in 2018; eight of them being independent as per the criteria stipulated in the decision of the Chairman of the SCA No. 7/RM of 2016. The independence of each Member is assessed annually by the Nominations and Remunerations Committee as, per the following criteria:

A Board Member shall lose his/her independence in the following cases:

- a. If a Board Member or any of his/her first-degree relatives work or worked at the Senior Executive Management of the Company or its Subsidiary Company during the two years preceding his/her nomination for Board membership.
- b. If a Board Member or any of his/her first-degree relatives has a direct or indirect interest in the contracts and projects of the Company or its subsidiary companies during the last two years and the total of such transactions exceeds (5%) of the Company's paid capital or the amount of five million Dirhams or its equivalent amount in a foreign currency, the lesser of the two, unless such relationship is part of the nature of the Company's business and involves no preferential terms.
- c. If a Board Member works or worked for the Company or its subsidiary companies prior to the date of occupying a seat in the Board of Directors.
- d. If a Board Member works for or is a partner in a Company that performs consulting works for the Company or any of its Mother, subsidiary, sister, or affiliate companies.
- e. If a Board Member has entered into personal services contracts with the Company or any of its Mother, subsidiary, sister, or affiliate companies.
- f. If a Board Member is directly engaged in a non-profit organisation that receives sizeable finances from the Company or its subsidiary companies.
- g. If a Board Member or any of his/her relatives is a partner or employee of the Company's auditor, or if the Board member was a partner or employee of the Company's auditor during the two years preceding his/her occupying a seat in the Board of Directors.
- h. If a Board Member and/or any of his/her minor children own (10%) or more of the Company's capital.
- i. Independence of a Board Member shall not be affected for the reason of only being an employee of the Mother Company or any of its subsidiary companies in case any of such companies is owned by the government or in case at least (75%) of the Mother or subsidiary companies is owned by the government or the subsidiary companies of the government.

The current Chairman, H.E. Mohamed Khalifa Al Mubarak, served as the Chief Executive Officer of Aldar until his election and appointment as Chairman of the Board of Directors on 12th November 2017. This classified him as a non-independent board member for a duration of two years, as per SCA's Corporate Governance Code. The Chairman will therefore instate his role as an independent Chairman by mid-November 2019 onwards. Meanwhile, the First and Second Vice Chairmen filled their roles as independent members of the Board.

## Executive management

| Position                       | Date of Appointment | Total Salaries and Allowances during 2018 (AED) | 2018 Bonus (AED) | Any Other cash / in-kind benefits for 2018 or payable in the future (a) |
|--------------------------------|---------------------|---|------------------|---|
| Chief Executive Officer        | April 15, 2006 (b)  | 2,348,564                                       | 3,724,000        | See Note (a)  |
| Deputy Chief Executive Officer | June 27, 2013 (c)   | 2,144,304                                       | 1,500,000        | See Note (a)  |
| Chief Financial Officer        | November 1, 2011    | 2,212,290                                       | 1,498,000        | See Note (a)  |
| Chief Investment Officer       | April 17, 2016      | 1,934,964                                       | 1,281,000        | See Note (a)  |

### Notes

- The eligible Executive Management Team members are part of a long-term incentive plan, where applicable RSUs will vest over a period of four years as follows: Chief Executive Officer: 2,059,355 RSU, Chief Financial Officer: 828,387 RSU, Chief Investment Officer: 708,387 RSU.
- The Chief Executive Officer was appointed on November 12, 2017 according to the Board of Directors' decision at its meeting No. 06/2017 held on November 12, 2017. He was the Chief Development Officer until that date.
- The Deputy Chief Executive Officer was appointed on January 28, 2018 according to the Board of Directors' decision at its meeting No. 01/2018 held on January 28, 2018. He was the Chief Operations Officer until that date.
- The position of the Chief Development Officer was vacant for the whole year of 2018.

The Executive Management team is comprised of the Chief Executive Officer and Executive Officers of departments and divisions. The structure, responsibilities, individual remunerations and allowances of each member of the Executive Management team in 2018 are disclosed in our 2018 Annual Report available on our website. The Nominations and Remunerations Committee ensures that the bonuses and privileges offered to the Senior Executive Management are reasonable and in line with Aldar's performance.

The role of Chief Executive Officer (CEO) is held by Talal Al Dhiyebi. He was appointed by the Board of Directors in November 2017. He previously served as the Company's Chief Development Officer since February 2015. The roles and responsibilities of the CEO and other members of the Executive Management team

are defined in the Delegation of Authority implemented and reviewed in 2018 by the Board of Directors. The primary role of the Executive Management team is to lead and manage the Company in line with the strategies, business plans and policies approved by the Board of Directors and to provide recommendations to improve the Company's performance, to oversee risk management and internal control, to supervise and manage assets of the company.

