



Shaping a **Better** **Future.**

Aldar Properties PJSC
Sustainability Report 2023

SHAPING A BETTER FUTURE

It is our aim to deliver positive impact for all, **creating and shaping communities that thrive now and into the future.**



Creating Sustainable Places

Our Net Zero strategy, environmental stewardship across our assets, our sustainable design guidelines, investment approaches and how we embed sustainability throughout our value chain.

 [Read more on page 15](#) →



Creating Societal Value

Our commitment to create societal value through our developments, investments, education, and hospitality, focusing on the needs of our employees, customers, and our communities.

 [Read more on page 36](#) →



Creating a Responsible Legacy

Our commitment to being a responsible business, including implementing leading governance, risk management, and ethical business practices, health and safety procedures and inclusive policies.

 [Read more on page 53](#) →

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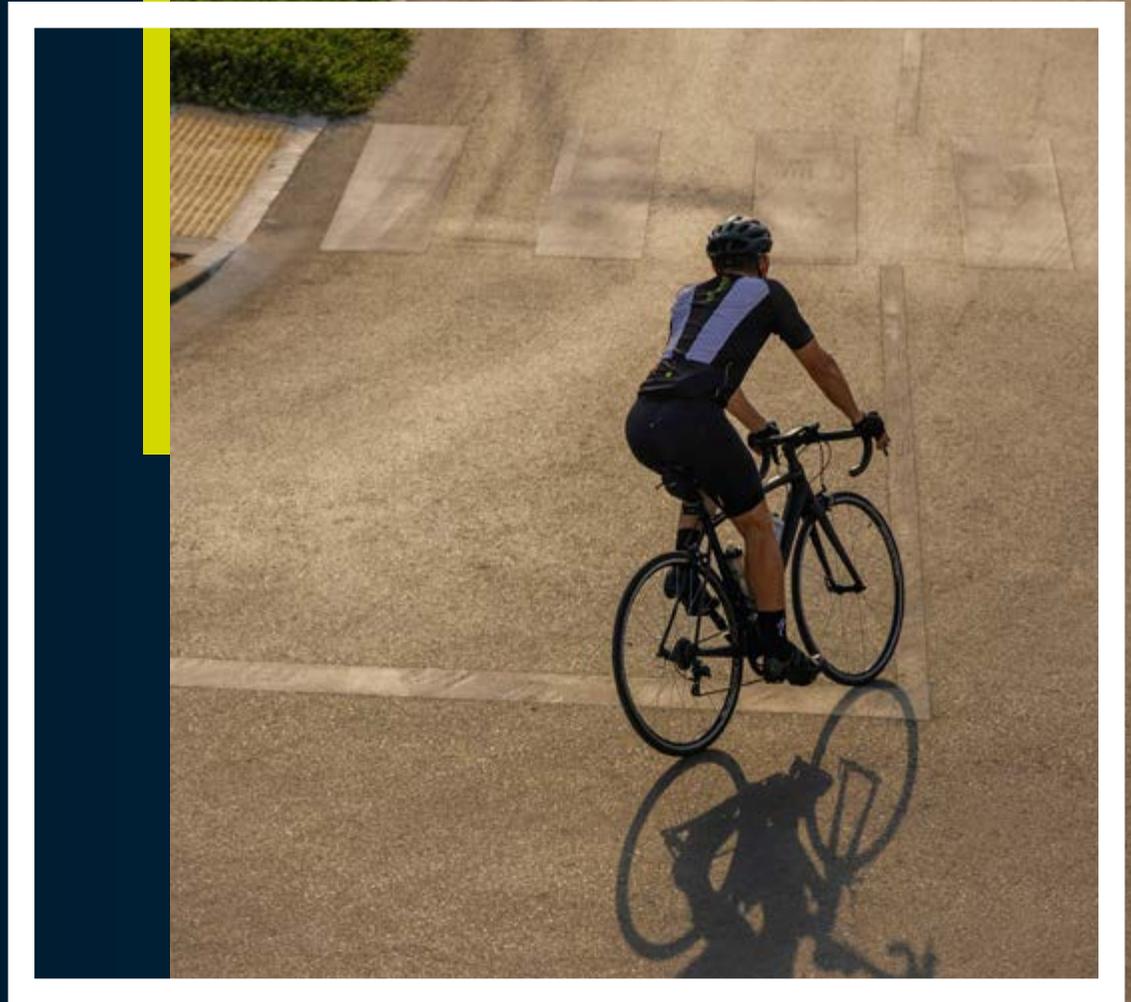
Introduction

Welcome to Aldar's sustainability report.

This report charts the progress made over 2023 on Aldar's journey towards a more sustainable future, working hand-in-hand with our stakeholders to drive positive change across our business and our region.

This report is an invitation to join us on our sustainability journey.

It's a story of progress and the unwavering commitment to making a positive difference. We invite you to explore our initiatives and learn from our experiences. Together, we can shape a future where living well does not come at the expense of the planet but enhances it for generations to come.



“ **At Aldar, we are more than just a leading real estate player. We are builders of thriving communities, catalysts for economic growth, and guardians of our environment.**”

We understand the weight of responsibility we hold, and the extraordinary opportunity that this presents.



THE PIVOTAL milestones of 2023, marked by COP28 and the UAE Consensus, followed by His Highness Sheikh Mohamed bin Zayed Al Nahyan, President of the UAE, extending the “Year of Sustainability” in 2024, truly underscore our nation’s collective commitment to sustainability.

At Aldar, we fully support this ambition to create a greener, more resilient future, and we too put sustainability at the forefront of our plans in 2023, with the launch of our science-aligned commitment to become a Net Zero business by 2050.

“Together we can achieve Net Zero”, our call to action, reflects our belief in collective responsibility and the power of partnership, notwithstanding the critical role the real estate sector must play.

This is exemplified by the UAE Built Environment Sustainability Blueprint launched at COP28, to which Aldar is one of the key contributors. We have a responsibility to deliver on halving emissions by 2030 and this Blueprint underlines the critical need for collaboration within the sector.

Through strategic partnerships with government entities, peers and partners in the real estate sector, and international bodies, we aspire to catalyse industry change to amplify this collective impact.

To that end, we have leveraged the breadth of our business to further national ambitions. High among these shared priorities are youth, expanding our educational programmes to engage young people, and shaping the green economy, developing the blueprint for the cities of the future.

2023 will be forever etched in the history books for the UAE and for Aldar. Our focus now turns to the legacy we are yet to create.

H.E. Mohamed Khalifa Al Mubarak
Chairman of Aldar Properties



“ **At Aldar, sustainability isn't just a buzzword; it's the foundation of our future.** ”

We're not just creating positive impact today; we're building a roadmap for generations to come.

AT ALDAR, sustainability isn't an optional practice, it's a principle that runs through all aspects of our business and guides our future direction.

In 2023, we joined the global coalition of corporations in the Race to Zero, with the launch of our own ambitious 2050 Net Zero Plan, setting the wheels in motion to deliver on ambitious science aligned targets, across scopes 1, 2, and 3.

The journey to Net Zero cannot be completed alone, and during the year we entered several strategic partnerships to help us put in place the infrastructure required to meet our long-term targets. Those partners will help ensure that our real estate assets emit less carbon, are more climate resilient, use greater amounts of clean energy, and provide affordable and accessible cooling.

As one of the largest real estate developers and managers in the region, we're also well positioned to drive positive change at scale across our value chain. Through the UAE Real Estate Climate Pledge created in collaboration with the UAE Ministry of Climate Change and Environment last year, over 60 companies in our sector have committed to publishing their decarbonisation plans – including some of our largest suppliers and partners. From a social perspective, we continue to

support the communities in which we operate, encouraging inclusion, wellness, and active lifestyles, while also contributing to those most in need. We also remain committed to creating opportunities for UAE talent, and we are proud to report that 42% of our corporate workforce are UAE nationals.

Most importantly, through the integration of sustainability focused education in our schools, we are empowering the next generation to be environmental stewards. This investment in our youth is something that we believe is crucial to the long-term sustainability of our people, our nation, and the wider world.

As we look ahead, Aldar will continue to place sustainability firmly at its core, working together to build communities that enrich lives not just for today, but for generations to come.

Talal Al Dhiyebi
Group Chief Executive Officer of Aldar Properties

“ The launch of our Net Zero Plan this year was a major milestone for the Group. Now, we have the exciting task of putting the plan into action, with a focus on our Net Zero Levers.”



CENTRAL TO our sustainability journey is our responsibility not only to our shareholders but also to our community. This guides us as we continue navigating the ever-evolving business landscape, ensuring that we reduce our emissions while remaining commercially minded and financially disciplined.

As we look forward, we need to build on the tremendous momentum of the climate agenda set by COP28. We are cognisant that progress on decarbonisation needs coordinated action and partnership, and this has been our approach at Aldar.

We recognise that we are still in the early days of our own Net Zero journey, following the launch of our plan in January. Progress has been made and there is a long road ahead. Carbon reduction initiatives are at the core of our responsible growth plans as we work hand-in-hand with stakeholders across our value chain to reduce our emissions intensity to meet our 2030 and 2050 targets.

We are working to make our assets greener and more climate resilient. All of our suppliers meet the sustainability criteria set out in our tenders as we understand how critical it is to address Scope 3 emissions. We have signed a 20-year

solar lease agreement to enable us to transition towards cleaner energy sources and have also forged a new partnership to deliver EcoLoop, a first of its kind integrated waste management system built on a circular model, which diverts waste from all of our owned and managed assets from landfill and transforms it into recyclable assets.

Financing the transition is also crucial. In 2023, we raised AED 2.5 billion in sustainability-linked loans, as well as an inaugural \$500 million green sukuk, which was four times oversubscribed and was among corporate issuances with the greatest price tightening during an issuance last year. The sukuk forms part of a US\$ 2 billion programme aligned with our Green Finance Framework.

In the coming years, our full focus is on bending the curve of our embodied and operational emissions to take us closer to reaching Net Zero by 2050. We understand that there will be challenges along the way, but we are committed to being a leading player in the decarbonisation of the real estate sector.

Faisal Falaknaz
Group Chief Financial and Sustainability Officer
of Aldar Properties

Company Profile

Aldar Properties is a leading real estate developer, manager and investor in the UAE with a diversified and sustainable operating model centred around two businesses: **Aldar Development** and **Aldar Investment**.

Together, these businesses ensure our excellence across the entire value chain where Sustainability is embedded in everything we do.

As a leading real estate developer, investor, and manager in our region, we are here to shape a better future and in so doing create long-term value for our stakeholders.

How Aldar Group is organised

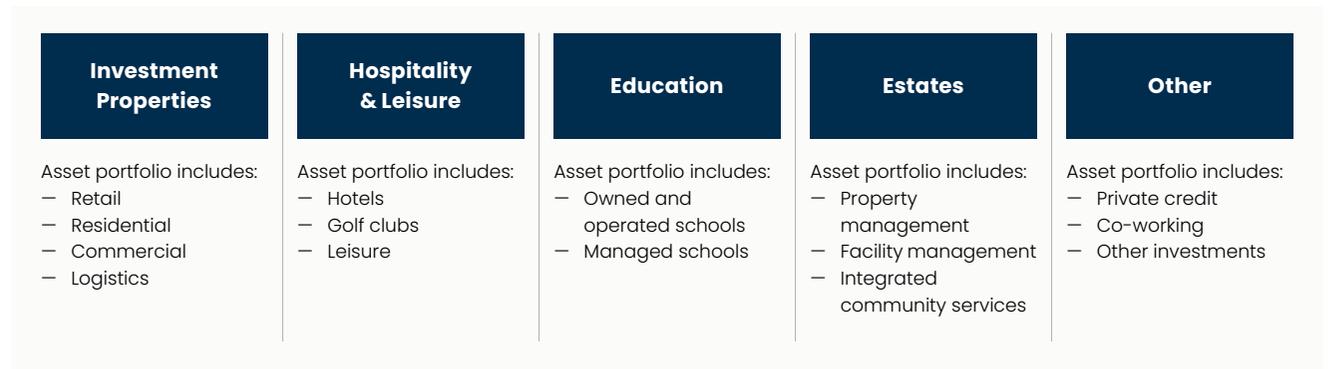
To fully leverage our strengths and opportunities as a rapidly expanding and diversified property development and investment firm, we operate cohesively as a unified Group. This approach enhances our agility and local accountability, expedites decision-making processes, improves operational efficiency, and expedites the integration of sustainability throughout the organisation.

Taking this approach allows us to optimise our environmental and social impact at every stage of the asset lifecycle – from land acquisition to masterplanning, design, construction, operation, and asset management.

ALDAR DEVELOPMENT



ALDAR INVESTMENT



1. Aldar, in consortium with ADQ, owns 85.5% of SODIC. (Aldar owns 59.9%).

2023 Business achievements

In 2023, Aldar made great strides in our pursuit of excellence. Our drive to redefine possibilities and our commitment to innovation shaped our trajectory through the year, setting new benchmarks in real estate development, investment, and management.

We have achieved many milestones, with 2023 seeing a consolidation of our presence in Abu Dhabi, alongside strategic expansions into new markets. Notably, a joint venture with Dubai Holding at the beginning of the year laid the foundations for the development of compelling living experiences in prime Dubai locations. This collaborative effort culminated in the successful launch and sell-out of Haven by Aldar, our first development in Dubai, showcasing our ability to capture the attention of buyers and investors.

Another milestone was achieved in December with the phase one sell-out of Aldar's inaugural development in Ras Al Khaimah. Simultaneously, the acquisition of London Square marked Aldar's foray beyond the MENA region, aiming to accelerate growth, and diversify our revenue streams.

Diversification has been a key theme in Aldar's growth strategy for 2023. In the education sector, where we have achieved significant growth in recent years, we expanded our portfolio into the new markets of Dubai and Bahrain. Aldar Education's acquisition of schools in Dubai and Abu Dhabi, along with the establishment of Cranleigh Bahrain, underscored our commitment to broadening high-quality educational offerings.



We have also made progress with investments into our retail portfolio, completing property upgrades in Yas Mall, Al Jimi Mall in Al Ain, and Al Hamra Mall in Ras Al Khaimah. Our integrated property and facilities management platform, Aldar Estates, experienced further scaling and broadening of business areas, while a strategic partnership with Mubadala and Ares Management facilitated Aldar's entry into the private real estate credit sector, establishing a meaningful presence in the UK and European markets.

“To fully leverage our strengths and opportunities as a rapidly expanding and diversified property development and investment firm, we operate cohesively as a unified Group.”

AED 14.1bn

Revenue

AED 4.4bn

Net Profit

48.6 fils

Earnings Per Share

AED 5.6bn

Gross Profit

17.0 fils

Dividend Per Share

AED 72.9bn

Total Assets

Aldar at COP28

With COP28 hosted in Dubai in December, sustainable development has never been more in focus in the UAE. Coinciding with the Abu Dhabi Year of Sustainability, this landmark global event cemented the importance of 2023 in promoting sustainability and climate action across the Group.

Aldar took this opportunity to engage with stakeholders gathered in the region on sustainability, showcase the progress the Group has made so far, our plans for the future, and launch exciting initiatives with many new partners. Some of the highlights over COP28 included:

- **Strategic Collaboration with UN High-Level Champion for COP28:** Her Excellency Razan Al Mubarak, UN High-Level Champion for COP28, collaborated with CEOs of the UAE's top developers in a focused roundtable. Aldar took an active role in shaping the 'Built Environment Blueprint Report'.
- **Aldar Youth Council Involvement:** Aldar Youth members had the opportunity to participate in panel discussions and networking events hosted by Aldar and other partners. Additionally, Aldar Youth representatives were selected to volunteer at the COP28 UAE Pavillion.
- **C-Suite Global Real Estate Gathering:** Aldar hosted a distinguished gathering of 20 C-suite executives from the global real estate value chain to discuss sustainability and Net Zero initiatives.
- **Aldar Education Participation:** Pupils from Aldar Academies had the opportunity to actively engage with COP28 guests at Aldar's stand. The students also had the chance to perform in front of guests and Aldar leadership in the COP28 UAE Pavillion.
- **Leadership Engagement in High-Level Panels:** Our leaders participated in eight high-level panel discussions addressing critical topics including the National Net Zero Strategy, Built Environment, Retail and Sustainable Finance.
- **Climate-related partnerships:** During COP28 we signed agreements with various partners and organisations across different themes such as decarbonisation of retail spaces, clean energy, Cooling-as-a-Service (Caas), and entered agreements with suppliers for low-carbon materials.



“ We are proud to introduce our updated Sustainability Framework, which governs the strategy Aldar is implementing to achieve sustainable, long-lasting growth across the business.”



Salwa Al Maflahi, Director of Sustainability and Community Outreach

We are confident that our Framework will help to deliver on the ambitious ESG targets we have committed to achieve in the coming years.



With this framework, we distil our material topics into a real estate focused, holistic approach to sustainability. This will be delivered across all the sectors that we are active in and through every part of our value chain.

We have updated our framework in the recognition that sustainability presents a strategic advantage for Aldar. To deliver our ambitious sustainability agenda, we are harnessing all areas

of the Group to tackle the issues our customers and stakeholders care about. This includes environmental topics with a focus on achieving Net Zero, creating positive societal impact, and behaving ethically to all our stakeholders, guided by strong governance principles and policies.

The examples and case studies included in this report demonstrate how the framework has been put into action over 2023.

S U S T A I N A B I L I T Y P U R P O S E

Shaping a Better Future

We aim to create a business culture where sustainability is at the heart of everything we do, and where the concept of sustainability informs the way we operate, collaborate, innovate and grow.

S U S T A I N A B I L I T Y O B J E C T I V E S

Creating Sustainable Places

Our Net Zero strategy, environmental stewardship across our assets, our sustainable design guidelines, investment approaches and how we embed sustainability throughout our value chain.

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S U S T A I N A B I L I T Y P I L L A R S

Economy

We support a thriving economy through stable, responsible, and diversified growth.

Community

We're part of a wider community, so we make decisions with the best outcomes for all our stakeholders.

People

We cultivate a thriving ecosystem of talent where passion ignites, skills flourish, and possibilities are created.

Environment

We are proactive and responsible environmental stewards at every stage of the asset lifecycle and throughout our value chain.

Our material sustainability areas

In 2023 we conducted a materiality update exercise to ensure that we continue to focus on the most important sustainability areas in our strategy, risk management and reporting. The process involved the following steps:

Material topics identification

The first phase of the process involved reviewing criteria from relevant standards, ratings agencies and certifications associated with real estate to create an initial list of material topics. We focused our analysis on MSCI, Sustainalytics, SASB, and the real estate focused Estidama¹ and LEED frameworks.

¹ Acknowledged as the best-practice benchmark for sustainable construction and operation of buildings and communities in the Middle East, the Estidama framework aims to improve quality of life by supporting urban developments that create positive environmental, economic, social and cultural impact.



Materiality mapping

After extensive analysis of potential material areas, Aldar identified a comprehensive spread of 10 ESG topics and 28 issues assessed in terms of their potential impacts and importance to our stakeholders. All the business lines within Aldar were taken into consideration when creating the list of issues.



Creating sustainable places

Energy, carbon and climate

- Climate resilience and adaptation
- Emissions management
- Clean Energy
- Energy management

Nature and biodiversity

- Land use
- Biodiversity management
- Green spaces

Resource efficiency

- Waste management
- Water management
- Innovative solutions
- Material management



Creating societal value

Customer centricity

- Tenants and community engagement
- Customer satisfaction
- Accessible homes and communities

Community outreach

- Supporting vulnerable communities
- Social integration

Social and economic development

- Emiratization
- Youth and education
- In-Country Value



Creating a responsible legacy

People and culture

- Competence and capability
- Talent development

Health and safety

- Safety of sites
- Safety training
- Health awareness

Worker welfare

- Human and labour rights

Sustainable business growth

- ESG governance
- Sustainable finance
- Data protection and cyber security

Our material sustainability areas continued

Materiality matrix

We assessed the ESG topics and issues against two main criteria:

1. ESG Impact, based on three characteristics:



Severity: the level of remedial measures required, from negligible impact to irreparable impact.