# Business ethics

## Aldar Code of Business Conduct

At Aldar, our business operations adhere to strict codes of conduct, which are communicated to our staff and internal and external stakeholders. The Aldar Code of Business Conduct (CBC) was issued in 2010 and was last reviewed in 2014. It applies to any irregularity, or suspected irregularity, involving employees, officers, directors, shareholders, consultants, contractors, suppliers and/or any other party with a business relationship with Aldar.

Executive Management is charged by the Board of Directors with ensuring that the CBC will govern, without exception, all business activities of Aldar.

The Legal department ensures strict compliance with the CBC, in coordination with the People and Performance Department and the Internal Control Department regarding staff training and communications. Training on Aldar's CBC is part of the mandatory induction for everyone joining the Company and is reviewed by all employees on a yearly basis by signing an Interest Declaration Form, which confirms our employees' understanding of their responsibilities in relation to the CBC.

Key areas covered by the CBC include:

- **Conflict of Interest**, defined as any activity, agreement, business investment, interest, role or other situation that could be construed as divergent to or in competition with Aldar's business or as an interference with such Employee's primary duty to serve Aldar at all times to the best of their ability. The CBC provides clear examples of cases of conflict of interest.
- **Integrity and Insider Trading**, described as profiting from undisclosed information relating to Aldar or any other company.
- **Gifts**, described as the offering, giving, soliciting or receiving of any form of bribe or kickback or offering or giving anything of value to any person. The CBC clearly defines what is considered as a gift.
- **Business Entertainment**, in the context of conducting business discussions or advancing business relationships.
- **Anti-Money Laundering**, in which Aldar states that it will not knowingly do business with existing or perspective customers whose money or activity is believed to be derived from or used to support criminal or terrorist activity.
- **Occupational Safety and Health**, to provide a safe and healthy work environment to each employee.
- **Reporting of Malpractices, Illegal or Unethical Behaviours**, describing the responsibility of employees to report incidents of misconducts.
- **Reporting of Shareholders and Media Relations**, committing to maintain excellent relationships with the public.
- **Electronic Media and Other Aldar Properties**, regarding the protection of information concerning Aldar.
- **Audit, Investigation and Disciplinary actions**, describing the duty of employees of Aldar with regard to all internal investigations.
- **Dealing with Government and Public Officials**, prohibiting any activity that seeks to bribe, corrupt or improperly influence a public official, either directly or indirectly.

In addition, Aldar complies with the standards set under the UAE Labour Law, including but not limited to the prohibition of collective bargaining agreements, child labour, and forced labour.

The CBC provides a clear description of each key area, including where applicable, scope of application, responsibilities, and clear and detailed definitions of each type of violation, including concrete examples and proper behaviour.

In the event of a query or doubt about a specific situation, employees may report anonymously through the Whistleblower Programme described in the following page.

### Whistleblower Policy

Launched in 2012 and managed by the Head of Legal in coordination with the Internal Control department (ICD), Aldar's Whistleblower Policy applies to any irregularity, or suspected irregularity, involving employees, officers and directors, as well as shareholders, consultants, contractors, suppliers and/or any other parties with a business relationship with Aldar. This includes but is not limited to:

- Incorrect financial reporting
- Unlawful activity
- Corruption involving:
  - Illegal gratuities
  - Bribery, kickbacks, bid rigging, etc.
  - Conflict of interest in purchasing or sales
- Misuse of company information
- Fraudulent disbursements
- Activities that are not in line with Aldar policies and procedures, including Aldar's Code of Business Conduct (CBC)
- Activities which otherwise amount to serious improper conduct

All Aldar directors, officers, employees, consultants and contractors are encouraged to report any instance of the following involving an Aldar director, officer, employee or consultant/contractor:

- Unethical conduct
- Unfair or dishonest conduct
- Fraud
- Corruption
- Breaches of Aldar's policies and procedures and the CBC

- Breaches of any law including:
  - Violence or threatened violence
  - Bullying
  - Theft
  - Drug dealing or drug use
  - Discrimination
  - Sexual harassment
  - Unsafe workplaces, systems or practices
  - Damage to property

The Whistleblower Policy provides a clear description of the reporting and investigation schemes, and the responsible parties for addressing misconducts.

Complaints can be reported directly to the Head of Legal who coordinates with the Head of the ICD, through the employee intranet or through a third-party system called EthicsPoints, which is used to record and communicate cases of irregularity, supporting documentations, follow-up and discussions with Aldar's Internal Control Department conducting the investigation.

Aldar has established an automated whistleblower system which is available 24/7 online or through a toll-free number. It maintains the anonymity of the whistleblower without fear of retaliation, secured by generating a unique report key, which requires a password to follow-up on a report. The whistleblower toll-free numbers are available in Arabic and English.

The online reporting system is conducted in English to ensure accessibility to all. All staff are provided with awareness materials such as brochures and wallet cards to be made aware of the whistleblower system. The procedure for making a report is clearly described on a step-by-step basis.

To ensure the effective resolution of grievance cases and fair discussion, the relevant parties and departments are required to gather supporting data. All reported allegations are thoroughly investigated, either by the ICD in coordination with Legal or through a qualified third party appointed by the Audit Committee. If anomalous activities have occurred, the Audit Committee and/or the CEO receives a report and decides on appropriate disciplinary actions in consultation with the concerned Chief, Head of People and Performance and Head of Legal. The Audit Committee decides whether prosecution or referral to law enforcement is necessary. In the case of no resolution or any ambiguities, grievance cases are presented to the CEO for feedback.

In 2018, three cases of non-compliance were communicated to Aldar, a significant decrease on the 11 cases in 2017. Each case in 2018 were thoroughly investigated and closed as per the scheme described above and in the Whistleblower Policy.



### Fraud policy

Launched in 2012 and managed by the Head of Legal in coordination with the Internal Control department (ICD), Aldar's Fraud Policy sets a framework and internal controls to be followed for managing activities against fraud. Our Fraud Policy applies to any irregularity or suspected irregularity involving employees, executive management, directors, shareholders, consultants, contractors, suppliers and/or any other party having any business relationship with Aldar.

Fraud is defined as the intentional act or omission designed to deceive others, resulting in the victim suffering a loss and/or the perpetrator achieving a gain. Examples of actions constituting fraud are available in the Aldar Fraud Policy. Investigation responsibilities and reporting procedures are described in detail in the Policy, as well as consequences based on the results of the fraud investigations.

### Human rights

We integrate human rights considerations into our corporate governance system, both in terms of managing risk through human rights compliance and ensuring that Aldar operates according to the highest ethical standards.

At Aldar, we are committed to protecting human rights and ensuring the welfare of our workers. Onsite, we require that all workers are operating within the requirements of our own Code of Business Conduct and UAE Labour Laws. The UAE has ratified nine conventions of the International Labour Organization related to the rights of workers, including Forced Labour Convention (1930), Equal Remuneration Convention (1951), Abolition of Forced Labour Convention (1957), Discrimination (Employment and Occupation) Convention (1958), Minimum Age Convention (1973), Worst Forms of Child Labour Convention (1999), Labour Inspection Convention (1947), Hours of Work (Industry) Convention (1919), and Night Work (Women) Convention (1948). Aldar complies with the requirements of these conventions. Furthermore, Aldar operates in the UAE and complies with the rule of law and human rights.

We are committed to the wellbeing of Aldar workers and aim to set the standard for others in the UAE to follow with our new Worker's Welfare Policy, which will be implemented by next year and be mandatory to all of our supply chain.

# Stakeholder engagement

## Shareholder rights

We abide by the Securities and Commodities Authority (SCA)'s Guidebook to Rights of Securities Investors in the United Arab Emirates (2018) regarding shareholder rights.

As of December 31, 2018, the major shareholders with over 5.0% of the share include Mamoura Diversified Global Holding (formerly Mubadala Development Company) with 29.8% shares ownership and Al Sarya Investment with 7.6% share ownership. Mamoura Diversified Global Holding, through its wholly owned subsidiaries, has an indirect 37.33% shares of the Company.

As per the SCA's Guidebook to Rights of Securities Investors in the UAE of 2018, all shareholders have the right to attend the General Assembly and vote in accordance to a "one share – one vote" principle. A shareholder with at least 10% of the share capital of the Company has the right to request to add items to the agenda of the General Assembly as per law.

Shareholders with at least 20% of the share capital have the right to convene a General Assembly. In particular, the annual General Assembly of the Company considers and decides on the following issues, as per the SCA's Guidebook to Rights of Securities Investors in the UAE:

- To consider and approve the report prepared by the Board of Directors in respect of the activity and the financial position of the company during the year and the report prepared by the auditor.
- The balance sheet and the account of profits and losses.
- To elect the Directors if necessary.
- To appoint and determine the remuneration of the auditors.
- To consider the proposals of the Board of Directors concerning the distribution of profits, whether in cash or grant shares.
- To consider the proposals of the Board of Directors concerning the remuneration of the Directors and to determine such remuneration.
- To discharge the Directors or to dismiss the Directors and to file the liability claim against them, as the case may be.