Scale: the scale of the impact, from a localised impact to national impact.



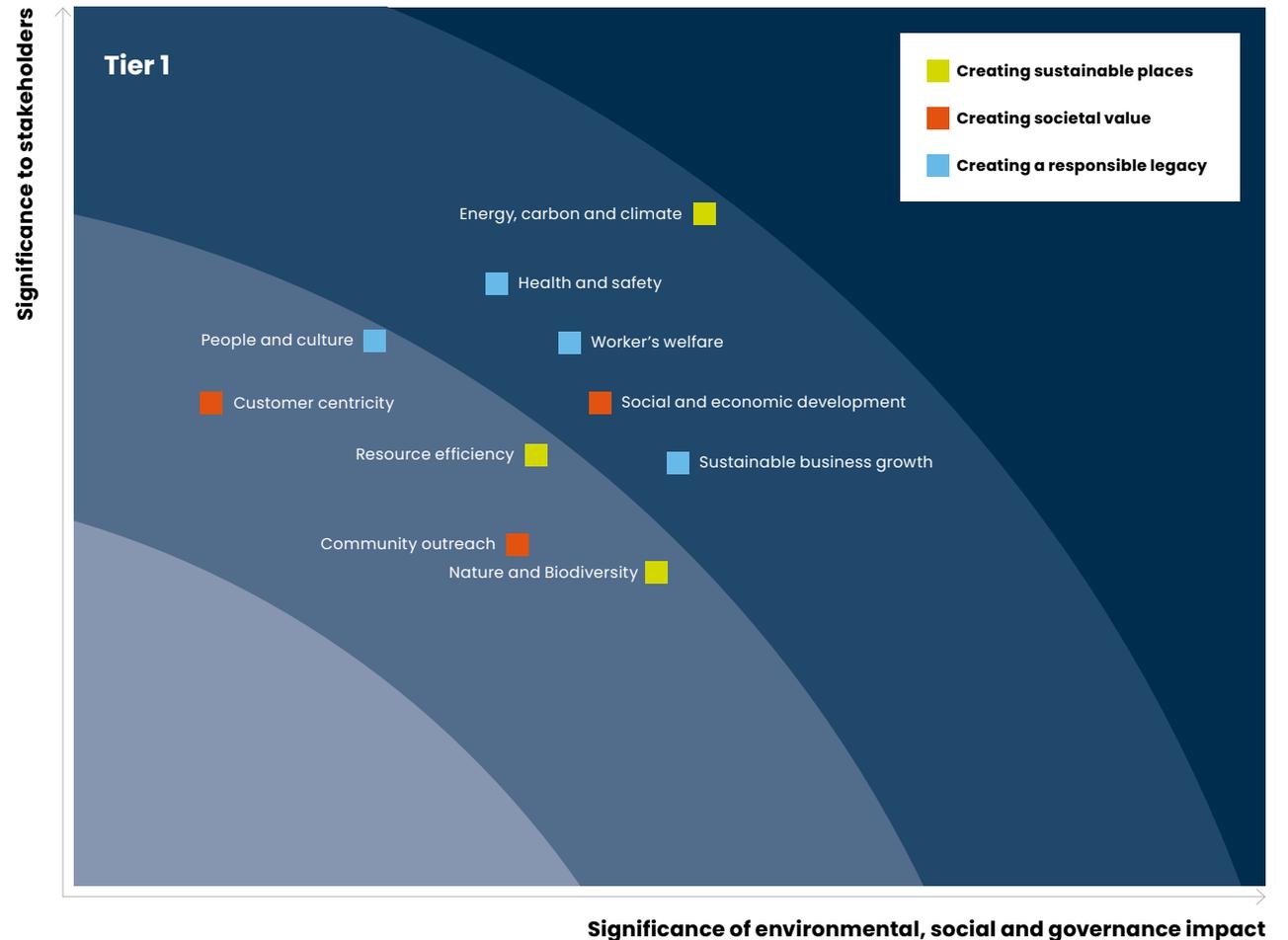
Time: the time that the impact lasts, from a brief impact to an on-going, long-term impact.

2. Importance to Aldar's stakeholders

This assessment enabled us to rank our material topics across three tiers, as shown in our materiality matrix.

How we apply the findings of our materiality assessment

- **Sustainability strategy and management:** Our materiality analysis helps Aldar to identify and value the impact of our business on external stakeholders and thereby prioritise these for integration into our Enterprise Risk Management (ERM) framework.
- **Sustainability reporting:** Aldar uses the materiality assessment to inform the structure and content of our sustainability reporting, ensuring that our reporting covers the material issues that have the greatest impact on your business and its generation of long-term value. We report on how these issues impact our business.



Stakeholder Engagement

We regularly engage with stakeholders to ensure we stay up-to-date on the issues that matter most to them and to inform our strategy so that we can continuously improve.

STAKEHOLDER ECOSYSTEM



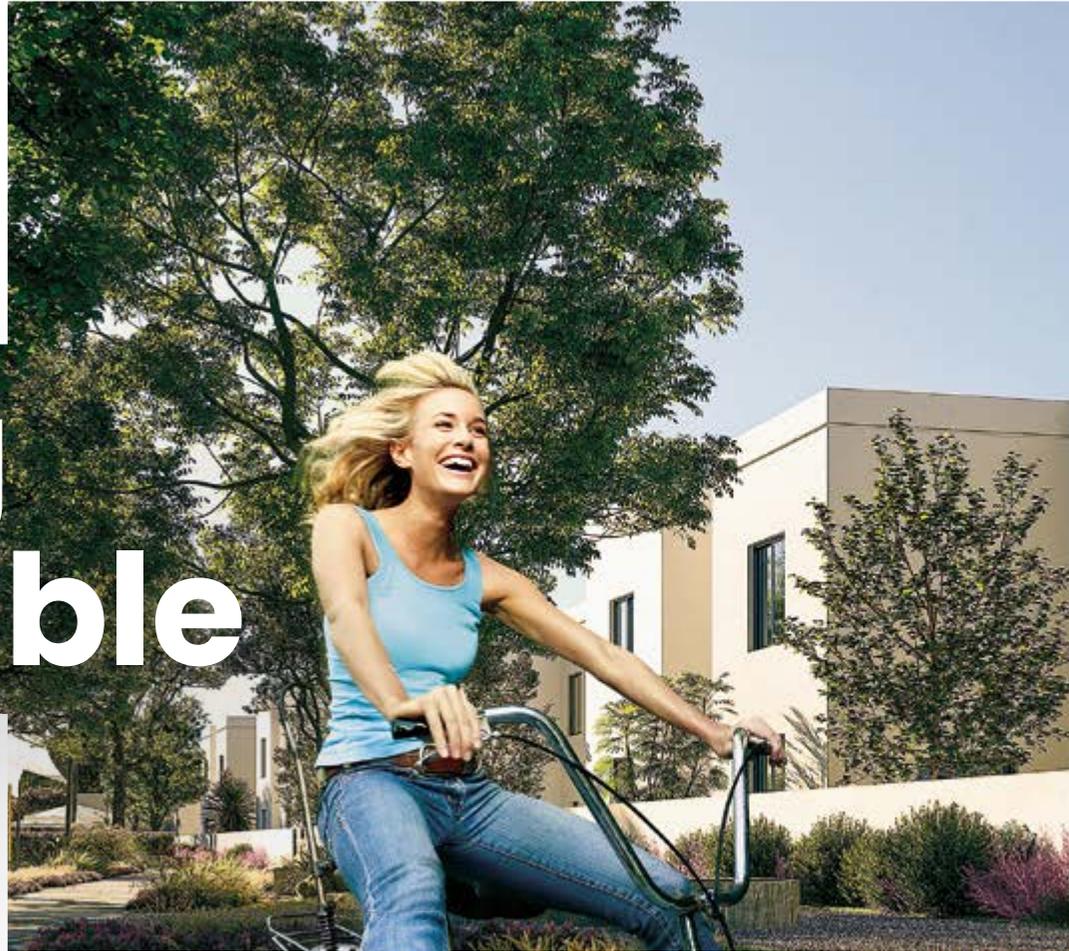
HOW WE ENGAGED WITH THEM



NEEDS AND EXPECTATIONS



Creating sustainable places





CREATING SUSTAINABLE PLACES is not just for ourselves, but for the planet and generations to come. This means building sustainable, inspiring places that enrich lives, nurture communities, and exist in harmony with nature. As the leading integrated real estate developer and asset manager in the Middle East, we have a unique opportunity and responsibility to make this vision a reality.

Sustainability is integral to our business strategy and long-term development, and we are continuously working to create a business that delivers positive impact. Sustainability informs the way we operate, collaborate, innovate, and grow.

Our journey starts with understanding the land, carefully shaping its potential through master planning and design. We collaborate across the entire asset lifecycle – from acquisition to development and ongoing management – ensuring every step prioritises

sustainability and quality of life for those who live, work, learn and play in Aldar spaces.

Creating the sustainable future that we are aiming for requires collective action. That is why we work with our customers, suppliers, government partners, and communities to create places and spaces that will foster a brighter tomorrow. These relationships thrive on open dialogue, shared knowledge, and a sense of shared responsibility.

This report is an invitation to join us on our sustainability journey. It's a story of progress and the unwavering commitment to making a positive difference. We invite you to explore our initiatives and learn from our experiences. Together, we can shape a future where living well does not come at the expense of the planet but enhances it for generations to come.

In this section:

Our Net Zero plan

Measuring progress on carbon emissions

Eight levers to decarbonise

1. Low carbon design
2. Low carbon supply chain
3. Green construction
4. Clean energy
5. Resource efficiency & management
6. Tenant initiatives
7. Circular economy
8. Sustainable acquisitions

Environmental management on construction sites

Managing biodiversity across Aldar

Our Net Zero plan

Our Net Zero plan

Climate change presents one of the most significant and complex set of risks that property developers, owners and managers face today. 2023 marked a pivotal milestone for Aldar with the launch of our Net Zero Plan, a comprehensive initiative that reflects the Group's commitment to sustainability and responsible growth.

2023 Net Zero achievements:

64

suppliers signed the Real Estate Climate Pledge

100%

suppliers screened on sustainability criteria

13%

embodied carbon emissions avoided across 27 projects

87.5%

construction waste recycling rate

100%

Scope 2 emissions neutralised through Clean Energy Certificates (CECs)

12%

expected increase in clean energy production through solar energy partnership



The Net Zero Plan outlines Aldar's targets and the actions that we will take in our decarbonisation journey, with the ultimate goal of achieving Net Zero emissions across all scopes by 2050. Our Net Zero targets and plan are aligned to Science Based Targets Initiative (SBTi) Corporate Standard.

The Net Zero Plan demonstrates our commitment to reducing the embodied carbon of our developments and decarbonising our operations, taking a holistic approach across the value chain from design and construction to property management and acquisitions. The plan will be put into action through our Eight Net Zero levers, which are covered in more detail, including examples, through the rest of this section.

The scope and emissions boundary for our baseline uses the widely adopted GHG Protocol standard. We will continue to update the plan as necessary as these standards and climate science continue to evolve.

Our 2030 and 2050 Scope 1-3 emissions reduction targets have already helped to transform our approach across areas of action throughout our value chain, and ultimately ensure that we are creating long-term value for the environment and our stakeholders.

We acknowledge that in the short term, due to Aldar's growth rate, our total emissions will increase. However, as we continue to embed sustainability and decarbonisation throughout the business – driven by our Net Zero levers – our emissions intensity will reduce, setting us on the path to Net Zero. The projects and actions that we are implementing now and have planned for the future will enable us to achieve our 2030 and 2050 Net Zero targets within these timeframes.

Our Net Zero targets¹



90% reduction in **Scope 1 and 2** emissions

45% reduction in **Scope 3** emissions intensity



97% reduction in GHG emissions across **Scope 1, 2 and 3**

¹ We plan to get SBTi validation of our targets within two years.

Our Net Zero plan and targets continued

Measuring progress on carbon emissions

In 2023, our carbon footprint across the value chain including Scope 1, 2 and Scope 3, was 1,438,783 tCO₂e. Electricity and chilled water make up most of our scope 1 and 2 emissions. With over 80% of our total emissions concentrated in Scope 3, tenant building usage and embodied carbon of new developments continue to comprise the bulk of the Scope 3 emissions.

In 2023, our commitment to transparency and comprehensive data reporting led to a more accurate representation of total carbon emissions compared to 2022. The expansion from 4 to 33 construction sites reporting full data in 2023 allowed for a more thorough understanding of our emissions profile.

Despite the acquisition of new assets contributing to heightened energy and water consumptions, our diligent retrofitting initiatives minimised the relative change, underscoring our commitment to environmental stewardship amidst growth.

In addition to the decarbonisation efforts, to deliver quick results, in 2023, through the purchase and redemption of Clean Energy Certificates (CECs), 100% of our electricity and chilled water was procured from clean energy sources, effectively neutralising our Scope 2 emissions. Additionally, during the year, we made conscious efforts to introduce policies and procedures to effectively manage and deliver on our Net Zero targets. The following chapters highlight the key initiatives for each of our eight decarbonisation levers.

(A) – KPI externally assured

Our carbon footprint across the value chain



1,438,783 tCO₂e^(A)

Our carbon footprint across Scope 1, 2 and 3

80%

of our total emissions concentrated in Scope 3^(A)

Sustainability Consider

Eight levers to decarbonise

There are eight levers of action that guide our coordinated approach to decarbonisation. By applying these levers across both our development and investment activities, we will progressively reduce emissions for all our assets throughout their lifecycles.

These levers represent the key areas where we can most effectively reduce our carbon footprint in our own activities and through engaging our value chain. The nature of our business as a developer and asset manager – with a diversified portfolio spanning retail, residential, commercial, hospitality, logistics, and schools – means we are in a unique position to transform the environmental footprint of our assets across their entire lifecycle.

Implementing our Net Zero levers also presents significant opportunities for Aldar, in proving sustainable homes, offices and retail locations for our tenants. Through our Net Zero levers, we are developing and maintaining buildings that meet the needs of tenants today and in the future, with sustainability only set to become a more important consideration, driven by climate change and the evolving regulatory landscape.

This section explains each of our Net Zero levers in more detail, including examples of the actions that we have taken for each of them in 2023.



1. Low carbon design

An Aldar Sustainable Design Standard to embed low carbon active and passive design options, maximising energy efficiency, building performance, and asset climate resilience.



5. Resource efficiency & management

Upgrading current systems to reduce leakage and improve asset efficiency in use.



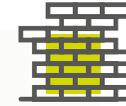
2. Low carbon supply chain

A supply chain incentivised by Aldar to innovate around low carbon products, materials, and manufacturing processes.



6. Tenant initiatives

Developing a programme of tenant engagement regarding all leased and managed assets, offering guidance and incentives for more sustainable behaviours.



3. Green construction

A whole lifecycle approach to assets that prioritises low carbon site practices and construction material procurement.



7. Circular economy

Better waste management during design, build and use phase, prioritising diversion from landfill, increasing greywater recycling and supporting the local waste sector.



4. Clean energy

Prioritise use of clean energy through grid decarbonisation and procuring clean energy generated by government instruments.



8. Sustainable acquisitions

All new investments and acquisitions will be guided by criteria that formally integrate sustainability considerations into the end-to-end investment decision making process.



1. Low carbon design

“ We are fully focused on the integration of low carbon design principles within our developments, ensuring better energy efficiency, healthier living environments, and an overall reduction in the environmental impact of our real estate.”



Jonathan Emery
Chief Executive Officer of Aldar Development

From implementing passive design measures to high performance insulation, our approach delivers greener homes, lower operating costs, and a healthier environment for the people living in our communities.

All new Aldar developments are built following the highest sustainability standards, including Estidama and LEED, helping us to deliver sustainable buildings stay in line with evolving regulations and growing demand for low carbon, sustainable real estate.

Our low carbon design approach includes taking the following actions:

- Using low-carbon concrete in all projects
- Increasing the use of low-carbon steel
- Integrating other low-carbon materials as our supply chain matures
- Adopting active and passive design for energy efficiency

Our progress on sustainable real estate certifications

In 2023, we made progress with achieving green certifications for our new developments. In the emirate of Abu Dhabi, all new construction is mandated to achieve an Estidama 1 Pearl rating as part of regulatory compliance, while government funded or owned projects must achieve a 2 Pearl rating. In 2023 Aldar has progressed to voluntarily achieve 3 Pearl Estidama rating on our buildings and villas, further cementing our commitment to sustainable development. Estidama’s Pearl certification is not just a real estate rating system.

31%

Reduction in Energy Use Intensity (EUI) achieved from an ASHRAE 2007 baseline

37%

Reduction in Water Use Intensity (WUI) achieved from Estidama baseline



It presents a vision and practical steps to achieve a more sustainable way of life in the Abu Dhabi. The goal of this certification scheme is to preserve and enrich Abu Dhabi’s physical and cultural identity, while improving quality of life for residents in four areas related to sustainability: environmental, economic, social, and cultural.

Aldar’s values align with the government’s ambition to promote the sustainable design, construction and operation of new real estate. We are proud of our achievements, with Yas Sustainable City development included among the few Estidama 4 Pearl rated communities in Abu Dhabi. We currently have several other projects in development set to achieve higher Pearl ratings, including Reeman Living, The Source, and Yas Park Gate.



2. Low carbon supply chain

The materials and methods that we use in construction are a major contributor to our carbon footprint. Finding more sustainable options presents opportunities to significantly reduce our emissions and other environmental impacts.

As we rely on a wide network of suppliers and contractors, we must foster effective collaboration with these groups to achieve our Net Zero goals.

100%

suppliers screened on sustainability criteria in 2023

600+

suppliers trained on our sustainable procurement programmes

Aldar sustainable procurement strategy

Our sustainable procurement strategy encourages suppliers to adopt responsible practices with the aim of reducing our collective environmental impact.



Collaborative supplier engagement



Low-carbon solutions



Circular procurement



Social & economic resilience



Sustainable innovation

To nurture our low carbon supply chain, our main activities include:

Enhancing sustainability criteria in supplier selection: We evaluate the environmental performance of all our suppliers, aiming to work with those who are aligned with our Net Zero and sustainability priorities. In 2023, we screened 100% of suppliers on sustainability criteria for contracts and competitive tenders above AED 500k.

Supplier training: We provide training twice a year to educate suppliers on our sustainable procurement policy and programmes and what we expect from them. In 2023, we introduced a new training at the beginning of every construction project, designed to ensure that everyone understands the sustainability requirements, data collection process, and contribution to wider Aldar Net Zero objectives.

Including environmental performance specifications in contracting: Each year, we revise our sustainability criteria to assess suppliers during the tender stage, aligning with both our supply chain current performance and our organisation's evolving direction and objectives.

Procuring key materials with Environmental Product Declarations (EPDs): We collect EPDs from contractors for the 16 main materials we use in construction, with a focus on steel and concrete as these are the most carbon intensive materials that we use.

Eight levers to decarbonise continued

Real Estate Climate Pledge

We are encouraging our suppliers to join us on our Net Zero journey by signing the Real Estate Climate Pledge. At its launch, 29 suppliers signed the pledge during the 9th National Dialogue for Climate Ambition (NDCA) co-hosted by Aldar and the Ministry of Climate Change and Environment. By the end of 2023, 28% of the signatories had shared their decarbonisation commitment. We are developing an upskilling programme for the signatories to ensure alignment to the programme's objective and goals and to help more suppliers get involved.

The actions taken by the Real Estate Climate Pledge signatories will play a substantial part helping Aldar to achieve our own sustainability goals by reducing the negative environmental impacts in our supply chain, including reducing the embodied carbon in the construction materials used in our developments.