Additionally, the General Assembly decides the crucial issues of the company, starting from amendment of its Articles of Association, and until the decision of dissolution, liquidation, or merger thereof, under a special resolution issued by a special majority. In line with the decision of the Chairman of the SCA No. 7 of 2016 and Bylaw No. 5/2009 of the Abu Dhabi Securities Exchange, we have developed a policy on insiders trading and have formed an Insider Affairs and Trading Follow-up Committee during 2018. The structure and roles are further detailed in the 2018 Annual Report pages 63 and 64.

### Stakeholder engagement

We maintain open lines of communication with relevant stakeholders at all phases of a project's lifecycle to ensure successful project delivery, identification and resolution of key issues, as described per type of stakeholder.

### Our shareholders

The General Assembly is the primary opportunity for shareholders to meet face-to-face with the Board of Directors and Executive Directors.

We encourage as many shareholders as possible to participate in the meetings through detailed notices regarding the agenda and date of the meeting. Our Board Members and the External Auditor are present to answer any questions raised. The General Assembly is convened on an annual basis and was held on March 21, 2019 for the fiscal year ending December 31, 2018. The agenda of Aldar's General Assembly meeting included three clauses requiring a special decision by the shareholders, which were unanimously approved by the shareholders present at that meeting and further described in our 2018 Annual Report.

### Our employees and representatives

We have launched a number of initiatives in 2018 in order to engage our staff in Aldar

operations, including the innovation programme Ibtikar, which challenges our employees to develop and submit innovative ideas that address key issues in our business. We have also conducted three townhall meetings with all of our internal staff and management, in January, May and November 2018.

### Our suppliers

We believe it is important to maintain an open and interactive dialogue with our suppliers and welcome their ideas and suggestions that can potentially increase sustainability levels within our organisation. In 2018, we started exploring a sustainability function within our Procurement department, which shall be formalised in the near future and aims to capture and evaluate these ideas and suggestions and implement them wherever possible.

### Our customers

Our customers can get in touch with us through a variety of media, the customer portal, Aldar website and call centre, Aldar mobile application, social media channels, and directly on WhatsApp for Business. Our communities, tenants and customers can also engage directly with our asset managers through their own community engagement tools.



In addition, our asset managers maintain open lines of communication with the communities, tenants or customers that are part of their scope to receive feedback, comments or complaints. The communication channels include the Aldar Connect Community portal and other channels managed by the asset managers.

Our engagement with our customers contributes to our successful customer satisfaction results.

### Membership of associations

As leaders in sustainability across the region, we actively participate in a number of national and international industry associations that promote and advance sustainable principles.

We participate in a number of national and international industry associations which promote and advance sustainable principles. We are a founding member of the Abu Dhabi Sustainability Group, a membership organisation founded in 2008 that promotes sustainability management in the UAE capital, providing learning and knowledge sharing opportunities for government, private and not-for-profit organisations. Since the formation of the Sandoog Al Watan National Fund in 2016, we have been one of the initiative's largest individual donors. A social initiative dedicated to enhancing sustainable development by strengthening national unity and reinforcing social participation, our donations have contributed to a range of the fund's educational programmes.

# Supply chain management



At Aldar, our company values extend to every link along our supply chain, and the criteria of our business ethics model are written into our supplier contracts and RFPs/tenders. These include provisions for compliance with Aldar's CBC for all substantial acquisitions and with CSR related clauses. All contracts must comply with all relevant Federal and UAE laws, including Abu Dhabi Occupational Safety and Health Centre (OSHAD) regulations.

In addition, we have established high standards for ensuring a safe workplace and protecting the health and welfare of our workers in our construction operations. These OSH/EHS requirements are disclosed in our Environment, Health & Safety Management System (EHSMS) effective in 2018 and apply to our contractors, subcontractors, suppliers and service providers.

We do not have a central purchasing department due to the various technical, operational and functional activities within the Aldar family. However, a number of elements set out by the Procurement Division provide the common approach applied through the Aldar supply chain. The Aldar Procurement Policy (2015) describes our standardised procurement objectives, scope, policy statements and processes.



This system starts with the requirement that all suppliers register and undergo prequalification evaluation as a mandatory step in the Aldar tendering process. The prequalification process determines whether the vendors meet Aldar's quality assurance, safety and licensing requirements before being included in the approved Vendor's List from which all vendors must be selected. As part of the prequalification, companies are required to showcase that they are a legally incorporated entity, continued and measured value creation throughout the business relationship, the use of innovative solutions, an efficient service, positive industry reputation and experience, financial stability, qualified and efficient staff, quality products and services at competitive prices, commitment to confidentiality and integrity, technological capabilities, successful track record in delivery of project or product, and cost control and monitoring systems. For construction operations, supply chain prequalification ensures alignment with Aldar's EHSMS and includes an interview with OSH/EHS staff. The Occupational Health and

Safety OSH/EHS Pre-Qualification Questionnaire includes general OSH/EHS information, EHSMS, management and supervision, training, equipment control and maintenance, personal protection equipment, and progressive OSH/EHS management. The OSH/EHS requirements for all projects extend to the purchase and supply of raw materials, products and equipment.

The list of prequalified vendors is reviewed on a regular basis by the relevant Procurement unit, or whenever a prequalified vendor which was not reviewed for more than a year is considered for inclusion in the Bidder's List.

Our vendors can communicate any complaint to the relevant Procurement unit; this unit is responsible for addressing these complaints promptly and professionally. As part of our procurement procedure, we communicate our Whistleblower Policy and hotline to our contractors.

# Business monitoring

## Risk management

We operate a robust risk management function, which is continuously managed and monitored by our Enterprise Risk Management (ERM) team. Benchmarked against best practice and peer analysis, risks are identified and evaluated through an impact and likelihood matrix to prioritise their importance. Some of our ESG related risks are already managed and integrated in our overall ERM function which we are looking to improve.

In 2018, two high-level risks that can have a direct impact on Aldar's objectives were related to sustainability: talent retention and Health and Safety (H&S). The responsible party was identified as the CEO and the line of action was defined for each risk. The treatment plan for talent retention focused on the ability to attract and retain a talented pool of employees with the right skills and experience. Initiatives were run as part of the People and Performance strategy, including long-term incentive programmes, succession planning and career path programmes, and flexible working hours. In addition, employee satisfaction assessment is to be conducted annually across the organisation. Regarding OSH, the strategy and implementation plan

included enforcing and encouraging our consultants and contractors to record the number of unsafe acts and lessons learnt; produce monthly trend analyses to ensure safest practices; proactively apply an effective monitoring programme, to raise awareness; and ensure compliance with Aldar's OSH/EHS management system and OSH Policy.

At Board level, the Board of Directors is responsible for reviewing the major risks Aldar is, or is likely to be, exposed to, taking into account resources, structures and processes applied.

Details on our risk management procedure, framework and governance are available pages 38, 39 and 66 respectively in our 2018 Annual Report,

### Internal control systems

Our internal control system contributes to reducing risks related to our operations, finances and compliance. The annual review and assessment of internal controls is managed by the Internal Control Department, which reports to the Audit Committee. In 2018, there were no major internal control failures.

Key elements of the internal control system include policies that regulate Aldar's activities and contribute to reducing ESG risks, such as the Social Responsibility Policy, the Code of Business Conduct and the Whistleblower Policy; the External Auditor, the Internal Control Department and management are in charge of overseeing the effectiveness of the internal control system; and continuous market disclosure to analysts, investors and shareholders.

Further details on our internal control system are provided pages 60 and 65 of our 2018 Annual Report. In addition, the services provided by the External Auditor in 2018 are [disclosed on page 58 of the Annual Report for that year](#).

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# GRI table

| GRI Standard  | Disclosure   | Reference   |
|---|--|---|
| GRI 102: General Disclosures  | <b>Organizational Profile</b>  |   |
|   | 102-1 Name of the organization   | P4  |
|   | 102-2 Activities, brands, products, and services                                     | P4, P9  |
|   | 102-3 Location of headquarters   | P4  |
|   | 102-4 Location of operations   | P9, P10   |
|   | 102-5 Ownership and legal form   | P102  |
|   | 102-6 Markets served   | P9, P10   |
|   | 102-7 Scale of the organization  | P15, P21<br>Annual Report (2018) P13-16                 |
|   | 102-8 Information on employees and other workers                                     |   |
|   | 102-9 Supply chain   | P24, P29, P74, P88, P101, P105, P106                    |
|   | 102-10 Significant changes to the organization and its supply chain                  | None  |
|   | 102-11 Precautionary Principle or approach   | P70   |
|   | 102-12 External initiatives  | P72, P94  |
|   | 102-13 Membership of associations  | P104  |
|   | <b>Strategy</b>  |   |
|   | 102-14 Statement from senior decision-maker  | P5-6, P7-8  |
|   | 102-15 Key impacts, risks, and opportunities   | P28, P30, P107<br>Annual Report (2018) P34, P36, P38-43 |
|   | <b>Ethics and integrity</b>  |   |
|   | 102-16 Values, principles, standards, and norms of behaviour                         | P3-6, P99-101   |
|   | 102-17 Mechanisms for advice and concerns about ethics                               | P100  |
|   | <b>Governance</b>  |   |
|   | 102-18 Governance structure  | P93-96  |
|   | 102-19 Delegating authority  | P94-96  |
|   | 102-20 Executive-level responsibility for economic, environmental, and social topics | P94   |
|   | 102-21 Consulting stakeholders on economic, environmental, and social topics         | P7, P10, P17, P103                                      |
|   | 102-22 Composition of the highest governance body and its committees                 | P96, Annual Report (2018) 44-46                         |
|   | 102-23 Chair of the highest governance body  | P97   |
| 102-24 Nominating and selecting the highest governance body                     | P96, Annual Report (2018) 48-50  |   |
| 102-25 Conflicts of interest  | P 5, P99-100   |   |
| 102-26 Role of highest governance body in setting purpose, values, and strategy | P94-96   |   |
| 102-27 Collective knowledge of highest governance body                          | P96-98   |   |