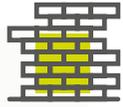
Sourcing low-carbon concrete and steel

Aldar has developed a low-carbon concrete policy with the goal of reducing by 40% the embodied carbon emissions associated with concrete used in construction. The policy was implemented across all new projects in 2023, with almost all of the projects using low-carbon concrete. This contributed to the reduction in embodied carbon in our developments by 13% this year, by using low-carbon concrete with 50% of the cement replaced with ground granulated blast-furnace slag (GGBS) and low-carbon steel with post-consumer recycled content.

We consider 100% OPC concrete and 100% virgin steel as business-as-usual (BAU) materials and calculate savings compared to BAU.

To ensure we have sufficient supply of green concrete in future, Aldar has signed a MoU with Cemex to provide green cement for use in our construction projects. Cemex green cement offers a 70%-90% reduction in CO₂ emissions compared to conventional concrete, helping to significantly reduce the carbon emissions associated with our construction projects.

Alongside low-carbon concrete, we are also focusing efforts on sourcing low-carbon steel. We have signed an MoU with Emirates Steel Arkan to explore opportunities for integrating sustainable and low-carbon steel rebar in construction projects, thereby further reducing the embodied carbon in our developments.



3. Green construction

“ Implementing more sustainable construction methods and better on-site practices will be instrumental in supporting our Net Zero journey. Central to these efforts is our Sustainable Construction Policy, which guides how we work with contractors regarding matters related to sustainability.”



Adel Albreiki
CEO Aldar Projects

Aldar Sustainable Construction Policy

The Aldar Sustainable Construction Policy demonstrates our commitment to raising the bar of environmental responsibility across all our projects. The correct implementation of the policy will contribute to reducing carbon emissions from both construction activities and on-site facilities, and embodied carbon emissions from the materials used.

The policy covers seven focus areas, each with its own main directions, programmes, and initiatives, as well as targets and indicators.



100%

of our projects in 2023 implemented the Green Site Practices checklist

55%

compliance against the requirements

Encouraging sustainable behaviours with Green Site Practices

We developed our Green Site Practices checklist as a tool to standardise the implementation of sustainability best practices across our construction projects and to help assess the environmental compliance of our contractors. Our intention is that regular monitoring of the Green Site Practice Checklist will lead to continuous improvements in sustainable construction and ensure project teams and contractors are engaged with these matters.

The checklist includes 50 best practices divided across three major pillars of sustainable construction:

Economic: Related to the efficient use of resources, such as using reusable materials and equipment, or prefabricated components where appropriate to reduce wastage and energy use.

Environmental: Related to avoiding harmful impacts on the natural and built environment, such as through energy efficiency or protecting sensitive habitats.

Social: Related to looking after the needs of people at all stages in the construction process and ensuring their satisfaction. This includes workers, employees, suppliers, visitors, and nearby communities.

Eight levers to decarbonise continued

87.5%

recycling rate achieved across more than 40 construction projects in 2023

Reducing construction waste

Conserving resources by reducing waste offers a route to substantial environmental benefits. Our strategy for minimising waste through reduction, reuse, and recycling, is detailed in the Aldar Waste Management Policy. The policy applies to our own operations and to our contractors and supply chain.

One of the main ways that we manage and reduce waste is via the segregation and recycling of construction materials. Across our construction sites, we implement a strict waste segregation programme that divides our construction and demolition waste into categories including timber, concrete, steel, asphalt. The waste is then recycled based on the guidelines set by Tadweer, Abu Dhabi's waste management provider. Our sustainability team monitors the process and reviews the waste manifests to ensure waste is being sent to the correct recycling facility.

"Say No to plastic bags" campaign

Our Zero Plastic Bags campaign was successfully implemented in two of Aldar construction projects: Ba Al Ghaiylam and Cranleigh School. The campaign focused on four routes to reduce plastic bag waste:



Water conservation in construction

Another important part of our green construction practices, is our commitment to water use efficiency. This includes improving our water use performance, with targets for minimising water consumption across our operations, and actions including applying water conservation measures during the design and construction stage. To reduce stress on freshwater sources, we focus on recycling wastewater and re-using grey water for construction-related activities, such as dust suppression.

We work closely with our contractors to achieve our water conservation goals, focusing on a range of water saving activities:



Efficient landscaping practices



Sustainable water solutions



Efficient water flow technology

To prevent water contamination on construction sites, we implemented an alarm system for septic tanks called the Float Less Sensor. This enables the efficient management of on-site sewage waste by alerting site workers when septic tanks must be emptied, preventing overflows and spills. The Float Less Sensor has been successfully implemented in 12 of Aldar projects' sites.

Water recycling in construction

In 2022, Riyadh City implemented an onsite nature-based wastewater treatment system, BiomWeb. BiomWeb aims to replace mechanical systems, major infrastructure and sewage trucks with a nature-based solution.

In the year of launch the system treated on average 800m³ of sewage water per month and helped reduce the amount of CO₂ that would otherwise be emitted by traditional sewage trucks. The treated wastewater is used to irrigate a garden on the construction site.

Following the success of this pilot project, in 2023, we launched two additional systems in Reeman 1 and Reeman 2 site offices with a combined capacity of treating an additional 750 m³ per month.

Eight levers to decarbonise continued

Solar energy on construction sites

Aldar is reducing the carbon intensity of construction projects by transforming the provision of temporary and remote power at development sites. 2023 has seen us increase the implementation of solar hybrid solutions. This innovative solution combines solar and diesel generators, aiming to enhance power source reliability, reduce our dependence on fossil fuels and decrease carbon emissions, and achieve cost savings in off-grid projects.

4

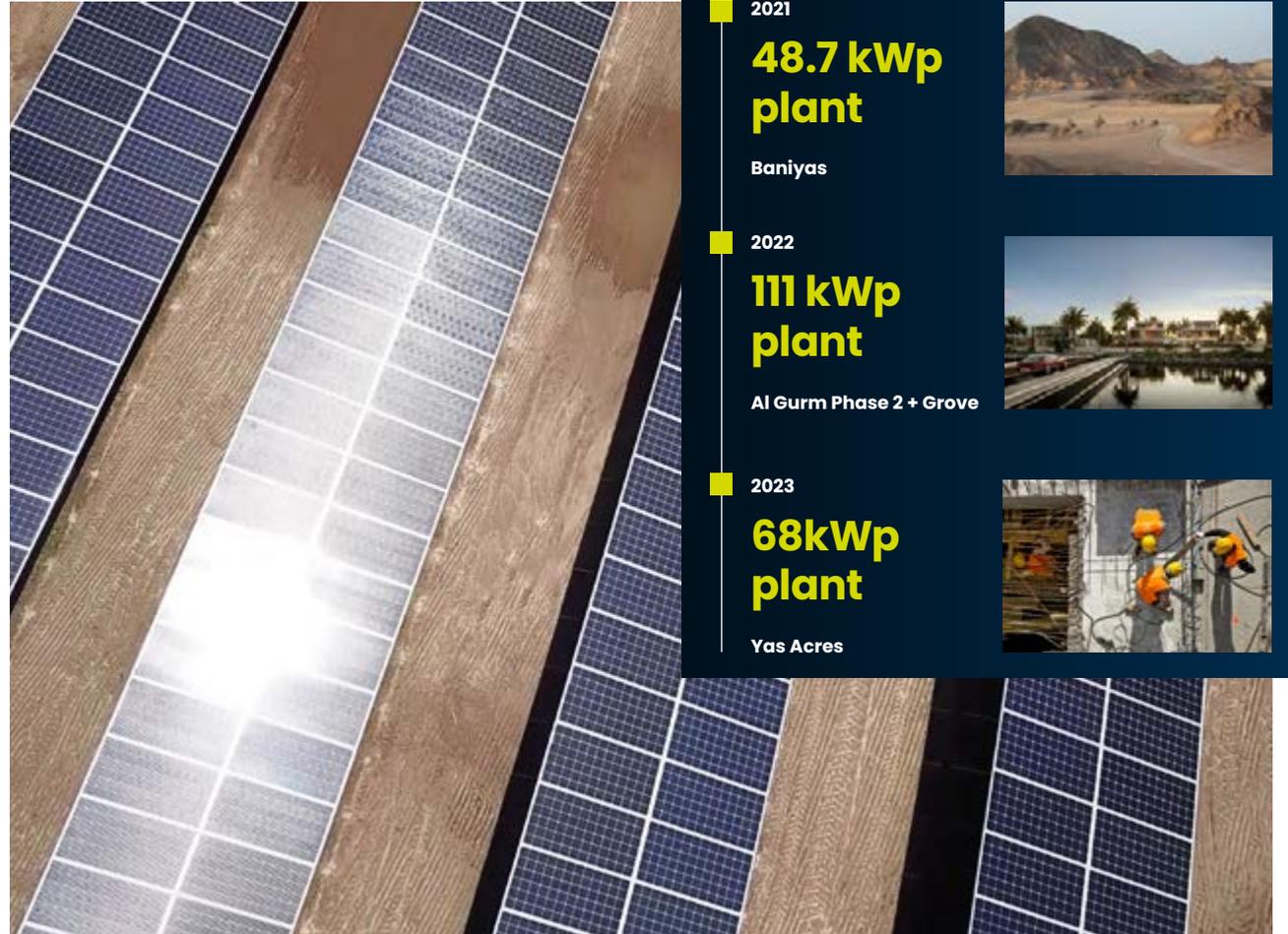
projects with on-site solar generation

227 kWp

combined solar capacity installed

1,289 tCO₂e

avoided



2021

48.7 kWp plant

Baniyas



2022

111 kWp plant

Al Gurm Phase 2 + Grove



2023

68 kWp plant

Yas Acres





4. Clean energy

Aldar is committed to transitioning to clean energy sources to power the communities that we build and manage. Our efforts to reduce our energy related carbon emissions encompass a wide variety of actions from generating clean energy via facilities on developments themselves, to procuring clean energy through market-based mechanisms.

In 2023, 728,096.04 MWh of electricity and cooling energy was purchased through clean energy certificates (CECs) issued by the Abu Dhabi Department of Energy, which adhere to international standards. Through these CECs, we have successfully achieved zero marketbased Scope 2 emissions, providing a robust and effective short-term solution to managing our emissions, while actively pursuing our long-term commitment to reach Net Zero emissions.

100%

Scope 2 emissions neutralised through Clean Energy Certificates (CECs)

560,000 tCO₂e

expected to be avoided during the 20-years lifetime of the solar energy project



Partnerships for clean energy provision

Aldar launched a new partnership with Yellow Door Energy, to provide solar power to 45 properties across the UAE, supporting Aldar's Net Zero goals, the UAE Net Zero by 2050 Strategic Initiative and Abu Dhabi's 2030 Energy Strategy.

The partnership, formalised on the sidelines of COP28, will see solar systems financed, built, operated, and maintained by Yellow Door Energy across 45 Aldar assets in retail, education, and hospitality for the next 20 years. Using rooftop, carport, and ground-mounted solar photovoltaic applications, the clean energy systems have a capacity of 34 megawatts, contributing to cost savings and operational resiliency.

The transition to solar power will avoid 23,000 tonnes of CO₂ emissions in the first year of the project. This represents a 12% reduction in Aldar's Scope 2 greenhouse gas emissions related to the purchased electricity of the assets against our 2022 baseline. Over the 20-year lifetime of the project, over 560,000 tonnes of CO₂ will be avoided. Overall, thanks to this partnership, Aldar's average clean energy consumption will increase by 12% across the whole portfolio.





5. Resource efficiency and management

We are embracing smart solutions for resource management in our developments, leveraging system upgrades to create carbon and financial savings by reducing energy and resource use. The efficient management of energy and resources underpins our efforts to achieve long-term sustainable growth and achieve our Net Zero goals.

Our goal is to ensure that our developments are well-equipped to face challenges that a warming climate will bring. Eco-friendly, resource efficient properties promise to provide benefits to our customers and tenants for many years to come.

Our energy retrofit project stands as a significant achievement in our mission to reduce carbon emissions, underscoring our prominent role in embracing sustainable practices and demonstrating our dedication to the communities we support.

2023 Energy Retrofit Project results

19,000
tonnes reduction of CO₂e

29%
or 45,000 MWh reduction in electricity consumption

3%
or 290,000 m³ reduction in water consumption

13%
or 11,800,000 TRH reduction in chilled water consumption

In addition, in 2023 we added a further 9 assets to our retrofitting project:



3

residential



1

commercial



2

retail



3

hotels

Retrofitting for energy efficiency

Since 2021, Aldar has embarked on a portfolio-wide energy management initiative, focusing on retrofitting projects that have resulted in a combined reduction in energy consumption of 20%.

- Phase 1**
Aldar invested **AED 65 million** across 39 owned assets with an aim to reduce the energy consumption of these assets by AED 18 million, and carbon emissions by 23,000 tons per annum.
- Phase 2**
Aldar invested **AED 27 million** across 13 managed assets with an aim to reduce the energy consumption of these assets by AED 12 million, and carbon emissions by 20,000 tons per annum.
- Phase 3**
Aldar invested **AED 49 million** across 9 owned & managed assets with an aim to reduce the energy consumption of these assets by AED 10 million, and carbon emissions by 12,000 Tons per annum.

Eight levers to decarbonise continued

Efficient water management

Water is becoming increasingly scarce, with the UAE and MENA regions marked by the World Health Organisation as among the most at-risk regions for water scarcity. As local efforts towards conservation of water continue to build momentum, we are committed to supporting the UAE Water Security Strategy 2036. By monitoring the quantity and quality of water usage and disposal in the assets under our management, we can effectively minimise water consumption while ensuring no negative impacts to the environment.

We have continued investing in innovative systems and technology to reduce and reuse irrigation water for community gardens, such as those using Treated Sewage Effluent (TSE), the automation of irrigation pumps and weather-based irrigation systems. In 2022, in one of our communities, Al Ghadeer, we upgraded the irrigation system to a weather-based control model. This upgrade has resulted in operational efficiencies and resource savings, cutting water and power usage by up to 30% and overall cost savings of 20%. In 2023, sustainable water management projects to replace potable water with TSE for irrigation systems were initiated for two additional communities, Al Raha Gardens and Al Gurm.

In addition to the above we installed on-site greywater treatment plants in two communities, Eastern Mangroves and The Bridges, wherein, two different greywater treatment technologies were piloted to convert greywater into usable water for irrigation. These pilots are expected to significantly reduce usage of potable water, reducing associated costs and carbon emissions, and if successful will be rolled out to additional communities in 2024.



Introducing 'Cooling as a Service'

Heat stress is already a very significant risk factor for the region and is only set to increase in a warming world. Increasing temperatures can significantly increase the associated risks for negative health impacts from overheating. There will be implications for real estate, including increased operational cooling costs, as well as significant investments required to ensure cooling requirements can be met efficiently, including passive cooling measures and ventilation. As part of the partnerships signed and launched During COP28, we signed an agreement with Johnson Controls, a leading energy management provider, to launch Abu Dhabi's first 'Cooling as a

Service' (Caas) project. Caas is a new approach to building cooling that aims to make energy-efficient solution more affordable and accessible, moving from product-centric business models to a service-oriented approach. The partnership will enable Aldar to outsource the cooling services in its assets, with tenants paying for the cooling they receive, and in turn reducing their spending on utility bills and energy use.

The initial phase of the partnership will reduce the annual carbon footprint of the cooling baseline at Al Rayyana Complex and Eastern Mangroves in Abu Dhabi by up to 30% over a 10-year period.



6. Tenant initiatives

“

We aim to empower tenants across our portfolio, providing tools and incentives to help them to choose more sustainable behaviours, reduce their negative impacts, and encourage actions that reduce resource use and lower related costs. This brings benefits for Aldar too.”



Khaled Alrajhi
CEO of Aldar Estates

Tenant Engagement Programme

Working with our tenants to reduce resource use is an important avenue to reduce Aldar’s Scope 3 emissions. Our tenant engagements aim to influence tenants’ behaviour towards energy consumption. In 2023, we set out to engage with our biggest commercial and retail tenants, who combined occupy 30% of Aldar’s total leased space.

As part of the engagement, we collaborate with our tenants to promote energy-efficient practices and encourage the adoption of sustainable behaviours.

30%

of GLA covered for tenant engagement on decarbonisation (retail and commercial)

Launching the Unity for Change retail coalition

During COP28, we launched Unity for Change, a sustainability alliance for the retail sector, bringing together prominent industry leaders including Chalhoub Group, LVMH, EMAAR Malls Management, and Majid Al Futtaim Properties. The alliance members have formed a taskforce committed to achieving sustainability targets and reducing the carbon footprint of the retail industry in the UAE.

The alliance signifies a collective dedication to sustainability, focusing on enhancing energy management, developing an eco-design checklist, optimising energy consumption through clean energy purchases, and collaborating on efficient chilled water and air conditioning systems in real estate assets. The partnership provides Aldar with an opportunity to work closely with influential industry leaders who share a common vision of creating environmentally conscious retail spaces.



Collaborative Efforts for Retrofits and Efficiency Improvement

We actively engage with our tenants to promote retrofit projects, advocating for the implementation of energy-efficient technologies and sustainable design solutions. Our collaborative efforts aim to create a lasting impact on the overall efficiency and environmental performance of our properties.

Green Leasing Performance

Our Green Leasing programme incorporates eco-friendly practices into lease agreements, fostering a shared commitment to sustainability between Aldar as landlords and our tenants. By integrating Green Leasing provisions, we aim to create a more sustainable built environment and drive positive environmental outcomes.





7. Circular economy

Our circular economy lever focuses on improving waste and wastewater management during design, build and use phases, prioritising diversion from landfill, increasing greywater recycling and supporting the local waste sector.

This includes:

- Reducing and recycling waste in cooperation with tenants and government entities
- Sorting waste at source to drive efficient management
- Treating organic waste through on-site composting

We prioritise smarter waste management throughout a building's lifecycle. This means minimising landfill contributions, increasing greywater recycling, and supporting local waste initiatives.

Over recent years there has been a growing focus on taking a more circular approach to the use of natural resources and materials. Producing more with less material is essential part of a holistic approach to sustainability. This is not just beneficial for the environment, there are economic benefits to be gained through cost savings associated with recycling and reusing waste, particularly in recycling heavy steel and masonry.



The EcoLoop waste management facility

During COP28 we announced the development of EcoLoop, a waste management integrated facility that will treat all waste streams from across our communities and operations. This initiative is aligned with Aldar's goal to reduce landfill waste and associated emissions. The EcoLoop project will eliminate an estimated 32,500 tonnes of CO₂ emissions annually.

EcoLoop will be delivered in collaboration with prominent local and international companies specialising in circular economy practices. Aldar will implement circular economy principles by diverting all municipal solid waste from landfill and implementing a new process that involves segregation across four new transfer stations, with delivery to a newly developed waste-treatment facility in Abu Dhabi. The segregation process covers a wide range of recyclable materials, and the initiative extends to include energy recovery and biogas processing. The EcoLoop project will help to significantly reduce waste to landfill and reduce the use of new resources by increasing reuse and recycling.

Our waste recycling partnership with Nadeera

In collaboration with local start-up Nadeera, we are increasing waste recycling rates among the residents of Al Rayyana community, through the YallaReturn programme. YallaReturn uses technology to encourage sustainable behaviour change. The online platform delivers interactive digital education, personalised feedback on garbage sorting, and rewards through an Internet of Things (IoT) tracing and verification system.

We successfully ran a pilot with YallaReturn in 2022 involving 228 households. As residents engage in recycling efforts, Nadeera provides automated feedback on the quality of their recycling. Successful recycling earns users points, redeemable for discounts and cash equivalent vouchers.

The pilot programme saw a remarkable 70% engagement rate, diverting over 2.2 tonnes of recyclable waste away from landfills. Encouraged by the success of the pilot, in 2023 we extended the programme to other properties within our portfolio, (The Bridges, Eastern Mangroves, SAS al Nakhl).

2 Years of Impact

from YallaReturn

4 Communities

Involved in the collection and segregation of waste

650+

Active users

14 Tons

Recyclable waste recovered through the programme



8. Sustainable acquisitions

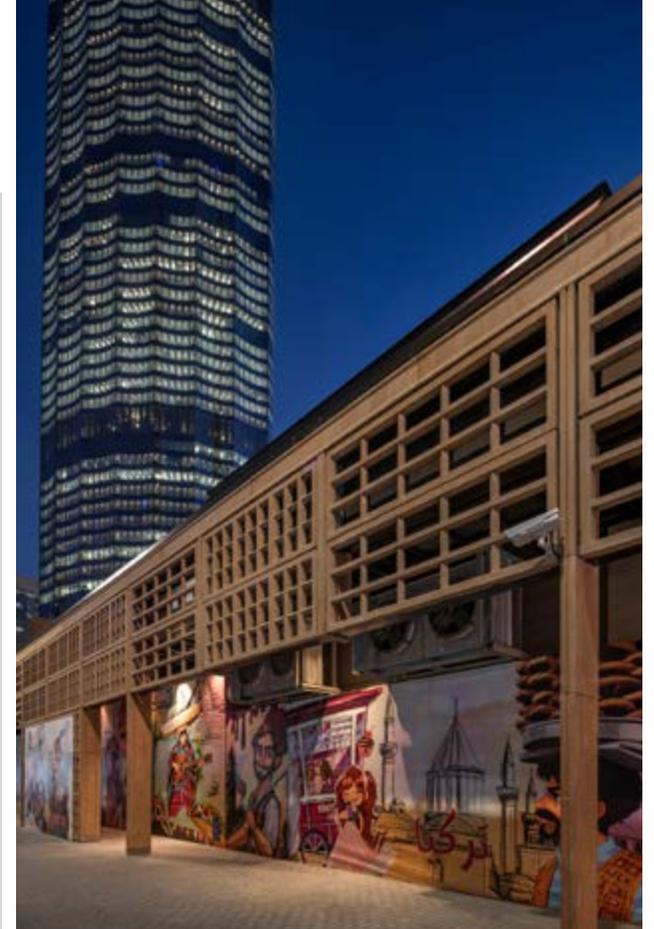
“ By formally integrating sustainability into investment decisions related to new and existing assets, we are driving positive change across our portfolio. We believe this approach leads to better long-term returns while accelerating the transition to Net Zero and making a positive environmental impact.”



Jassem Saleh Busaibe
Chief Executive Officer, Aldar Investment

Our Responsible Investments Framework guides our investment decision making and ensures a range of ESG criteria are properly considered in our due diligence and investment analysis. In 2024, we plan to include potential investments' contribution to our decarbonisation trajectory in all our investment decisions.

Energy audits of new acquisitions and new developments are now conducted following updated design guidelines that identify minimum performance criteria for emissions reduction. By integrating sustainability criteria into investment decision making, we can better understand the full value of a potential investment, more accurately considering risks and opportunities, including climate-related risks.



Through detailed ESG due diligence conducted prior to acquisition, from the beginning of our asset ownership we are well prepared to evaluate opportunities for improving sustainability performance, including retrofit projects, integrating clean energy sources into assets, and implementing other sustainability enhancements. These initiatives can reduce the environmental impact of assets and may enhance their economic value.

Environmental management on construction sites

At Aldar, we recognise the impact our construction operations can have on the natural landscape of Abu Dhabi and the wider UAE. As a responsible business, we are deeply committed to leaving a positive legacy for future generations.



To achieve this, we prioritise implementing robust control measures throughout all stages of our construction projects. Aldar's Environmental Management System (EMS) is structured around ISO 14001, a set of internationally recognised standards for EMS, and is integrated with our quality and health and safety systems. Our EMS focuses on encouraging sustainable practices across all of our construction sites, with activities divided across four key areas:

1. Environmental Induction: At the beginning of every project in alignment with ISO 14001 we conduct environmental induction trainings and in 2023, all of our new project's sites received these inductions without exceptions. These trainings ensure that all personnel involved in our projects, including contractors and suppliers, are fully informed about our EMS and their roles in adhering to environmental protocols.

100%

new project sites received EMS induction training

100%

non-conformities from inspections closed within 24hrs

100%

non-conformities from audits closed within 30 days

2. Site inspection and environmental compliance audits: We emphasise strict adherence to environmental regulations and standards, ensuring that all construction activities comply with local and international environmental laws. This includes regular inspections to identify any non-compliance issues and address them promptly. In 2023, we conducted 15 inspections per month on average which highlighted 14 non-conformities situations. However, 100% of these non-conformance incidents were solved within 24 hours.

We investigate sites' compliance with relevant environmental regulations and laws, including UAE rules and regulations and the requirements of ISO 14001 standards. In 2023, 12 projects were audited with 10 environmental non-conformities situations being raised. 100% of these were resolved within 30 days from the notification.

3. Data collection and verification: We collect environmental reports containing data related to sustainable construction KPIs. This year we were proud to introduce digital tools to produce monthly reports for KPI tracking, including waste reports, across sites. The adoption of digital tools has revolutionised our approach to data management, enabling us to streamline processes and improve efficiency. With real-time access to accurate and reliable data, we can gain valuable insights into environmental trends and performance metrics.

100%

of monthly environmental reports digitised

4. Alerts and education: To encourage continuous improvement across sites, we run awareness campaigns and share updates to improve environmental practices and compliance with regulations and standards. In 2023, four alerts notifications and four good practices that were identified were circulated across all our projects.

By implementing the best control measures in our construction operations, Aldar aims to protect and preserve the natural beauty and biodiversity of Abu Dhabi and the UAE for future generations to enjoy. Our efforts reflect our unwavering commitment to sustainable development and our desire to leave a lasting and positive impact on the environment and communities we serve.

4

alerts and good practice notifications circulated



Abu Dhabi presents a unique context for biodiversity and, as a major owner, developer, and manager of land in the region, Aldar has a unique role to play in nurturing diverse ecosystems crucial for environmental health. Many of our assets are situated on Abu Dhabi's beautiful coastline, with rich marine habitats and sea turtle nesting sites, or close to mangroves, which provide a crucial resource for carbon sequestration and environmental regeneration.

Our goal is to minimise any adverse impacts of Aldar's operations on biodiversity and ecosystems, including protecting endangered species and promoting the sustainable use of natural resources. Ultimately, we aim to promote the restoration and regeneration of the ecosystems in which our business operates, both through our developments and through special projects and initiatives. As a key part of this, we will continue to incorporate environmental assessments and regular monitoring into our project management activities and new development launches.

Managing biodiversity across Aldar



جان
haven
BY ALDAR

Haven: our biodiversity focused development in Dubai

Haven, our first development in Dubai, is testament to our commitment to developing conservation and monitoring strategies to protect natural habitats and biodiversity.

Central to this initiative was an in-depth ecosystem assessment, which served as the cornerstone for the project's planning and design phases. This assessment led to significant revisions of the masterplan to ensure the preservation of habitats and species. Within the study area, the presence of two federally protected plant species, *Cyperus conglomeratus* and *Prosopis cineraria*, was identified. While *C. conglomeratus* was found to be abundant on-site, the population of *P. cineraria* was limited, with only five individuals recorded. To safeguard these species and minimise habitat destruction, a comprehensive translocation effort was undertaken. This proactive approach underscores the project's commitment to mitigating the cumulative impacts of development on biodiversity within Dubai.

Managing biodiversity across Aldar continued

Improving biodiversity through landscaping and garden management

Recognising the importance of greener space for our residences and as a route to foster biodiverse ecosystems, in 2023 we acquired Basatin Landscaping, a company that brings the capabilities required to take care of the gardens and outdoor spaces in Aldar's developments and managed spaces. With greater control over landscaping projects, we will be able to put a greater focus on promoting biodiversity and sustainability in the gardens and public spaces in our communities.

Preserving mangroves in the UAE

To promote environmental conservation, Basatin established its mangroves division focused on managing, restoring, and expanding mangrove forests in the UAE. Key projects include the development of the first freshwater mangrove nursery in a vertical tower, showcased at COP28. This project is part of a broader initiative in sustainable landscaping, particularly focusing on native plants, while also embracing the circularity of landscaping solutions by integrating bio-stimulants and fertilisers transformed from food waste.

Within Aldar's mangrove landbank, we planted over 100,000 seeds as part of an initiative contributing to the UAE's mangrove research. This effort took place in Aldar's Yas Island Mangrove Reserve, which covers 207.25 hectares of land. Additionally, Aldar established a digital platform for the forest, enabling real-time satellite monitoring and observation of crucial indices to maintain the health of the mangrove forest.

In another initiative focused on mangrove preservation, our DoubleTree by Hilton Resort & Spa on Marjan Island planted 600 mangrove seedlings, contributing to the growth of the UAE's green plot and promoting a thriving ecosystem. The resort also partnered with Ocean Bottle to collect 648 kg of plastic from coastal villages, helping to combat ocean pollution and protect marine life.



Biodiversity education for the next generation

Aldar Education has brought sustainability into the classroom, providing students with an authentic and immersive experience to enhance their comprehension of the environment and foster values of environmental stewardship. Aligned with the UN Sustainable Development Goals, the curriculum has earned global recognition from The Greening Education Partnerships, in collaboration with the UAE Ministry of Education.

From the early stages of education, students delve into the intricacies of ecosystem relationships, understanding the significance of biodiversity in the delicate balance between

the planet and its inhabitants, and gaining insights into the repercussions of climate change. The learning experience includes partnerships with industry experts and educational field trips, creating an engaging and comprehensive educational environment.

Supporting biodiversity through hospitality

Aldar is dedicated to safeguarding the diverse species within the UAE and its ecosystems, particularly in the vicinity of its hospitality assets. Numerous Aldar hospitality properties are positioned within the protected confines of Al Saadiyat Marine National Park, a habitat renowned for its abundant marine biodiversity, including the endangered Hawksbill Turtle. Aldar Saadiyat Beaches contribute to the protection of turtles and their habitats by avoiding all disruptive behaviour that impacts these sea creatures.

Upon receiving notifications from the Environmental Agency Abu Dhabi (EAD) about turtle nesting at Saadiyat Beach Club, Kai Beach and Soul Beach, we have strived to create a turtle-friendly environment in collaboration with our guests. This involves restricting access after sunset and prohibiting beach bonfires during the season to create a safe environment for the nests and hatchlings. Instructions for our guests include staying off the dunes and vegetation and using only designated crossovers to access the beach. We further ensure the protection of nesting zones by removing beach chairs, umbrellas, and other obstacles to avoid any potential risk of turtles being trapped.

Upholding the coexistence of people and nature is a top priority in Aldar's environmental policy, aiming to sustain this delicate ecological equilibrium. Collaborating closely with the Environment Agency – Abu Dhabi (EAD), Aldar actively engages in wildlife protection initiatives, focusing on species such as gazelles, turtles, sea snakes, and dolphins.

Creating societal value





In this section:

Engaging with our customers

Evaluating customer satisfaction
The Darna loyalty programme

Supporting our communities

Live, Belong, Sustain

Contributing to social and economic development

Supporting Emiratisation
The Future Talent Programme
Aldar Youth Council
Educating future generations
Scouting sustainable innovations
Incubating start-ups
The National In-Country Value programme

CREATING SOCIETAL VALUE through our customer-focused approach enables the development of spaces that strengthen communities and the growth of a modern and sustainable economy and society.

Our human-centric and customer-focused approach means that providing sustainable solutions and fostering well-being is built into the way we operate. Through our extensive portfolio spanning residential, retail, offices, education, and hospitality, we focus on providing consistently high-quality services and experiences to all our customers.

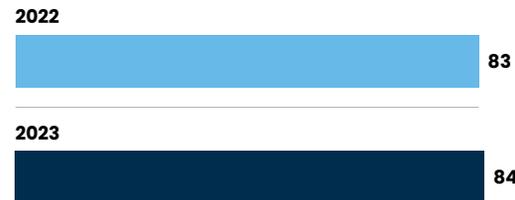
Social value creation sits alongside our environmental and Net Zero actions as an integral part of our wider commitment to create spaces and communities that enhance the quality of life for our customers. We apply this lens to all our developments and investments to ensure we contribute to a modern and sustainable economy and society.

Through the Group's diversified business functions, we build and operate sustainable spaces that are inclusive and support the mental and physical wellbeing of those who live there or visit them. We continue to develop innovative, human centric and digital solutions to engage with our customers and ensure their priorities are reflected in the actions we take.

Engaging with our customers

We continuously engage with our customers to measure their satisfaction with every touchpoint across the Aldar Group. We do this through surveys and customer research and aim to reach more of our customers every year so that we can continue to meet their current and future needs.

Customer Satisfaction Index



* Includes Aldar Education, Owners Associations communities, Property Managers, Retail, Commercial, Aldar Development, Khidmah and Aldar Hospitality

Our customer satisfaction surveys and research help us to develop new products, services, and concepts. To ensure we have an authentic approach to creating societal value, we listen to all our customers through multiple channels, then apply what we learn right at the beginning of our development and investment process.

As a leading real estate business, we aim to go beyond just customer satisfaction and meeting their expectations, creating high quality experiences informed by the data from our research. Through our continual focus on quality improvement, we build loyalty, and have continued this journey in 2023.

We are proud to report that customer satisfaction across all areas of the Group has improved in 2023, demonstrating the progress we are making in this area as we focus on continuous improvement.

100,000+

customers engaged for satisfaction and preference research



Engaging with our customers continued

Annual customer survey

In 2023, we rolled out our third annual customer survey; this survey involved more than 4,000 customers across buyers of our residential units, visitors and tenants of our commercial and retail spaces, families of the students in our schools and many more.

Our engagement focus on three core objectives:

1. Assessing the most important factors that inform residential customers' decisions when choosing co-living spaces, including the availability of facilities and services, such as EV charging stations.
2. Identifying gaps and opportunities and measuring the appeal of new products and services across retail and education.
3. Measuring the current standard and cost of living, and researching the retirement plans of customers in Abu Dhabi.

The value of Aldar's embedding sustainability within our assets is reinforced by the result of the survey. Tenants and residents stated that they would be willing to pay a higher amount for more sustainable homes. In 2023, we observed a 9 points increase in the number of property owners willing to pay a premium for sustainability compared to 2022, which is in line with the demand we are experiencing for our properties.

Aldar's provision of sustainability related facilities is also helping our residents to take more sustainable actions. For example, following the installation of electric vehicle charging stations in 2022, our 2023 survey revealed that while 12% of customers currently own an electric vehicle, 40% of households are planning to buy one in the next two years. Responding to the growing sustainability mindset of our customers, we plan to provide EV charging stations across further community developments in the future.

Darna – Rewards by Aldar

Darna, Aldar's customer loyalty programme, is active across Abu Dhabi, Al Ain, and Ras Al Khaimah. The programme incentivises individuals who reside, work, and study within our communities by offering benefits when they make purchases with Aldar and its partners. This distinctive initiative rewards customers for their expenditures across all facets of the Aldar Group, including shopping, dining, entertainment, hotels, golf courses, leisure activities, education, real estate investments, leasing, and property maintenance.

Darna stands out as the sole loyalty programme in the UAE that encompasses such a broad spectrum of lifestyle transactions and experiences. Customers accrue Darna points with each transaction, allowing them the flexibility to accumulate and redeem rewards across every segment of Aldar's portfolio.

Highlights from 2023 include:

+35%

increase in registered users in 2023

+1 mn

donated to charitable organisations and dedicated to mangrove planting initiatives

1,200+

partners/concepts are active on Darna



Won the Middle East Technology Excellence Award



Supporting our communities

As members of a multifaceted Group, we play a wide range of roles, including community developers, retail and lifestyle designers, educators, and investors.

Collectively, we possess immense potential to address societal issues and establish a benchmark for private sector action in supporting communities on a national scale.

Central to our strategy is the emphasis on strategic collaborations, aimed at fostering positive social and environmental change. Our goal is to contribute to the development of joyful and healthy, inclusive and accessible, resilient, innovative communities in the UAE and beyond its borders.

Our community outreach activities are directed by our three focus areas: **Live**, **Belong**, and **Sustain**. We evaluate our progress and impact in collaboration with our partners, gathering insights from surveys conducted among our customers, communities, employees, and residents.

Live



Healthy and Happy Communities

Objective

Motivated by our mission to foster healthy and joyful living, we pledge to integrate our positive social impact strategy across Aldar communities and beyond, addressing every human need:

- Ensuring access to housing and safety
- Cultivating happy and healthy communities
- Facilitating access to quality education



Belong



Inclusive and Accessible Communities

Objective

We are dedicated to crafting an inclusive and accessible economy that celebrates diversity, advocates for inclusion, and nurtures a sense of belonging. As responsible corporate citizens, we are mindful of our duty to enhance and build communities that extend a warm welcome to everyone. We focus on doing this by:

- Empowering People of Determination
- Enhancing workers' welfare
- Supporting relief campaigns for vulnerable communities
- Establishing accessible communities for all



Sustain



Resilient and Innovative Communities

Objective

Our Sustain objective is to construct communities that are both resilient and innovative, employing solutions that align with the dynamic ecosystem of the UAE. We aim to contribute to the country's transition into a knowledge-based society and promote Emiratization in the workforce.

- Empower Social Enterprise
- Foster UAE National Talents
- Expand Community & Youth Outreach



Supporting our communities continued

Live

Our primary focus is on fostering a healthy and joyful society for everyone by enhancing the overall quality of life in our communities. We consider it our responsibility to make a positive impact and contribute to society by ensuring access to essential necessities.

We consistently endorse and cultivate initiatives that provide universal access to housing, safety, and education. Additionally, we support programmes aimed at enhancing worker welfare and fostering relationships among individuals within communities. Our ultimate aim is to guarantee that every fundamental human need is fulfilled.



The Thrive Scholarship Programme

Launched in 2022, Aldar's Thrive Scholarship Programme has the goal of providing access to quality education for students from low income families, empowering them to excel academically and thrive within a supportive school environment, fostering connectivity and social bonds. Since its inception, the programme has positively impacted the lives of 41 students, enabling them to overcome financial barriers and paving the way for academic success. In 2023, the programme admitted 25 students, including 19 mainstream students and 6 Students of Determination, further expanding its reach and influence.

41

students admitted since 2022

8

People of Determination

33

Mainstream Students

“Embracing social and economic diversity not only enriches the educational experience, but also fosters personal growth for all students involved. The inclusion of a vision-impaired student in one of our classes allowed 20 students to embark on the journey of learning Braille. This example showcases the transformative power of inclusion, benefiting not only those directly involved but the entire classroom community.”

Aldar Education Teacher

Our impact on the residents of our communities

To build community spirit and improve the wellbeing of the residents in our communities, during 2023 we hosted various initiatives, including:

- **Ramadan Night Run:** 320 children and adults from 19 Aldar communities participated in the Ramadan-themed Night Run at Yas Acres Golf.
- **Kids Safety Awareness Campaign at Al Raha Beach District:** The safety awareness campaign focused on topics including road safety, online safety, home safety, stranger danger, and safeguarding. We provided wristbands to kids with emergency contact numbers and community 24/7 security numbers.
- **Walk to Inspire:** We hosted a community walking challenge using the Steppi app. For every 15 million steps recorded, Provis granted a wish through Make a Wish, a charity partner. With 401 residents taking part, a total of 68,305,926 steps were recorded, and five wishes were granted through Make a Wish.

Blood donation campaign

In June 2023, the Baniyas North Project ran a successful Blood Donation Campaign. This initiative aimed to establish the Baniyas North Project as a prominent contributor on the “Blood Donation Map” in Abu Dhabi. Despite logistical constraints limiting daily volunteers to 45, participants in the campaign donated a commendable 20.25 litres of blood to support local healthcare efforts.