| GRI Standard                 | Disclosure  | Reference   |  |
|------------------------------|---|---|--|
| GRI 102: General Disclosures | 102-28 Evaluating the highest governance body's performance                 | P94-96, Annual Report (2018) 57-58  |  |
|                              | 102-29 Identifying and managing economic, environmental, and social impacts | P94-96, P107  |  |
|                              | 102-30 Effectiveness of risk management processes                           | P107  |  |
|                              | 102-31 Review of economic, environmental, and social topics                 | P94-96, P107  |  |
|                              | 102-32 Highest governance body's role in sustainability reporting           | P13, P17  |  |
|                              | 102-33 Communicating critical concerns                                      | P94, P100, P103, P107   |  |
|                              | 102-34 Nature and total number of critical concerns                         | P100, P107  |  |
|                              | 102-35 Remuneration policies  | P94-96, Annual Report (2018) 131  |  |
|                              | 102-36 Process for determining remuneration                                 | P96-102   |  |
|                              | 102-37 Stakeholders' involvement in remuneration                            | P96-102   |  |
|                              | 102-38 Annual total compensation ratio                                      | Not disclosed   |  |
|                              | 102-39 Percentage increase in annual total compensation ratio               | Not disclosed   |  |
|                              | <b>Stakeholder Engagement</b>   |   |  |
|                              | 102-40 List of stakeholder groups   | P103  |  |
|                              | 102-41 Collective bargaining agreements                                     | P99   |  |
|                              | 102-42 Identifying and selecting stakeholders                               | P102-106  |  |
|                              | 102-43 Approach to stakeholder engagement                                   | P103  |  |
|                              | 102-44 Key topics and concerns raised                                       | Aldar has a bespoke approach to addressing any concern raised by any stakeholder group, internal or external. No specific sustainability-related concern was raised during 2018 by any stakeholder group. |  |
|                              | <b>Reporting Practice</b>   |   |  |
|                              | 102-45 Entities included in the consolidated financial statements           | Annual Report (2018) P92  |  |
|                              | 102-46 Defining report content and topic Boundaries                         | P4, P17   |  |
|                              | 102-47 List of material topics  | P16   |  |
|                              | 102-48 Restatements of information  | None  |  |
|                              | 102-49 Changes in reporting   | None  |  |
|                              | 102-50 Reporting period   | 1 January 2018 - 31 December 2018   |  |
|                              | 102-51 Date of most recent report   | This is Aldar's first report  |  |
|                              | 102-52 Reporting cycle  | P4  |  |
|                              | 102-53 Contact point for questions regarding the report                     | P14   |  |
|                              | 102-54 Claims of reporting in accordance with the GRI Standards             | P4  |  |
|                              | 102-55 GRI content index  | P110-115  |  |
| 102-56 External assurance    | P108 (financial statements). Sustainability report not assured              |   |  |

| GRI Standard                               | Disclosure   | Reference  |
|--|--|--|
| GRI 103: Management approach - Community   | 103-1 Explanation of the material topic and its Boundary                               | P34  |
|  | 103-2 The management approach and its components                                       | P35  |
|  | 103-3 Evaluation of the management approach  | P94-96, P98, P100, P107-108  |
| GRI 103: Management approach - People      | 103-1 Explanation of the material topic and its Boundary                               | P47  |
|  | 103-2 The management approach and its components                                       | P47-67   |
|  | 103-3 Evaluation of the management approach  | P94-96, P98, P100, P107-108  |
| GRI 103: Management approach - Environment | 103-1 Explanation of the material topic and its Boundary                               | P71  |
|  | 103-2 The management approach and its components                                       | P75-78   |
|  | 103-3 Evaluation of the management approach  | P94-96, P98, P100, P107-108  |
| GRI 201: Economic Performance              | 201-1 Direct Economic Value generated and distributed                                  | P30-31   |
|  | 201-2 Financial implications and other risks and opportunities due to climate action   | Not disclosed  |
|  | 201-3 Defined benefit plan obligations and other retirement plans                      | Not applicable to Aldar  |
|  | 201-4 Financial assistance received from government                                    | In 2018, Aldar did not receive any major financial assistance from any government agency or authority. |
| GRI 202: Market Presence                   | 202-1 Ratios of standard entry level wage by gender compared to local minimum wage     | Not disclosed  |
|  | 202-2 Proportion of senior management hired from the local community                   | P57-58   |
| GRI 203: Indirect Economic Impacts         | 203-1 Infrastructure investments and services supported                                | P26  |
|  | 203-2 Significant indirect economic impacts  | P20-26   |
| GRI 204: Procurement Practices             | 204-1 Proportion of spending on local suppliers  | Not disclosed  |
| GRI 205: Anti-corruption                   | 205-1 Operations assessed for risks related to corruption                              | P100   |
|  | 205-2 Communication and training about anti-corruption policies and procedures         | P99-100  |
|  | 205-3 Confirmed incidents of corruption and actions taken                              | No cases of corruption-related incidents were detected / observed in 2018.                             |
| GRI 206: Anti-competitive Behaviour        | 206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices | Not disclosed  |
| GRI 301: Materials                         | 301-1 Materials used by weight or volume   | Not disclosed  |
|  | 301-2 Recycled input materials used  | P88  |
|  | 301-3 Reclaimed products and their packaging materials                                 | Not disclosed  |
| GRI 302: Energy                            | 302-1 Energy consumption within the organization                                       | P83  |
|  | 302-2 Energy consumption outside of the organization                                   | Not applicable   |
|  | 302-3 Energy intensity   | P80  |
|  | 302-4 Reduction of energy consumption  | P83  |
|  | 302-5 Reductions in energy requirements of products and services                       | P83  |

| GRI Standard                      | Disclosure  | Reference   |
|-----------------------------------|---|---|
| GRI 303: Water                    | 303-1 Interactions with water as a shared resource  | P84-87  |
|                                   | 303-2 Management of water discharge-related impacts   | Local municipalities are in charge of water discharge for commercial and residential assets   |
|                                   | 303-3 Water withdrawal  | Not applicable  |
|                                   | 303-4 Water discharge   | Local municipalities are in charge of water discharge for commercial and residential assets.  |
|                                   | 303-5 Water consumption   | P85   |
| GRI 304: Biodiversity             | 304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas | P75-76  |
|                                   | 304-2 Significant impacts of activities, products, and services on biodiversity   | P75-76  |
|                                   | 304-3 Habitats protected or restored  | P75-76  |
|                                   | 304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations                                | All development projects in Abu Dhabi require NOCs from the EAD. The EAD requests environmental studies to be undertaken for development project prior to starting construction. Terrestrial surveys are undertaken as part of these environmental studies to document the flora and fauna present within a proposed project area. These habitats are classified as per the IUCN list, and anything of significance that is present will require specific mitigation measures or, at times, relocation to ensure the protection of biodiversity in the Emirate. Potential projects in areas of high biodiversity value may not be receive NOCs from the EAD and will therefore be required to change location or halt the project. Aldar owns a large landbank and has a large number of development Projects undertaken. Therefore, although a comprehensive IUCN list is not presented within this Report, it is available for each individual development project as part of the environmental studies carried out for the EAD. This is mandatory for all Projects in Abu Dhabi. |
| GRI 305: Emissions                | 305-1 Direct (Scope 1) GHG emissions  | Not disclosed   |
|                                   | 305-2 Energy indirect (Scope 2) GHG emissions   | P80, P83  |
|                                   | 305-3 Other indirect (Scope 3) GHG emissions  | Not disclosed   |
|                                   | 305-4 GHG emissions intensity   | Not disclosed   |
|                                   | 305-5 Reduction of GHG emissions  | P83   |
|                                   | 305-6 Emissions of ozone-depleting substances (ODS)   | Not disclosed   |
|                                   | 305-7 Nitrogen oxides (NOX), sulphur oxides (SOX), and other significant air emissions  | P83   |
| GRI 306: Effluents and Waste      | 306-1 Water discharge by quality and destination  | Not disclosed   |
|                                   | 306-2 Waste by type and disposal method   | Not disclosed   |
|                                   | 306-3 Significant spills  | No cases of significant spills were found in 2018   |
|                                   | 306-4 Transport of hazardous waste  | Not disclosed   |
|                                   | 306-5 Water bodies affected by water discharges and/or runoff   | Not disclosed   |
| GRI 307: Environmental Compliance | 307-1 Non-compliance with environmental laws and regulations  | Aldar did not receive any penalties for non-compliance with respect to environmental laws and regulations in 2018   |