Supporting our communities continued

Belong

Recognising our close connection to society, we acknowledge the crucial role we must play in assisting underprivileged communities. Therefore, we take proactive measures to address special needs, support significant causes, and actively engage with people to foster a culture of cohesive diversity.

Relief campaigns with Emirates Red Crescent

Aldar significantly expanded its partnership with Emirates Red Crescent (ERC) in 2023. The collaboration included a 1.5 million AED donation towards ERC's campaign supporting underprivileged families in Gaza, alongside participation in further ERC projects throughout the year. These projects included initiatives run during Ramadan, Eid Campaigns, and projects focused on empowering women entrepreneurs through partnerships with Al Ghadeer Crafts and Lamma Gourmet.

Alongside financial support, Aldar also provided further resources, including the donation of 127 laptops to ERC's annual campaign, emphasising our commitment to enhancing education for underprivileged students, orphans, and individuals of determination. Furthermore, around 1,700 toys were donated to Grace Conservation through ERC, highlighting Aldar's dedication to promoting community well-being, and in the Bridges of Good campaign, donation boxes were installed across our communities to gather donations supporting Turkey and Syria. A total of 2,800 donation boxes were collected and donated from communities and our offices.

Through Emirates Red Crescent, Aldar Donated:

1.5m

for Humanitarian Aid

1,700

toys to Children in need

127

Laptops to Students

2,800

Aid Boxes for Relief Campaigns



Supporting our communities continued

Partnering with Zayed Higher Organization

In 2023, Aldar sponsored the opening of the second branch of Bee Café, a coffee shop fully operated by people of determination, that demonstrates our commitment to supporting the empowerment of talented individuals with mental or physical impairment. The café provides the baristas with employment opportunities, offering a unique chance for skills development and valuable work experiences.

Aldar accessibility roadmap

Aldar strives to embed diversity and inclusion principles through the development of accessible communities suitable for everyone's needs. Our accessibility and inclusion roadmap was designed in 2023 to enable the group to make progress in its accessibility transformation journey. We started by running several internal pilot programmes in 2023, in preparation to expand and scale these in the coming years. These pilot programmes included:

- **Talent Capacity Development:** Inclusive Leadership Training was delivered in partnership with Sedra Foundation for 30 employees from a range of departments from across the group. The training focused on ensuring that our workforce will be ready to provide inclusive experiences to all our future hires of People of Determination.
- **People of Determination Internships:** A pilot programme was delivered in collaboration with the Butterfly Foundation Inclusive Employment Ecosystem and local universities. The pilot saw Aldar bring students with determination into the business to help us assess how to improve our overall accessibility of processes and the working environment.

These initiatives are designed to help Aldar become accessible for a diverse workforce, which will then enable Aldar to reflect its diverse customer base, by design and delivery of inclusive and accessible experiences for our customers.



Special Olympics UAE

We renewed our strategic partnership with Special Olympics UAE, extending our collaborative efforts until 2025. Since the partnership began in 2019, Aldar has proudly served as an official real estate partner of Special Olympics UAE, providing comprehensive support to the team's operations and diverse programmes in sports, health, and education. We look forward to the continued collaboration with Special Olympics UAE.

The Butterfly Foundation Inclusive Ecosystem Employment Network

Aldar is an integral member of the Inclusive Employment Ecosystem with The Butterfly Foundation, situated in Abu Dhabi and incubated by the nation's Ma'an Social Investment Fund. This initiative serves as a collaborative platform that unites private sector employers, fostering a conducive environment for the exchange of best practices and knowledge-sharing regarding inclusive employment. As part of this ecosystem, Aldar actively engages in discussions and initiatives aimed at promoting diversity and inclusivity within the workforce, aligning with our commitment to prioritising equitable opportunities and social responsibility.

Supporting our communities continued

Sustain

The Emirates Village

In 2023, Aldar supported the Emirates Villages project, a 1 billion AED initiative launched by the UAE in 2021. Launched to create micro-economies in 10 villages, the project aims to foster greater community involvement, private sector participation, and collaboration between federal and local governments. The first development in Qidfa aims to boost tourism, educate youth, and uncover unique archaeological findings, including artifacts now displayed at the Fujairah Museum. The region also boasts economic benefits, including the development of a local power plant. The Emirates Villages project aligns with the UAE's goal of a sustainable development model, leveraging regional resources, promoting tourism, and enhancing community involvement.

Fostering UAE National Talent

As an official strategic partner of Sandooq Al Watan, Aldar has been actively involved in supporting various programmes aimed at fostering UAE national talent. Through this partnership, we have contributed to supporting local entrepreneurs, upskilling, and developing young local talent through customised programmes. This collaboration enables Aldar to fulfil its mission of creating shared value and effecting positive and measurable change within the community.

In 2023, Aldar Education served as the delivery partner for Sandooq Al Watan's initiatives, including the Mubarmij50 robotics competition and Sandooq Al Watan's Summer Programme. 'Mubarmij50' focuses on empowering youth in technology and innovation, allowing them to explore the latest technology trends and use that knowledge to address real-world challenges. In 2023, the competition's theme was 'Zero Carbon,' providing students with an opportunity to contribute to the global climate action movement.



Aldar employee volunteering programme

Our employee volunteering programme expanded in 2023, with employees participating in a range of volunteering opportunities, including campaigns, sports events, and community initiatives, with many more opportunities available than in the year before.

624
volunteers from across
the Group

146
Mangroves
planted

3,000
volunteering
hours

11
volunteering
activities

The press conference for the Summer Programme was hosted at Aldar Square, under the esteemed patronage of His Excellency Sheikh Nahyan Bin Mubarak Al Nahyan, Minister of Tolerance and Coexistence, and Chairman of Sandooq Al Watan. This Summer Programme is tailored for Emiratis aged between 10 and 13 years, with its primary aim being to nurture future generations instilled with a strong sense of national identity, creativity, innovation, and sustainable leadership skills.

Supporting local entrepreneurs

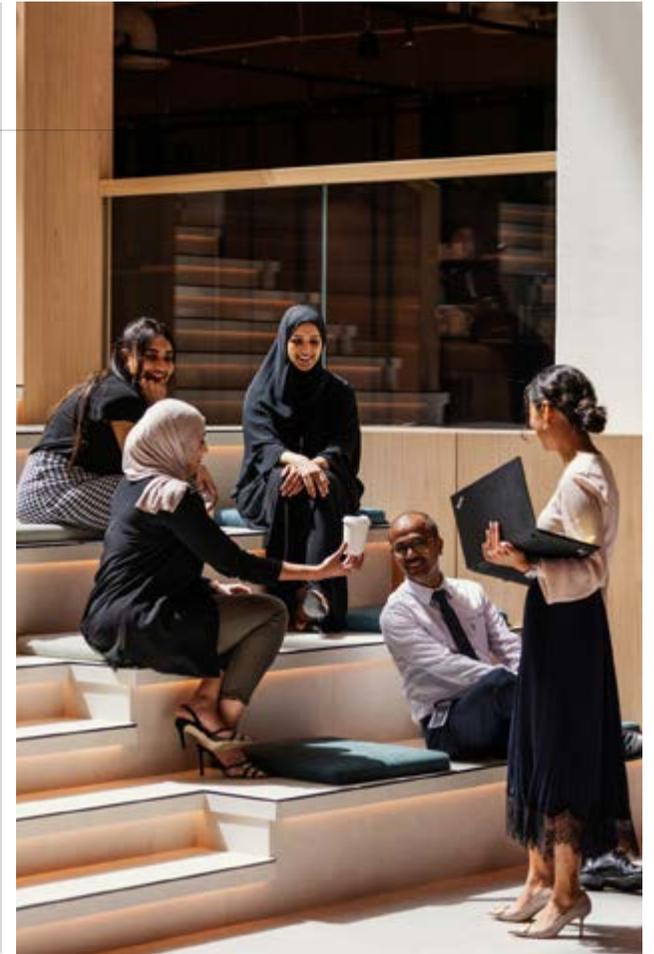
As part of our efforts to enable a circular local economy, we empower local entrepreneurs by procuring their services and products, an example of this is working with Cation Arts, an Emirati owned boardgames development business to design an Aldar sustainability educational boardgame which was launched during COP28.

Contributing to social and economic development

“ As a leading employer in the region and a significant contributor to the UAE’s national economy, we are proud to nurture and develop the next generation of UAE talent, while also providing exceptional career opportunities for thousands of employees across the region. Today, we have more than 40 nationalities working within Aldar, and we continue to grow that number as we expand our operations locally, regionally, and internationally.”



Bayan Hassan Al Hosani
Chief People and
Communications Officer



Contributing to social and economic development continued

Supporting Emiratisation

In 2023, Aldar maintained its commitment to Emiratisation. In alignment with the UAE's visionary 'Projects of the 50' initiative, Aldar is dedicated to recruiting 1,000 Emiratis by 2026, translating to an annual intake of 200 Emirati professionals, continuing a pledge initiated in 2022. In a significant stride towards this goal, we are delighted to report that in 2023 alone, Aldar opened doors to 346 UAE nationals, demonstrating our commitment to developing national talent.

A breakdown of our Emiratisation demographics reveals that 67.4% of Emiratis within Aldar are under the age of 35. Emiratis hold 47.3% of Aldar's top management positions and command three CEO roles within Aldar Properties, Aldar Investment, and Aldar Projects. Moreover, 41.6% of department heads are UAE nationals. In a demonstration of our continuing drive towards increasing representation of women in leadership roles, 24.4% of all roles within Aldar Group are held by Emirati women.

Aldar's Emiratisation initiative goes beyond local recruitment efforts; it is a comprehensive strategy aimed at nurturing and advancing national talent. We actively contribute to the career growth of UAE nationals through initiatives such as graduate recruitment schemes and internship opportunities for university students.

Proportion of Emiratis in our corporate workforce



35%
2021

42%
2022

42%*
2023

* The percentage of UAE Nationals out of total corporate workforce includes trainees

The Future Talent Programme

The Future Talent Programme was initiated in 2021 with 10 trainees and had expanded to 94 participants by the end of October 2023. The programme is a key component of our commitment to upskilling and preparing UAE nationals for employment in the private sector. This programme facilitates the transition of young talent from education to the workplace through partnerships with schools and universities.

At the secondary school level, Aldar partners with schools across the Emirates to provide mentorship, training, and guidance for school students on career prospects. We work closely with leading universities to provide internship opportunities to students, including mentorship from senior leaders and the opportunity to develop core workplace skills. The programme culminates with a one-year programme for bachelor's degree graduates, offering work experience across the Group and the possibility of a full-time position on completion.

The Future Talent Programme stands as a testament to our commitment to Abu Dhabi's Vision 2030 through our dedication to learning and development. The programme is effective in building both internal and external awareness about Aldar's commitment to high performance, exemplifying our values of rewards, recognition, community building, and collaborative spirit. By fostering a sense of community and promoting collaboration, this programme goes beyond skill-building, contributing to the realisation of our vision for a dynamic and thriving local workforce.

Future Talent Programme progress



Contributing to social and economic development continued

The Aldar Youth Council

First established in 2018, the Aldar Youth Council represents the youth in Aldar's workforce. The council is part of a wider network of over 70 corporate youth councils in the UAE. Under the guidance of the Federal Youth Authority, the initiative aims to nurture socially conscious future leaders and unlock the potential of Aldar's younger employees. Made up of members under the age of 35, the Council actively engages its members on a range of topics including contributing to national sustainable development goals, focusing on the real estate sector. Currently around 60% of the Aldar Youth population is comprised of UAE nationals.

The Council runs a vibrant mentorship programme, pairing young team members with senior leadership to expand their knowledge and skillsets. This initiative provides invaluable support, diverse perspectives, and crucial advice, enabling young individuals to navigate their career development within the Group.

The Council's key initiatives for 2023 focussed on mentorship schemes, organising retreats, youth circles, facilitating talks by youth experts, and awarding Aldar Athletes among other programmes.

In a highlight of the year, the Aldar Youth Council hosted the Aldar Youth Speak forum, a two-day event in collaboration with AIESEC, the world's largest youth-led organisation. With more than 300 participants from over 15 nationalities, the forum addressed challenges related to Sustainable Cities & Communities (SDG11) and Life Below Water (SDG14). The winning projects, presented at COP28, exemplified the impactful contributions of Aldar's Youth Council to youth empowerment and sustainable development.



Youth Speak Forum Winners

The forum facilitated engaging discussions, deepening delegates' understanding of sustainable urban development and marine conservation, aligning with the conference's commitment to meaningful learning experiences. Delegates participated in various extracurricular activities, such as the global village, interactive leadership workshops and mangrove planting, organised in collaboration with the Abu Dhabi Environment Agency.

Green Voyagers

Innovative gamified app designed to captivate and enlighten the youth on an array of sustainable best practices, using an engaging and rewarding interface.

The Story of Emma

Redefine sustainable practices by transforming organic waste into a valuable resource.

The Zest Project

Cutting edge device that revolutionises workout machines to harness clean energy.

Boat Parade

Financially rewarding marine conservation by using an innovative approach to enable fishermen to collect waste from the sea during their fishing trips.

Eco-Reef Guardian

3D printing coral shaped devices, the guardian can detect and filter pollution as well as provide shelter to fish.

Trashboom

A fence made of pipes with flats attached, serves as a plastic waste collection device.

“ Through our owned and managed schools, we play a crucial role in shaping the minds of the UAE’s future leaders. By integrating sustainability into every curriculum and offering opportunities for our students to participate firsthand in events such as the World Future Energy Summit and COP28, we ensure that these crucial themes are close to the hearts and minds of our children.”



Sahar Cooper
CEO, Aldar Education

AED 1.35 BN

Invested since 2022 to bolster education portfolio

38,000+ Students

Across 31 owned and managed schools

Educating future generations

Aldar Education achieved great progress in 2023. We continued our expansion plans, adding new schools to our network in Abu Dhabi and entering the education market in Dubai and Bahrain. We invested AED 350 million on top of Aldar’s initial commitment of AED 1 billion in 2022 to bolster the education portfolio and now serve over 38,000 students across 31 owned and managed schools.

The unveiling of Noya British School and Cranleigh Bahrain in 2023 marked exciting milestones for Aldar Education. Cranleigh Bahrain is the beginning of our strategic expansion beyond the UAE, while Noya British School represents the flagship greenfield school under Aldar Education.

Our new educational institutions embody our dedication to providing exceptional education at an accessible cost in prime locations, focusing on delivering educational excellence, student wellbeing, and great value. Our success in 2023 is a testament to the dedication of our talented educators made up of over 100 nationalities.



Record breaking climate education

Aldar Education set two new Guinness World Records related to sustainability in 2023: the Largest Climate Change Awareness Lesson, with 1117 participants, and the Most Nationalities in a Climate Change Awareness Lesson, with 57 nationalities. Students, teachers, and facilitators gathered in Abu Dhabi to take part in a 40-minute lesson on climate change, focusing on what the next generation can do to help the planet and future generations. The lessons were organised with the UAE Ministry of Climate Change and Environment, EY, and Climate Fresk, in collaboration with Aldar Education.





Environment Champion: Mamoura British Academy

A standout moment in 2023 was the global recognition for Mamoura British Academy, which was shortlisted as one of the world's top three schools for environmental action. This prestigious acknowledgement follows Mamoura's longstanding commitment to sustainability, an inspiring journey that began with the school's foundation in 2016. Their sustainability journey began with small recycling projects and is now deeply ingrained in their curriculum, thanks to the Industry Partnership Curriculum – a ground-breaking initiative that connects students with global companies, offering real-life context to their learning.

Scouting sustainable innovations

Supporting sustainable innovation is a core part of Aldar's journey towards sustainable growth in the real estate industry. As a responsible developer, we recognise that fostering innovation is essential for addressing evolving challenges and driving transformative change. Our teams consistently seek novel solutions, focusing on high-impact and strategic opportunities to embed a culture of innovation within our business.

Investing in and applying new solutions can enhance operational efficiency, but also nurtures a deep-rooted innovation culture, benefiting the wider industry, our customers, and communities. Aldar's commitment to driving purposeful innovation is demonstrated by strategic partnerships, investments, and support for sustainability-focused start-ups. Notably, 40% of the Group's innovation pilots specifically target sustainability themes, aligning with Aldar's climate action goals.

Our innovation strategy has several focus areas. This includes strategic investments in property technology start-ups, partnerships with VC funds specialising in start-ups optimising sustainable building solutions, direct incubation support for early-stage start-ups through the Scale Up programme, and fostering employee driven innovation for impact within the Group via the Ibtikar programme. This holistic approach ensures that innovation permeates every aspect of Aldar's operations, from strategic investments to nurturing start-ups and encouraging internal innovative endeavours.

Aldar supports several innovative programmes that contribute to improving our customers' experiences and the achievement of our sustainability objectives. Strategic investment in R&D and acquisitions will help us to identify breakthrough innovations that will contribute to our achievement of Net Zero. We have adopted a learning by doing approach that enables us to evolve our knowledge, methods, and impact.



In 2023, our strategic focus areas for innovation included:



Net Zero

Supporting the achievement of Aldar's decarbonisation targets



Optimisation

Innovative and efficient solutions and business models



Smart Development

New technologies that allow us to build more efficiently without compromising on quality



Supporting our communities continued

Incubating start-ups

Scale Up

Through our Scale Up programme, Aldar actively supports global start-ups, providing them with valuable growth opportunities and fostering robust networks in the UAE and Gulf Cooperation Council.

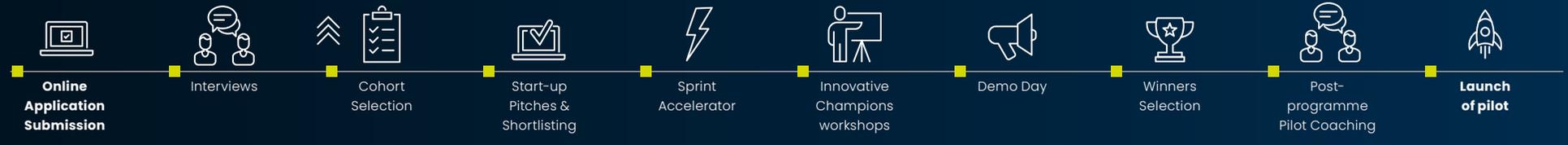
We have run the programme annually since 2020, focusing on a different theme each year. The 2023 edition, Scale Up 3.0, concentrated on assisting early to mid-stage start-ups in scaling

into new regions. The programme aimed to explore how Aldar could help these start-ups localise innovative solutions, particularly targeting sustainable solutions to decrease service charges for residents under managed services across utilities, properties and facilities management, and security and safety.

The programme included a 4-week equity-free accelerator, providing property tech start-ups with access to customer opportunities, expert guidance, and networks for success in the

UAE. Participants in the Scale Up programme had the opportunity to engage in commercial deals and incentives with Aldar, Provis, Dubai's Real Estate Regulatory Authority (RERA), and other regional market leaders. Three winners emerged from the programme, and their pilots are set to roll out in 2024, concentrating on buildings and sustainability.

Scale Up by Aldar: Process



Scale Up: to Date

29 start-ups accelerated
12 pilots
729 applications
97 interviews

2023 Key Metrics

2mn content views
283 applications
42 interviews
7 countries represented
10 selected
3 winners of paid pilots

Scale Up 3.0 Highlights

Clairco

Clairco enables safe indoor air quality and HVAC energy savings for commercial buildings, using nano-tech, IoT, and AI-based patented products and services.

Founded in India, 2018

Conservation Labs

Conservation Labs enables cost-effective and sustainable water use by improving water efficiency and reducing leaks with a simple sensor.

Founded in the US, 2016

Voltaware

Voltaware helps individuals and businesses optimise their energy use, reduce their carbon footprint, and identify inefficient appliances through an energy insight platform.

Founded in the UK, 2015

Supporting our communities continued

Empowering teams for impact

Ibtikar

Through our Ibtikar programme, an internal initiative led by the Innovation team, we collaborate with various business units to identify key challenge areas within the Aldar Group. This initiative encourages employees from across the organisation to submit ideas addressing these challenges, fostering a culture of entrepreneurship and innovation.

In the latest edition of Ibtikar, which ran in 2023, the focus was on solutions for decarbonising construction sites. Employees were invited to submit proposals, leading to the identification of six promising projects from different areas within the Aldar Group. The programme then facilitated concept ideation, guiding participants through the conceptualisation of their ideas, development of a robust business case, and the creation of a compelling pitch presented to leaders from across the Group.

This years' winners included ideas around:

 Creating a carbon capture consortium	 Integrating biofuel solutions
 Replacing asphalt material with recycled content from tyres	 Electrification of operations on-site

This internal initiative not only empowers employees to contribute to the growth and sustainability of Aldar but also strengthens the Group's commitment to nurturing innovative solutions within its workforce.

“The Greener Voyage Programme incentivises our guests to prioritise sustainable travel behaviour and aligns with our ongoing support of the UAE sustainability goals and Aldar’s Net Zero commitment.”



Klaus Assmann
CEO, Aldar Hospitality



The Greener Voyage Programme

In 2023, Aldar Hospitality introduced the Greener Voyage Programme, an innovative sustainable travel initiative created to reward environmentally conscious behaviours among guests in Aldar's hotels and resorts. Through the programme, guests can earn up to a 12% discount on the cost of their stay by complete the Sustainable Eco Travel checklist, prioritising eco-conscious travel practices and committing to eco-friendly habits during their stay.

As part of Greener Voyage, guests are encouraged to use sustainable transportation and opt for fewer changes of their bed sheets and towels. Guests are encouraged to take sustainable choices including turning off room lights and electrical appliances, using designated recycling bins, and minimising their food waste. At the end of their stay, guests receive a calculation of the carbon emissions prevented through their sustainable behaviours.

The Programme launched as a pilot in 2023 and will be expanded across Aldar's hospitality portfolio in 2024.

Supporting our communities continued



The National In-Country Value programme

Aldar has embraced the In-Country Value (ICV) programme throughout its supply chain. Consistent with the primary procurement objective of prioritising local suppliers whenever possible, ICV certification has become an indispensable prerequisite for all Aldar contracts. Aligned with the ICV objectives of Emiratisation, GDP diversification, and strategic considerations, Aldar Projects achieved a significant milestone by awarding 100% of its contracts to ICV-certified suppliers.

Most of the entities in the Group achieved a higher ICV certification score in 2023. Aldar Properties PJSC achieved an ICV score of 68% and Aldar Projects LLC with 65%. One of Aldar's key recommendations – to include sustainability as part of the ICV scoring mechanism – became a reality in 2023. Aldar Properties PJSC and Aldar Projects LLC were the first two entities in the UAE to receive a sustainability score in their respective ICV certificates. Aldar Investment Properties LLC achieved a score of 66%. Most of the subsidiaries and assets also achieved new higher ICV scores, resulting in more business for their respective entities.



49

contracts worth AED 22 billion awarded to 36 UAE-based firms.

AED 10.5 billion

recirculated into the local economy through ICV programs.

53%

of contracts assigned to Aldar owned projects.

ICV score:

68%

Aldar Properties PJSC

65%

Aldar Projects LLC

Aldar has maintained its position as a strategic partner to the Ministry of Industry and Advanced Technology (MOIAT), the regulator of the ICV programme across the UAE. Aldar has significantly contributed to one of the goals of MOIAT by reinvesting AED 10.5 billion into the local economy through contracts awarded to local suppliers. We also signed a Memorandum of Understanding (MoU) with the Abu Dhabi Department of Economic Development (ADDED) to support local Micro, Small and Medium Enterprises (MSMEs). Following the MOU, Aldar contracted with many local MSMEs and exceeded the goals set out in the MOU by 33%.

2023 also saw the launch of the 'ICV and local materials incentivising programme' for selected government projects. The programme, announced by the Abu Dhabi Executive Office (ADEO) and supported by Aldar Projects, was welcomed in the market as it provides additional support to local contractors with the offer of an extra financial bonus for increasing their ICV scores.

Looking ahead, Aldar is pioneering a new pilot project within the ICV framework, requiring that contractors have a minimum ICV score and procure an agreed proportion of local materials to participate in government funded projects. This forward-thinking initiative demonstrates our dedication to continually enhance our ICV practices, ensuring sustainable economic development and fostering a robust business ecosystem for Aldar and its suppliers.



Creating a responsible legacy





In this section:

Investing in our employees

Employee training and development
Promoting wellbeing among employees

Health and safety for all people

Health and safety performance and risk management
Investing in health and safety training and awareness campaigns

Worker welfare in our supply chain

Sustainable finance for Aldar's decarbonisation journey

ESG oversight and governance

Managing ESG risks

CREATING A RESPONSIBLE LEGACY is central to our goal of long-term business development, Net Zero alignment and the creation of societal value. Our approach to strong governance is fueled by comprehensive ESG due diligence tools, risk management frameworks and clear leadership from the top that supports our centralised sustainability approach.

Centralising our sustainability strategy ensures that every vertical of Aldar's business has responsibility for the strategy and are aligned to sustainability objectives of the Group.

As we continue to grow the business, including new acquisitions, we will embed our sustainability programmes and expectations within our subsidiary companies. We are encouraged by the actions taken to improve the strategic alignment with several subsidiaries so far.

We continue to apply ESG due diligence measures before any acquisitions and require the disclosure of sustainability credentials throughout our supply chain. From our compliance, whistle blowing, and data protection programmes to our comprehensive ESG risk management and mitigation applications, the strength of our governance and ethical policies validate our reputation as a trusted, transparent, and long-term focused business by all our stakeholders.

We acknowledge that we have a responsibility to our employees and wider workforce and strive to be an employer of choice that attracts and retains high-performing people who contribute to our growing business.

Diversity, development, collaboration, and ambition are the core values of our company culture and are reflected throughout the business starting with our leadership positions. Our wide-ranging talent development programme and trainings support the career progression of all our employees.

We maintain high occupational health and safety standards for our employees and wider workforce. This requires rigorous training and robust policies alongside informed engagement with our contractors and supply chain to ensure a safe working environment for everyone.

We continue to monitor the compliance of our worker welfare programmes across our supply chain and put in place learning-based measures to mitigate any potential risks in the future. We are a forward-looking business, and as we continue to grow, sustainable actions sit at the foundation of our actions and as we work with all our stakeholders to shape a better future.

Investing in our employees

Our goal is to become an employer of choice for the best talent.

We will achieve this by focusing on creating a strong Group culture built upon our four core values:



Ambition

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



Team spirit

We trust in each other and are passionate about delivering great results together. We act as one team across the whole Group.



Commitment

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

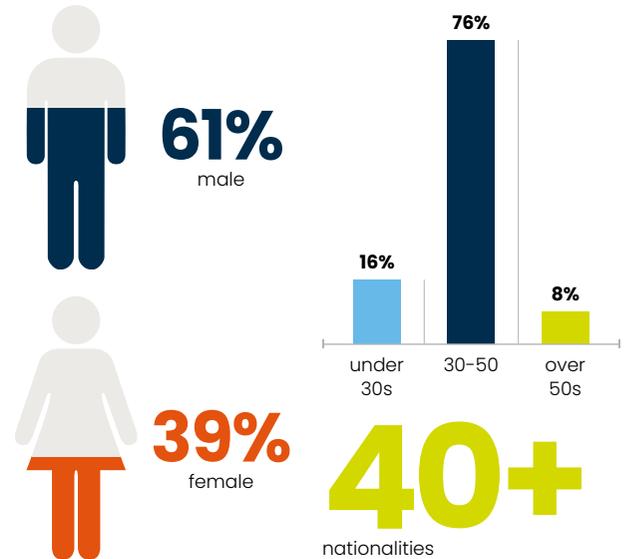


Diversity

We strive to embed inclusivity in everything we do – from our leadership to our culture and our offerings to customers. A diverse workforce ensures that we can represent our customer base and the wider society we serve.



Our corporate workforce breakdown^(A) (out of 696 employees)



Supporting our rich and diverse workforce

Across Aldar, we are committed to curating an inclusive culture that embraces diversity. As a Group made up of over 40 nationalities, the different perspectives, beliefs, and experiences of our community are what helps us to remain a strong team and drive growth across the business.

(A) – KPI externally assured

Investing in our employees continued

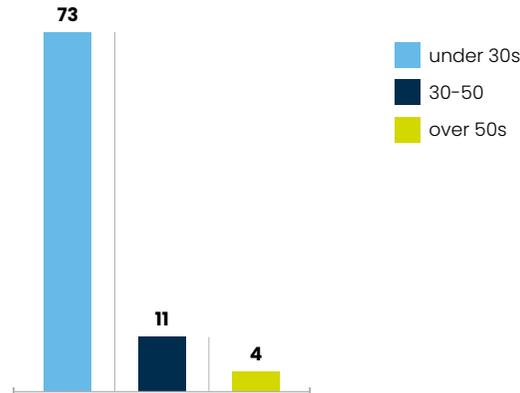
Employee training and development

We support the development of our employees and help them advance in their careers through training and development programmes, mentoring and regular performance appraisals. Our training initiatives are delivered in a blended approach combining in-person sessions with online, on-demand sessions. We aim for all employees to receive at least eight hours of training per year.

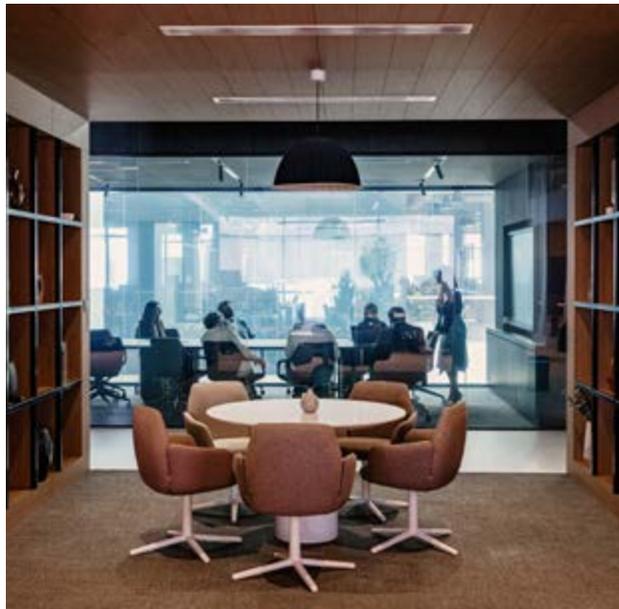
We have started the process of creating individual development plans for all employees, supported by diagnostic tools to understand the skills development areas to focus on, including soft skills, technical skill requirements, alongside compliance requirements such as data confidentiality and IT security.

As a consequence, across all Aldar corporate employees, training hours shows an increasing trend in 2023, from 13 hours per employee in 2022 to 20 hours per employee in 2023.

Average training hours by age



Gender	Average Training Hours
Male	12 hours
Female	22 hours



The LEAD Aldar programme

The LEAD Aldar initiative caters to Aldar management, with each tier of leadership benefitting from a bespoke training curriculum crafted in collaboration with INSEAD Business School. This programme is intricately designed to disrupt conventional thinking, guiding leaders through an immersive learning experience centered on practical case studies and real-world scenarios. Here, competencies such as communication, delegation, project management, and the art of giving and receiving feedback are rigorously tested and refined. Equipping leaders with refined problem-solving skills can empower them to address complex challenges and drive business growth by seizing new opportunities.

Introduced in the fourth quarter of 2023, the programme commenced with two cohorts, encompassing a total of 32 leaders. The momentum continues into 2024 with the launch of eight additional cohorts, aimed at encompassing all 128 Aldar leaders by year's end.

32 → **128**
 leaders trained in 2023 target for 2024

The Critical Talent Programme

Our Critical Talent Programme targets employees holding core positions in Aldar's leadership structure, supporting with succession planning by ensuring the appropriate skills and experience are nurtured to enable career progression. After conducting a screening and evaluation process, we identified 22 leaders to be assessed for their readiness to assume critical roles in the business. We mapped the best suited candidate to each role and created a customised development plan for everyone on the programme. We will continue the Critical Talent Programme in 2024, identifying candidates for a further 48 core roles within the business.

Investing our employees continued

Promoting wellbeing among employees

Alongside prioritising the professional development of our employees, we also recognise the importance of providing the tools they need to lead healthy, satisfying lives at work and at home. We are making strong progress in this area and are proud to report that in 2023 we have achieved an employee satisfaction rate of 86% (Great Place of Work result) marking a slight increase compared to the 85% in 2022.

At Aldar Square, we offer on-site gyms and yoga classes for all employees to ensure they can stay active in the workplace, and our offices are designed with natural light and ventilation to provide a healthy working environment. We also ensure that mental health support is available, providing all employees with access to the Takalam platform to support their mental wellbeing. We are proud to offer one of the best medical insurance packages in the region for our employees and their families, so they can access care when they need it.

We know that family related benefits are particularly important. We are proud to offer 60 days paid maternity leave, plus an additional 30 days that can be taken as half days at half pay and 30 remote working days. For fathers, we provide five days of paid paternity leave, plus an additional 10 remote working days. From the age of four years old and for up to four children, we provide all our employees with an educational financial entitlement.

Our employees can also benefit from discounts on hotels, restaurants, and wellbeing facilities within the Aldar portfolio; this gives our teams the opportunity to recuperate and enjoy time with families, whilst also connecting with the wider business. In addition, all employees receive a Fazaa membership, which provides them with exclusive discounts for retail outlets and vouchers to attractions across the UAE.



In 2023 we carried out various initiatives to support the health and wellbeing of our employees across our hotels and hospitality assets:

- **Safety in Heat Awareness Campaign:** Run across the Yas Plaza Hotels, this initiative focused on helping colleagues to stay safe and healthy during the hot summer, providing sunglasses, sun cream, hats, and electrolyte drinks.
- **Health Check-ups:** We offered our hospitality staff health check-ups including diabetes awareness sessions and eye tests.
- **Staff area renovation:** The staff area for the Yas Plaza Hotels will be completely renovated in 2024, providing a welcoming environment for employees to take their breaks and enjoy their meals.
- **Breast Cancer Awareness Day:** We took this opportunity to raise awareness of the importance of early detection in breast cancer. The initiative encouraged female colleagues to participate in a free medical assessment conducted at staff accommodation.

Health and safety for all people

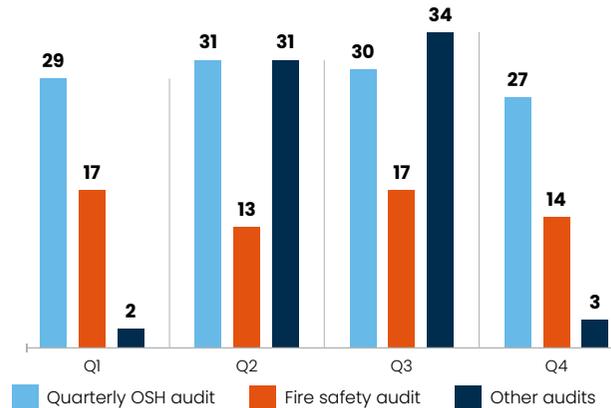
Throughout the Group, we uphold rigorous occupational health and safety standards and continually push ourselves to improve our performance in this area. Whether it's on Aldar construction sites or corporate offices, our schools or hotels, or our leisure and shopping facilities, we work hard to ensure a safe and secure environment for everyone who works in or uses an Aldar owned or managed space.

Our dedication extends beyond just health and safety compliance. In our pursuit of excellence, in 2023 Aldar conducted extensive training and awareness campaigns, implemented a variety of successful initiatives, resulting in the significant increase in incident-free working hours, even while the exposure to risks increased due to the growing size of our business.

Health and safety audits and inspection programmes

Our health and safety team regularly make visits to project sites to monitor health and safety conditions and assess the adherence to our policies. In doing so, these inspections aim to eliminate the risk of incidents by upholding high standards and fostering continuous improvements across all projects.

Occupational Health and Safety audits conducted on construction sites during 2023*



*In 2023 there were an average of 25 active construction sites

2023 Health and safety performance on our construction sites*

60,600+

contracted workers

176 million+

manhours

2^(A)

fatalities

4^(A)

LTIFR**

0.034 LTIFR

Target was to achieve below or equal to 0.35 for every million-man hours worked

*For all other health and safety data please refer to the data pack in the appendix, ** (Lost Time Injury Frequency Rate)

(A) – KPI externally assured

During 2023, there were two fatalities and four lost workday cases, which were managed according to due process and followed by detailed investigations to determine the causes.

Following these incidents, appropriate actions (both corrective and long-term preventive) have been developed by the project involved parties along with close level of follow-up supervision and monitoring to prevent recurrence and enhance the effectiveness of control measures. Furthermore, we conducted the final incident briefing involving all the parties to discuss the root cause analysis and the effectiveness of the actions taken to prevent a similar recurrence.

Finally, safety alerts notifications were shared across all projects to enhance safety measures and prevent future incidents.

Health and safety for all people continued



Health and safety risk management

We have instituted a proactive health and safety monitoring programme for every area of the group, aiming to minimise incidents, ensure legal compliance, and effectively manage construction site hazards, where health and safety challenges are the greatest across the Group.

This comprehensive programme encompasses regular inspections, both internal and external audits, the implementation of safe working procedures, including adopting safety enhancing technology, stopping work where there is a risk of imminent danger, providing sufficient resources.

In 2023, Aldar Projects, as an ISO 45001 certified entity, underwent audits conducted by a third-party. The audits, which assessed our compliance with ISO 45001 requirements, showed that all the requirements were met, in recognition of the effective and efficient implementation of the health and safety management system across all development projects.

We remain committed to keeping all stakeholders informed about new legal requirements, providing support and guidance on their implementation. Through ongoing training programmes, safety campaigns, and monthly trend analysis, we monitor unsafe actions and conditions, identifying areas for improvement to maintain high safety standards.

To facilitate a comprehensive understanding of health and safety legal requirements across our construction projects, Aldar Projects has established an extensive Legal Compliance Register. This document serves as a guidance tool for project stakeholders, enabling them to assess and adopt regulations relevant to the nature and scope of their operations.

HSE Digital Platform

In 2023, our health and safety team continued using the HSE Smart App for monitoring during site visits and to complete project assessment reports. The app is supported by a digital platform that maintains a centralised location to store documentation for every construction project. Our goal in introducing these tools is to improve health and safety performance by better tracking progress across our sites.

Investing in health and safety training and awareness campaigns

Ensuring a high standard of health and safety training is paramount for the wellbeing of the workforce across the Group. We guarantee that every employee receives specific training related to their role, whether they work in an Aldar hotel or provide facilities management solutions working on one of our assets. By prioritising rigorous and up-to-date trainings, we aim to foster a culture of safety and competency among our workforce, elevating standards across the sector.

In 2023, we continued to deliver a series of impactful health and safety campaigns across our development projects. These initiatives were crafted to foster a robust safety and health culture, aiming to improve the workforce's risk perception and minimise incidents through effective control measures.

Health and safety achievements celebrated during 2023

Several Aldar projects celebrated significant health and safety accomplishments in 2023. These serve as a testament to Aldar's commitment to upholding high safety standards as a core value, demonstrating the dedication of all project stakeholders in following the health and safety management systems and upholding statutory requirements.



10 million

safe man-hours achieved on two of our biggest construction sites without any lost time injuries

Comprehensive hand safety and PPE campaign

Following a successful campaign focused on improving hand safety and the use of personal protective equipment (PPE) in 2022, we repeated this campaign in 2023. This initiative was based on our analysis indicating that the most frequently affected body part injured was the hand and fingers, with 139 cases in 2023. The campaign focused on enhancing safety awareness and risk perception and introducing control measures to reduce first aid cases.