| GRI Standard  | Disclosure  | Reference  |
|---|---|--|
| GRI 308: Supplier Environmental Assessment                | 308-1 New suppliers that were screened using environmental criteria   | P29  |
|   | 308-2 Negative environmental impacts in the supply chain and actions taken  | There are no known negative impacts in the supply chain during 2018.   |
| GRI 401: Employment                                       | 401-1 New employee hires and employee turnover  | P54-55   |
|   | 401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees                            | P52-53   |
|   | 401-3 Parental leave  | P52  |
| GRI 402: Labour/Management Relations                      | 402-1 Minimum notice periods regarding operational changes  | Not disclosed  |
| GRI 403: Occupational Health and Safety                   | 403-1 Occupational health and safety management system  | P60-61   |
|   | 403-2 Types of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities | P62  |
|   | 403-3 Occupational health services  | P61-67   |
|   | 403-4 Worker participation, consultation, and communication on occupational health and safety                                       | P66-67   |
|   | 403-5 Worker training on occupational health and safety   | P60  |
|   | 403-6 Promotion of worker health  | P60  |
|   | 403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships                 | P60-62   |
|   | 403-8 Workers covered by an occupational health and safety management system  | P60  |
|   | 403-9 Work-related injuries   | P62-63, P65  |
|   | 403-10 Work-related ill health  | P62, P65   |
| GRI 404: Training and Education                           | GRI 404: Training and Education   | P49  |
|   | 404-2 Programs for upgrading employee skills and transition assistance programs   | P48-50   |
| GRI 404: Training and Education                           | 404-3 Percentage of employees receiving regular performance and career development reviews  | P48-50   |
| GRI 405: Diversity and Equal Opportunity                  | 405-1 Diversity of governance bodies and employees  | P55, P96   |
|   | 405-2 Ratio of basic salary and remuneration of women to men  | Not disclosed  |
| GRI 406: Non-discrimination 2016                          | 406-1 Incidents of discrimination and corrective actions taken  | Aldar did not face any legal action or any recorded incident in relation to discrimination within the organisation in 2018 |
| GRI 407: Freedom of Association and Collective Bargaining | 407-1 Operations and suppliers in which the right to freedom of association and collective bargaining may be at risk                | P99  |
| GRI 408: Child Labour                                     | 408-1 Operations and suppliers at significant risk for incidents of child labour  | P99  |
| GRI 409: Forced or Compulsory Labour                      | 409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour                                     | P99  |
| GRI 410: Security Practices                               | 410-1 Security personnel trained in human rights policies or procedures   | Not disclosed  |
| GRI 411: Rights of Indigenous Peoples                     | 411-1 Incidents of violations involving rights of indigenous peoples  | Not disclosed  |

| GRI Standard                        | Disclosure   | Reference   |
|-------------------------------------|--|---|
| GRI 412: Human Rights Assessment    | 412-1 Operations that have been subject to human rights reviews or impact assessments  | Not applicable  |
|                                     | 412-2 Employee training on human rights policies or procedures   | Not disclosed   |
|                                     | 412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening | Aldar operates in the UAE and complies with the Rule of Law and Human Rights.   |
| GRI 413: Local Communities          | 413-1 Operations with local community engagement, impact assessments, and development programs                                   | P33-36, P38-45  |
|                                     | 413-2 Operations with significant actual and potential negative impacts on local communities                                     | P40   |
| GRI 414: Supplier Social Assessment | 414-1 New suppliers that were screened using social criteria   | Mechanism to be established (P74)   |
|                                     | 414-2 Negative social impacts in the supply chain and actions taken  | No known incidents during 2018.   |
| <b>GRI 415: Public Policy</b>       | <b>415-1 Political contributions</b>   | <b>No known political contributions in 2018.</b>  |
| GRI 416: Customer Health and Safety | 416-1 Assessment of the health and safety impacts of product and service categories  | P60-61  |
|                                     | 416-2 Incidents of non-compliance concerning the health and safety impacts of products and services                              | No known incidents during 2018.   |
| GRI 417: Marketing and Labelling    | <b>417-1 Requirements for product and service information and labelling</b>  |   |
|                                     | 417-2 Incidents of non-compliance concerning product and service information and labelling                                       | No known incidents during 2018.   |
|                                     | 417-3 Incidents of non-compliance concerning marketing communications  | No known incidents during 2018.   |
| GRI 418: Customer Privacy           | 418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data                               | No breaches identified in 2018. No complaints received regarding this matter in 2018.                                 |
| GRI 419: Socioeconomic Compliance   | 419-1 Non-compliance with laws and regulations in the social and economic area   | Aldar did not suffer any legal action or fine for non-compliance with social and economic laws or regulations in 2018 |