51%

of first aid incidents involve hand injury

The active participation of the entire construction workforce, including management personnel, significantly increased awareness, and risk perception among all workers. This campaign focused on implementing supervision to monitor activities and ensuring the application of a 'Safe System of Work' procedure including the correct use of the correct safety gloves tailored to specific activities.

Summer safety campaign

With rising temperatures increasing health and safety risks for construction workers during summertime, in 2023 we launched measures to reduce the prevalence of heat stress incidents. This included implementing a comprehensive Summer in Heat Plan and conducting Heat Stress Safety Campaign Programmes across ongoing construction projects. These focused on enhancing awareness about heat stress among employees through various communication methods, including training sessions, posters and leaflets.



10%

of the workers are trained fire wardens

First aider and fire warden competency training

In accordance with local requirements, we have completed training of fire wardens and first aiders across all construction projects. 10% of the construction workforce on each site are now trained fire wardens and 2% are trained first aiders.



2%

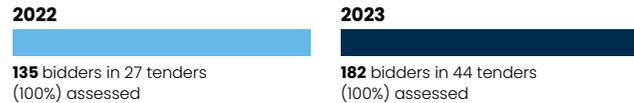
of the workers are trained first aiders

Worker welfare in our supply chain

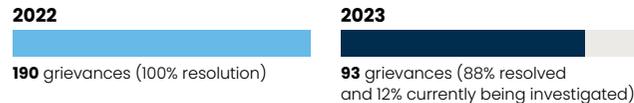
Embedded within our corporate values, our worker welfare policy and principles guide our approach to supporting the welfare of workers employed by our contractors and partners.

We enforce these standards through robust controls within our operations and by requiring our contractual partners to uphold the same principles throughout their business. Our dedication is reinforced by 10 key principles and elaborated in 23 requirements that serve as the foundation for all assessments related to worker welfare.

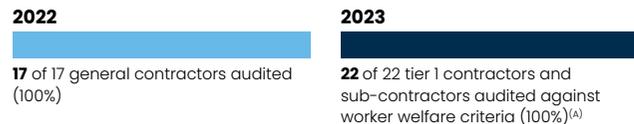
Procurement Assessments on our development contractors



Passive Monitoring



Active Monitoring



Our worker welfare assessment initiatives

Building on the worker welfare programme that we initiated in 2021, in 2023 we continued our focus on identifying key risk areas and streamlining the programme processes around three core pillars of monitoring workers' welfare.

Procurement Assessments

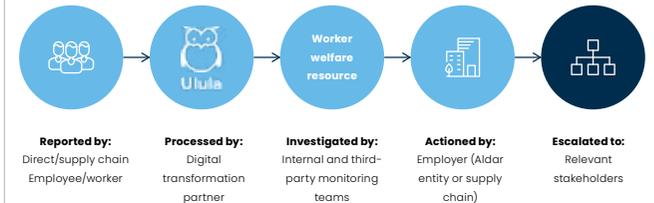
We ensure that we only engage with compliant suppliers by including worker welfare in our tender assessment process. Our dedicated worker welfare team provides comprehensive assessments, including compliance scores, predicted-risk ratings, and commentary on non-compliance areas, aiding informed decision-making by the tender committee. In 2023, we assessed a total of 44 tenders, covering 182 bidders, and submitted assessment scores to the procurement team for consideration in their decisions. In 2024, we plan to introduce pre-qualification for all suppliers and worker welfare due diligence into our investments.

100%^(A)

bidders participating on 44 tenders have been assessed on our Worker Welfare criteria in 2023

Passive Monitoring

Our passive monitoring programme allows workers employed by our general contractors and sub-contractors to report welfare-related matters directly to Aldar. After successful pilots in 2021 and 2022, Aldar launched an app for tracking worker welfare related grievances across three projects in 2023. Over 50 induction sessions were conducted for 9,000 workers. We recorded a total of 93 grievances across these projects and effectively resolved 88% of them as of 31 December, 2023. In 2024, we plan to launch the app for the entire supply chain, providing access to 80,000 workers.



88%^(A)

of 93 worker welfare grievances have been successfully resolved as of 31st December, 2023

(A) – KPI externally assured

Worker welfare in our supply chain continued

Active Monitoring

The aim of our active monitoring is to identify non-compliance with our welfare policies so that we can assist our partners and suppliers in remedying the issues identified.

Active monitoring encompasses entities with direct contractual ties across our development projects, hospitality assets, and facility or community management operations. External third-party consultants and auditors conduct assessments of employment practices and accommodation facilities, aligned with our policy requirements.

Worker welfare average compliance amongst Aldar contracted entities

48

entities assessed in 2023

84%

average compliance score against our 23 worker welfare requirements



Enhanced Active Monitoring

Introduced in 2023, this innovative framework directs the allocation of dedicated worker welfare resources to on-site assessments covering the entire supply chain. In 2023, it was piloted on one project, The Grove. This framework agreement empowers us to conduct comprehensive worker welfare monitoring activities, including the assessment of employment practices, accommodation evaluations, transportation inspections, grievances triage, worker interviews, and new joiner inductions. In 2024, we plan on phased expansion of enhanced monitoring to projects on Saadiyat and Yas islands.

Active monitoring



84

contractors onboarded

577

workers interviewed

24

employment practice assessments

38

accommodation assessments

194

transportation assessments

Sustainable finance for Aldar's decarbonisation journey

This year, we updated our Green Finance Framework as a basis to issue Green Financing Instruments including green bonds, sukuk and loans to fund sustainability focused projects.

Since the updated framework was released, several financing arrangements have been completed, taking Aldar's total sustainable financing facilities to AED 4.8 billion.

Over half of this amount is made up of sustainability linked loans, for which part of the terms include specific performance targets related to energy efficiency, water efficiency and waste management. These financing facilities will play a significant part in funding activities that will contribute to reductions in carbon emissions, helping us to achieve our Net Zero goals. It is also our intention to demonstrate effective use of green finance in our sector and region to catalyse increased green finance flows outside our operations.



2023 sustainable finance progress

April

Launch of updated Green Finance Framework

May

Issue of 500 mn USD Green Sukuk

June

Signed 500 mn AED SLL (Mashreq Bank)

Dec

Signed 2 bn AED SLL (ADCB and ADIB)

Aldar Green Finance Framework

Eligible projects include:



Green buildings that have or expect to receive certification of LEED Gold or above, or Estidama 3 Pearl Rating.



Sustainable water management projects, including investments related to improving water efficiency.



Investment in energy efficient refurbishment or upgrades, including energy saving retrofitting of cooling systems or energy optimisation measures.



Pollution prevention and control projects, including investment in waste reduction, reuse, or recycling clean energy projects, including solar and wind energy generation.

ESG oversight and governance

“ We uphold rigorous governance of sustainability throughout the organisation by implementing robust principles, structures, and processes, supported by a comprehensive risk management framework and decisive leadership.”



Emma Louise O'Brien
Group General Counsel

Given the paramount importance of sustainability and our commitment to achieving Net Zero emissions, especially with ESG designated in our principal risk category, we have established a rigorous risk management process to systematically address climate-related risks.

At Aldar, our sustainability strategy is centrally managed at the Group level, signifying its integral role in our operations.

Sustainability is not an afterthought but rather intricately woven into the fabric of our governance structure. Drawing inspiration from international best practices and driven by our unwavering dedication, we prioritise clear accountability and ensure sustainability considerations are integrated at every stage of our strategic decision-making process.

How ESG governance is distributed throughout Aldar

ESG governance at Aldar is structured to ensure comprehensive oversight and accountability at various levels, this allows us to maintain our commitment to continuously improve our environmental performance, stay on track for ESG targets and objectives:

1. Aldar Board Oversight: The Aldar Board provides crucial oversight of sustainability-related matters and monitoring progress against commitments. Regular quarterly sustainability reviews and ad hoc engagements on specific ESG topics ensure that the Board remains actively engaged. All significant sustainability actions undergo board discussions and approvals. Given ESG's designation as a principal risk category, ESG risk exposure, mitigation plans and risk appetites across all departments is reported to the Board.

2. Group Executive Management Committee (EMC): The Group EMC holds the ultimate responsibility for steering Aldar's sustainability strategy and ensuring its performance. The Chief Financial and Sustainability Officer (CFSO), a key member of this Committee, plays a pivotal role in decision-making regarding sustainability matters, supported by the Group Sustainability Strategic Forum.

3. Sustainability Strategic Forum: One of the four Strategic Management Forums within our operating model, which functions as a subcommittee for the EMC, comprising members from the EMC and sustainability representatives spanning the entire Group. The Forum contributes to strengthening the Group sustainability strategy, drawing on the expertise of its members.

4. Corporate Sustainability Department: At the Group level, the Corporate Sustainability Department assumes critical responsibilities of presenting recommendations for approval by the EMC and the Board, along with ensuring day to day responsibility for implementing the strategy. This department acts as a central hub for coordinating sustainability efforts across the organisation.

To ensure the successful execution of key strategic objectives, we have integrated sustainability-related performance incentives for top management across the group, including at subsidiary level. These incentives are incorporated into scorecards used to determine discretionary pay, including bonuses, and have been extended to respective departments for implementation. In 2023, we have cascaded more sustainability KPIs and targets to all levels including data owners, technical teams, as well as asset and operational managers.

ESG oversight and governance continued

Safeguarding Our Data and Cybersecurity

In today's interconnected world, cybersecurity is paramount to organisational sustainability and stakeholder trust. Recognising this imperative, Aldar has established a robust cybersecurity framework, underpinned by cutting-edge technologies, comprehensive policies, and rigorous testing, to safeguard our data and stakeholders against evolving cyber threats.

The Information Security Steering Committee is chaired by the Group Chief Financial & Sustainability Officer, who reports to the Group CEO, who in turn is part of the Aldar Board Committee.

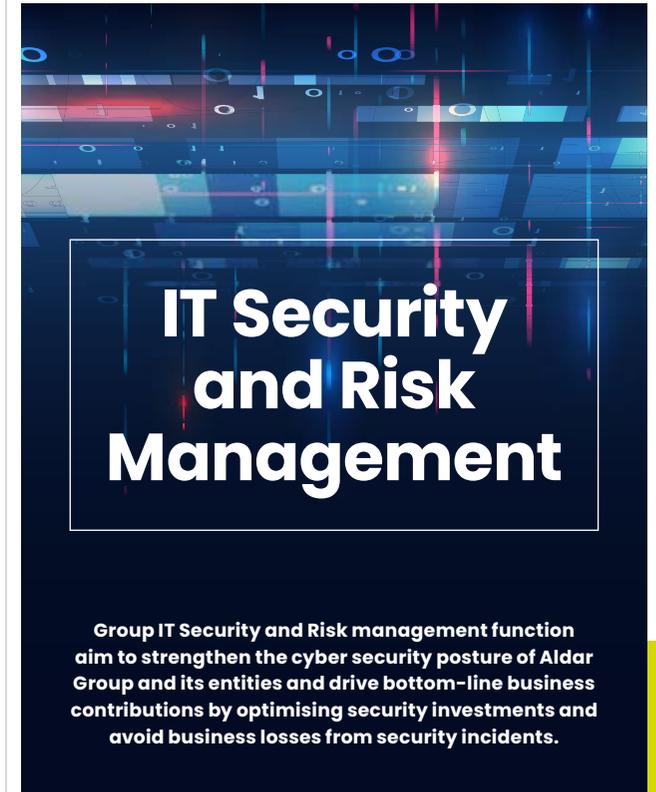
At the heart of our cybersecurity strategy lies a comprehensive management framework aligned with industry-leading standards such as COBIT, ISO27001, and NIST. This framework, coupled with stringent standard operating procedures, ensures that data security is seamlessly integrated into every aspect of Aldar's operations. We continuously test and refine our controls to ensure they remain resilient in the face of emerging cyber threats. We've experienced zero information security or cybersecurity breaches in 2023.

Our commitment to cybersecurity excellence is further exemplified by our ISO/IEC 27001:2022 certification, a testament to our best-in-class approach to information security management. This certification is reinforced by an annual ISO 27001 surveillance audit conducted by certification body's Lead Auditors on 13th Nov'23, complemented by regular internal and external IT and cybersecurity audits.

To combat evolving cyber threats, we have implemented a layered security architecture that leverages advanced technologies and industry-proven practices. This architecture includes:

- A system vulnerability management programme to proactively identify and address potential weaknesses.
- Integrated security enhancements as part of our standard assessments.
- Need-to-know and need-to-have principles for data access to minimise exposure.
- Robust Domain Name System security controls to protect against domain hijacking and phishing attacks.
- An Advanced Threat Protection layer powered by AI, deployed on user endpoints and networks, to detect and neutralise sophisticated threats.
- A comprehensive Disaster Recovery Strategy to ensure business continuity in the event of a cyberattack. DR Tests are conducted annually.
- Passwordless Authentication and Multifactor Authentication for enhanced account security.
- Digital Risk Protection and Dark Web Monitoring to identify and mitigate potential threats before they materialise.
- Identity and Access Management (IDAM) for internal users, and Customer Identity & Authentication Management (CIAM) based on multi-factor authentication, including UAE Pass, to safeguard customer data.
- Breach & Attack Simulation Tools to proactively test our defences against real-world threat scenarios.
- Data leakage prevention controls to prevent sensitive data from being inadvertently or maliciously exfiltrated.
- Security orchestration, automation, and response (SOAR) to streamline incident response and minimise downtime.
- A 24x7 Security Operation Center to provide continuous monitoring and rapid response to cyber threats.
- An organisation-wide end-user security awareness training programme to educate employees about cybersecurity best practices and foster a culture of security vigilance.

Through this unwavering commitment to cybersecurity resilience, Aldar is safeguarding its data, protecting its stakeholders, and ensuring the long-term sustainability of its operations.



ESG oversight and governance continued

Conducting ethical business

Our governance of sustainability is supported through the implementation of comprehensive policies related to sustainability that guide our operations. These policies are designed to ensure transparency, integrity, and compliance with legal and regulatory frameworks, fostering a culture of accountability and responsibility within the organisation. Full information on our policies and commitments are available on the [Aldar website](#).

As one of Abu Dhabi's largest companies, and a leader in the region, we lead by example in upholding high standards of ethical business practice.

Comprehensive compliance

We comply with all applicable laws and regulations as a matter of course. To enable us to navigate increasingly complex legal frameworks, safeguard our business against unethical behaviour, and uphold our reputation, we have developed a comprehensive compliance framework.

Our Code of Business Conduct is the foundation of our business and culture. It sets out the behaviours and norms employees are expected to follow in their day-to-day activities, to nurture a culture of honesty and accountability, and the standards we hold ourselves accountable to in our dealings with our stakeholders.

The Code mandates compliance with relevant legislation and regulations as a minimum standard, and deals with matters such as conflicts of interest, integrity and insider trading, gifts, business entertainment and antimoney laundering. Guidance on handling ethical issues is embedded in the Code, including internal reporting mechanisms in the event of unethical conduct. Our Third-Party Code of Conduct addresses insider trading, conflict of interest, anti-money laundering, health and safety, environmental sustainability and whistleblowing among other areas, and is applicable to our third-party counterparts including suppliers, contractors and consultants.

Our Group Compliance Department enforces strict compliance with the Code, working with the People, Culture and Performance Department and the Internal Audit Department, who support with staff training and communications. The Code is accessible to all Aldar employees, at any time, setting out their rights and answers to any concerns they might have.

All new joiners to Aldar undergo mandatory training on the Code as part of their induction, and employees must sign an annual Interest Declaration Form, confirming their understanding of their responsibilities in relation to the Code.

Whistleblower Policy

Our Whistleblower Policy sets out how employees and business partners can report any suspected breaches of our Code of Business Conduct without fear of repercussions.

Managed by the Head of the Internal Audit Department and the Group Compliance Team, our 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.

Employees and other partners can report any suspicion or concern about conduct that may be in breach of the Policy or any other illicit or unethical behaviour, through email or anonymously through the Group's whistleblower programme AWARE.

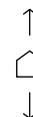
To ensure the effective and fair resolution of any potential breaches of the Code, the relevant parties and departments are required to gather supporting data. The Group Compliance team coordinate with the respective Internal Audit team which has the primary responsibility for the investigation of suspected reportable conducts. Should the reported matter require a qualified third party to carry an investigation, the ARCC shall appoint an investigation officer for this purpose.



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 with any business relationship with Aldar.

Managed by the Head of Legal in coordination with the Internal Audit Department, the policy sets out our framework and internal controls for managing anti-fraud activities. It sets out investigation responsibilities and reporting procedures, as well as the consequences of fraud investigations.



Managing ESG risks

Governance

Board oversight

The Board at Aldar assumes responsibility for overseeing the organisation's approach to climate-related risks and opportunities. The Board regularly receives reports on sustainability and climate-related performance, with quarterly updates scheduled each calendar year. This year, our engagement with the board was centered about key strategic partnerships and activation of our Net Zero Plan. As we consider climate change as a principal risk, the Board actively considers the potential impacts of climate risks when deliberating Aldar's strategy and long-term success.

Dividing responsibilities across the Group

By integrating ESG as a principal strategic risk in our ERM practice, Aldar aims to mitigate potential vulnerabilities and capitalise on emerging opportunities, ensuring resilience and sustainability in the face of evolving environmental challenges. The reporting of strategic risk is structured to ensure alignment and facilitate strategic decision-making at the highest levels of Aldar's governance.

- **Group Management Committee (endorsers):** Strategic risks, including ESG risks, are reported to the Group Management Committee (MC), which serves as an endorser. This committee comprises senior leaders responsible for guiding the organisation's overall strategy and direction, and risks are reviewed on a quarterly basis. Additionally, the group MC receives regular updates on the progress towards Net Zero targets, which is our response to managing climate-related risks.

- **Board Audit and Risk Committee (approvers):** The Audit and Risk Committee (ARC) acts as approvers for strategic risks, including ESG. This Committee is specifically dedicated to assessing and overseeing the organisation's risk management practices.
- **Board of Directors (BOD):** Strategic risks are also reported to the Board of Directors, ensuring that the highest governing body is fully informed and engaged in strategic risk oversight. The BOD plays a critical role in providing direction and approving key decisions related to risk management.
- **Endorsement and Approval Process:** The risk appetite and Enterprise Risk Management (ERM) framework, which guide the organisation's approach to risk management, are endorsed by the Group MC and ARC. Ultimately, these are approved by the Board of Directors, signifying the highest level of commitment to Aldar's risk management practices.

Incentives and remuneration

Aldar's dedication to mitigating ESG risks extends to its incentive schemes, which are integrated with climate-related targets across the organisation. This includes senior executives such as CEOs and CFOs of all business units, who have climate-related objectives directly linked to their remuneration. The incentivised Key Performance Indicators (KPIs) encompass various aspects of climate action, including but not limited to energy reduction, renewable energy deployment and embodied carbon reduction targets.

Moreover, by integrating monetary targets for business leaders, Aldar is cultivating a culture centered around accountability. These targets cascade down to all business lines, ensuring that responsibility for achieving climate-related objectives permeates throughout the organisation.

Strategy

Identifying climate-related risks and opportunities in line with TCFD recommendations

Following TCFD recommendations, we conducted a thorough analysis of two distinct and plausible climate scenarios to assess the risks and resilience of our business strategy. We opted for two Representative Concentration Pathways (RCP 4.5 and RCP 8.5), endorsed by the Intergovernmental Panel on Climate Change (IPCC), aligning our approach with best practices and cutting-edge climate science. These pathways depict defined trajectories of escalating greenhouse gas concentrations, correlating with projected average global temperature increases by the century's end.

- The RCP 4.5 scenario contemplates significant government-led mitigation efforts to limit the global temperature increase to less than 2°C above pre-industrial levels, consistent with the 2016 Paris Agreement. Risks in this scenario are linked to decarbonisation activities, although a minimum of 1.5°C warming persists, leading to the presence of physical risks.
- Conversely, the RCP 8.5 scenario envisions a high emission trajectory where governments take no additional decarbonisation measures, resulting in global warming likely surpassing 4°C. This scenario leads to severe and more frequent physical climate impacts globally.

Managing ESG risks continued

Defining Time Horizons

Aldar has established time frames aligned with regional climate policies and data availability to systematically assess our business strategy against climate risk. Our approach involves evaluating the impacts and likelihoods of climate risks in the below definitions of short, medium, and long-term. Given the nature of our business, adopting a long-term perspective on climate risks is imperative due to the extended lifespan of the products we create. This approach acknowledges the enduring impact and implications of climate-related factors on our operations, assets, and stakeholders over the lifespan of our assets.



Risk Assessment Methodology

Our approach involved evaluating the impacts and likelihoods of climate risks, considering our chosen time frame and existing business strategy. Our assessment includes all stages of the value chain including our own operation, upstream and downstream activities.

Impact assessments were conducted for each risk, examining potential effects on our business operations, revenue, expenses, assets, liabilities, and financing.

Likelihood was determined based on the probability and frequency of significant impacts if the risk were to materialise.

For each time frame, each material risk underwent assessment based on factors like likelihood, frequency, duration, and velocity, enabling us to determine financial, reputational, legal, or operational impacts and categorise them accordingly.

This comprehensive method enabled us to account for the distinctive development and experiences of risks over time. Our risk assessment methodology involved a thorough examination of reputable climate literature, categorising risk names from sources such as MOCCA, the UAE Government, IPCC, IEA, Mercer, and Carbon Brief.

The findings of our scenario analysis are displayed below:

RCP 4.5 Scenario: Aldar – business level

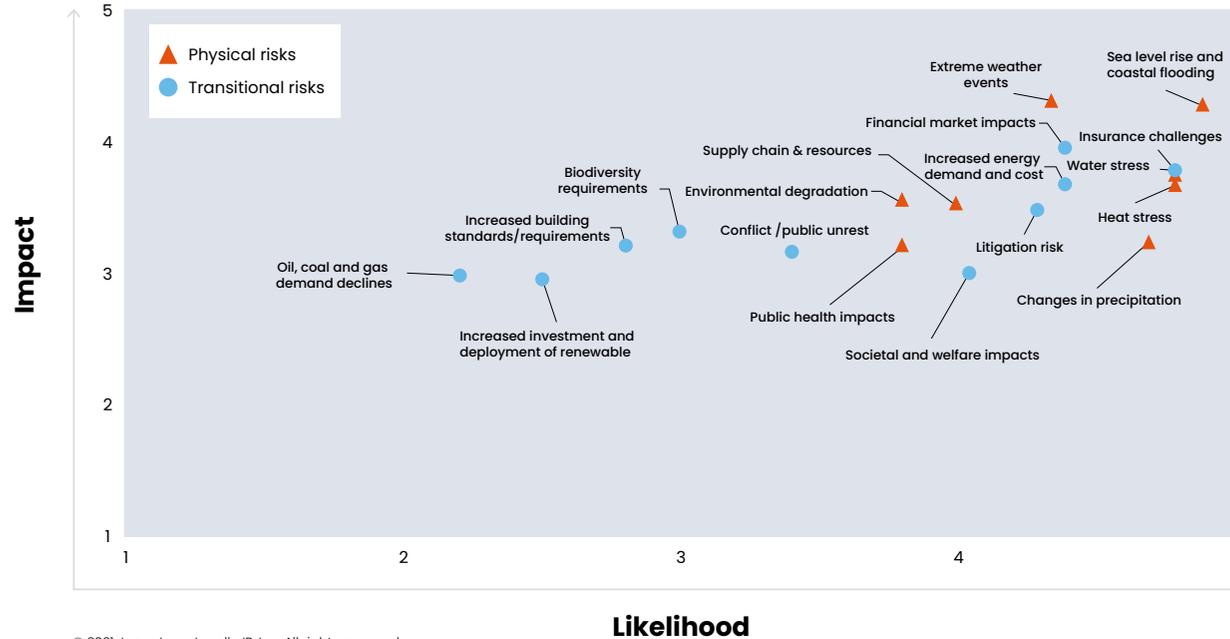


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Top risks based on RCP 4.5 scenario analysis

1. Increased building standards/requirements
2. Increased investment and deployment of renewable
3. Extreme weather events
4. Energy technology innovation
5. Increased energy demand and cost
6. Grid decarbonisation
7. Oil, coal and gas demand declines
8. Biodiversity requirements
9. Transport decarbonisation
10. Water stress

RCP 8.5 Scenario: Aldar – business level



Top risks based on RCP 8.5 scenario analysis

1. Sea level rise and coastal flooding
2. Insurance challenges
3. Extreme weather events
4. Water stress
5. Financial market impacts
6. Increased energy demand
7. Heat stress
8. Litigation risk
9. Supply chain and resources

Based on the findings from our scenario analysis, we formulated a climate risk management plan spanning three years. We designed risk registers at the segment level to oversee ESG and climate risks, and to monitor corresponding mitigation strategies. These registers have been seamlessly incorporated into our overarching risk management procedures, obligating us to evaluate options for transferring, avoiding, or reducing risk likelihood, minimising risk impact, and deciding whether to retain a specific risk.

Becoming a Net Zero Business

Aldar’s Net Zero Plan, launched in 2023, explains how the Group will achieve Net Zero in its direct emissions and the embodied carbon of all its developments and projects, as well as emissions associated with its supply chain and tenants. By launching this Plan, Aldar is taking a leading position on the global transition to Net Zero and is underlining its commitment to helping control the effects of climate change.

The nature of Aldar’s business as a developer and asset manager – with a diversified portfolio spanning retail, residential, commercial, hospitality, logistics, and schools – means Aldar is in a unique position to transform assets across their entire lifecycle, which is why we have taken a whole building approach and incorporated Scope 3 tenant-controlled emissions into our commitment.

More information on our actions to deliver Net Zero can be found in the Creating Sustainable Places chapter of this report.

Managing ESG risks continued

Risk management approach in alignment with TCFD recommendations

Our rigorous risk management process has systematically addressed climate-related risks. ESG and climate risks, identified as a primary risk category, encompass sub-risks specific to each business segment and department, now integrated into our comprehensive risk register. Climate-related risks are meticulously recorded within this category.

The risk register provides detailed information for each risk, including risk descriptors, impact and likelihood assessments, mitigation actions, the assigned risk owner, and any residual measures necessary to minimise the impact of the risk. Additionally, each ESG risk, including climate-related risks, is systematically mapped against other impact categories, such as strategic, operational, financial, and legal.

Metrics and targets

In response to the pressing need to mitigate our impact and foster a resilient business, we introduced our Net Zero Plan. As previously outlined, this plan delineates both short-term and long-term targets that guide our efforts to fulfil our commitment.

Risk category	Risk	Financial Implications				Risk description
		Revenues	Expenditure	Assets & liabilities	Capital & financing	
Transitional risks	Increased building standards / requirements	X	X	X	X	As the quantity and rigor of building standards and requirements continue to rise, substantial capital expenditure (CAPEX) will be necessary to ensure that real estate portfolios meet compliance standards. Non-compliant assets face the risk of becoming stranded or experiencing diminished values, along with potential fines and reputational damage associated with non-compliance.
	Increased investment and deployment of renewables		X		X	Aldar's failure to invest could place the Group at a competitive and reputational disadvantage, especially if other real estate peers are making such investments. Additionally, there is the risk of missing out on the potential benefits of energy savings through on-site generation.
	Increased energy demand and cost	X	X			Operational costs could become severe, particularly for energy inefficient assets, with associated implications for asset values and occupier demand.
Physical risks	Extreme weather events	X	X	X	X	Severe weather events may result in substantial CAPEX for repairing damages, along with revenue losses and downtime due to restricted asset access. Inadequate resilience or damage could expose assets to the risk of becoming stranded or experiencing diminished values. Additionally, there is associated CAPEX for implementing defensive measures.
	Water stress	X	X			Water scarcity and drought may lead to a notable rise in operational expenses and exert pressure on the values of assets with inefficient water usage. This challenge will be further intensified by heat stress in the region.
	Heat stress	X	X	X		Elevated temperatures will substantially boost the demand for cooling energy, posing the risk of stranded assets or diminished values for properties lacking sufficient, energy-efficient cooling solutions.



Appendix

Independent limited assurance report to Aldar Properties P.J.S.C (“Aldar”) on selected sustainability metrics disclosed in Aldar’s Sustainability Report for the year ended 31 December 2023

To the Board of Directors of Aldar Properties P.J.S.C. (“Aldar”)

We have been engaged by the Board of Directors of Aldar Properties P.J.S.C. (“the Company” or “Aldar”) to carry out a limited assurance engagement in order to state whether anything has come to our attention that causes us to believe that the selected sustainability metrics detailed below (“Subject Matter”), has not been prepared, in all material respects, in accordance with the applicable criteria (“Applicable Criteria”) as set out below.

Subject Matter

The Subject Matter for our limited assurance engagement were the selected sustainability metrics for the year ended 31 December 2023 as identified below. The selected sustainability metrics are included in Aldar’s 2023 Sustainability Report for the year ended 31 December 2023 (“the Report”) as prepared by management of the Company.

The selected sustainability metrics are based on the reporting boundary developed by the Company which consists of the Company and its subsidiaries under its operational control which are detailed on page no. 83 to 88 of the Sustainability Report.

The selected sustainability metrics covered by our limited assurance engagement are:

Selected sustainability metrics	Sustainability Report Page
Energy consumption	82
Water consumption	82
GHG emissions (Scope 1, 2, 3)	18, 81
Waste generation	82
Lost time injury frequency rate (employees, contractors & indirect employees)	58, 80
Fatalities	58, 80
Employee hires and leavers	77, 78
Employee compensation metrics	75, 76
Employee breakdown (by gender, age, nationality & management levels)	55, 74
Percentage of procurement assessments screened against our worker welfare criteria	61
Percentage of tier-1 contractors & sub-contractors audited against worker welfare criteria	61
Worker welfare-related grievances resolved	61

Applicable Criteria

The Applicable Criteria for this limited assurance engagement were the reporting requirements of the Global Reporting Initiative (“GRI”) Sustainability Reporting Standard 2021, as issued by the Global Sustainability Standards Board (“GSSB”) and as applicable to the Subject Matter.

Aldar’s responsibility

Management of the Company is responsible for preparing the Subject Matter that is free from material

misstatement in accordance with the Applicable Criteria and for the information contained therein.

This responsibility includes: designing, implementing and maintaining internal control relevant to the preparation of the Subject Matter that is free from material misstatement, whether due to fraud or error. It also includes selecting the Applicable Criteria as the criteria against which to evaluate the Subject Matter.

Management of the Company is also responsible for preventing and detecting fraud and for identifying and ensuring that the Company complies with the laws and regulations applicable to its activities. Management of the Company is responsible for ensuring that staff involved with the preparation of the Subject Matter are properly trained, systems are properly updated and that any changes in reporting encompass all significant business units.

Our responsibility

Our responsibility is to carry out a limited assurance engagement on the Subject Matter prepared by the Company and to report thereon in the form of an independent limited assurance conclusion based on the procedures we have performed and the evidence obtained. We conducted our engagement in accordance with the ISAE 3000 (Revised) Assurance Engagements other than Audits or Reviews of Historical Financial Information (the “ISAE 3000”) and International Standard on Assurance Engagements (ISAE) 3410, Assurance Engagements on Greenhouse Gas Statements (the “ISAE 3410”) issued by the International Auditing and Assurance Standards Board and the terms and conditions for this engagement as agreed with the Company’s management. ISAE 3000 (Revised) and ISAE 3410 require that we plan and perform the engagement to obtain limited assurance about whether the Subject Matter has been properly prepared, in all material respects, in accordance with the Applicable Criteria.

Our firm applies the International Standard on Quality Management 1, which requires the firm to design, implement and operate a system of quality management including policies or procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with the independence and other ethical requirements of the International Ethics Standards Board for Accountants’ International Code of Ethics for Professional Accountants, (including International Independence Standards) (IESBA Code), which is founded on fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

The procedures selected depend on our understanding of the Subject Matter and other engagement circumstances, and our consideration of areas where material misstatements are likely to arise.

A limited assurance engagement in accordance with ISAE 3000 (Revised) and ISAE 3410 involves assessing the risks of material misstatement of the Subject Matter, whether due to fraud or error, responding to the assessed risks as necessary in the circumstances of the engagement. The nature, timing and extent of procedures selected depend on our understanding of the Subject Matter and other engagement circumstances, and our consideration of areas where material misstatements of the Subject Matter are likely to arise.

In developing our understanding of the Subject Matter and other engagement circumstances, we have considered the process used to prepare the Subject Matter in order to design assurance procedures that are appropriate in the circumstances, but not for the purposes of expressing a conclusion as to the effectiveness of the Company’s internal

Independent limited assurance report continued

Our responsibility continued

control over the preparation of the Subject Matter.

Our engagement also included: assessing the appropriateness of the Subject Matter, the suitability of the criteria used by the Company in preparing the Subject Matter in the circumstances of the engagement, evaluating the appropriateness of the procedures used in the preparation of the Subject Matter and the reasonableness of estimates made by the Company.

Limited assurance is less than absolute assurance and reasonable assurance. The procedures performed in a limited assurance engagement vary in nature and timing from, and are less in extent than for, a reasonable assurance engagement. Consequently, the level of assurance obtained in a limited assurance engagement is substantially lower than the assurance that would have been obtained had a reasonable assurance engagement been performed.

As part of this engagement, we have not performed any procedures by way of audit, review or verification of the Subject Matter nor of the underlying records or other sources from which the Subject Matter was extracted.

Procedures performed

Our limited assurance engagement on the Subject Matter consisted of making enquiries, primarily of persons responsible for the preparation of the Subject Matter, and applying analytical and other procedures, as appropriate. These procedures were based on our professional judgement and included the following, amongst others, for the year ended 31 December 2023:

- Interviewing with senior management and relevant staff concerning sustainability strategy and policies for material issues, and the implementation of these across the business locations;
- Performing enquiries with management to gain an understanding of Aldar's processes for determining material issues for Aldar's key stakeholder groups;
- Performing enquiries with relevant staff at corporate and selected site level responsible for the preparation of the Subject Matter;
- Performing enquiries about the design and implementation of the systems and methods used to collect and report the Subject Matter, including the aggregation of the reported information; and
- Comparing the Subject Matter to relevant underlying sources on a sample basis to determine whether all the relevant information has been appropriately included in the Sustainability Report.

Characteristics and limitations

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Subject Matter may occur and not be detected. The assurance relies on documentation furnished by the Company and interactions with relevant personnel within the Company to validate the self-assessment. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation of the Subject Matter as the procedures performed were taken on a test basis.

Our engagement was not designed to test, verify or audit the completeness and accuracy of system outputs from the Company.

Furthermore, for the purpose of this limited assurance engagement, we have not performed any procedures around:

- Assessing compliance of any other indicators or related information, either qualitative or quantitative, which is not part of the Subject Matter, featuring in the Report with the disclosure requirements of the Applicable Criteria;
- Assessment of accuracy and completeness of the reporting boundaries determined by management for the purposes of the Report;
- Audit, review or verification of the Subject Matter nor of the underlying records or other sources from which the Subject Matter was extracted;
- Assessing the appropriateness of the materiality approach applied by management in preparation of the Report;
- Checking the accuracy of the GRI content indexation, as featured in the Report;
- Detecting any weaknesses in the internal controls over the preparation of the Subject Matter as the procedures performed will be undertaken on a test basis; and
- Testing, verifying or auditing the completeness and accuracy of outputs from Aldar's data collecting systems used for the compilation of the Subject Matter;

Limited assurance conclusion

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report. We believe that the procedures we have performed and evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the Subject Matter is not prepared, in all material respects, in accordance with the Applicable Criteria.

Restriction of use of our report

Our report should not be regarded as suitable to be used or relied on by any party wishing to acquire rights against us other than the Company, for any purpose or in any context. Any party other than the Company who obtains access to our report or a copy thereof and chooses to rely on our report (or any part thereof) will do so at its own risk. To the fullest extent permitted by law, we accept or assume no responsibility and deny any liability to any party other than the Company for our work, for this independent limited assurance report, or for the conclusions we have reached.

Our report is released to the Company on the basis that it shall not be copied, referred to or disclosed, in whole (save for the Company's own internal purposes) or in part, without our prior written consent.



KPMG Lower Gulf Limited

Date: 7 March, 2024

Dubai, United Arab Emirates

Data Pack

Employee disclosures

	Aldar Properties		Aldar Education		Aldar Hospitality		Aldar Estates		C2i		Pivot
HR Disclosures	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2023
Employee Breakdown^(A)											
Total Number of Employees	678	696	4,072	4,872	59	52	5,353	10,949	59	101	836
% of Employees by Gender											
% of Employees – Male	64%	61%	22%	20%	53%	58%	78%	80%	63%	45%	92%
% of Employees – Female	36%	39%	78%	80%	47%	42%	22%	20%	37%	55%	8%
% of Employees by Age											
% of Employees – Under 30	9%	16%	19%	15%	15%	13%	42%	40%	25%	31%	13%
% of Employees – 30–50	82%	76%	72%	75%	75%	67%	55%	57%	71%	68%	73%
% of Employees – Over 50	8%	8%	9%	10%	10%	19%	2%	3%	3%	1%	14%
% of Employees by Nationality											
% of Employees – UAE Nationals	37%	40%*	9%	11%	10%	12%	1%	1%	0%	2%	6%
% of Employees – Other Middle East	21%	12%	15%	15%	12%	6%	2%	5%	17%	16%	21%
% of Employees – Africa	3%	8%	20%	20%	0%	8%	11%	9%	15%	22%	2%
% of Employees – Asia	22%	23%	27%	28%	68%	60%	85%	84%	53%	52%	70%
% of Employees – North America and Europe	15%	15%	29%	26%	10%	13%	1%	1%	14%	7%	0%
% of Employees – South America and Australia	1%	1%	1%	1%	0%	2%	0%	0%	2%	1%	0%
% of Employees by Management Level											
% of Male Employees in Top-management positions	4%	6%	0%	0%	7%	8%	0%	0%	3%	2%	0%
% of Male Employees in Middle-management positions	37%	33%	3%	2%	19%	21%	11%	11%	17%	13%	4%
% of Male Employees in Non-management positions	22%	22%	19%	18%	27%	29%	67%	68%	42%	40%	88%
% of Female Employees in Top-management positions	0%	1%	0%	0%	5%	10%	0%	0%	2%	3%	0%
% of Female Employees in Middle-management positions	14%	12%	4%	3%	2%	6%	4%	4%	7%	11%	0%
% of Female Employees in Non-management positions	22%	26%	75%	77%	41%	27%	18%	16%	29%	32%	7%

(A) – KPI externally assured

*The percentage of UAE Nationals out of Aldar Properties total number of employees does not include trainees



Data Pack continued

Employee disclosures continued

HR Disclosures	Aldar Properties		Aldar Education		Aldar Hospitality		Aldar Estates		C2i		Pivot
	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2023
Employee Compensation Metrics^{(A)*}											
Annual Average Compensation of Employees by Gender											
Annual Average (basic salary) Compensation of Employees – Male	350,435.42	353,592.91	111,760.78	105,327.35	168,193.55	176,080.00	30,518.15	28,919.32	65,487.70	101,221.07	50,337.58
Annual Average (basic salary + other cash incentives) Compensation of Employees – Male	613,622.64	611,293.39	203,267.49	199,424.83	302,163.15	380,538.72	57,749.88	48,776.53	117,837.57	202,442.13	111,408.82
Annual Average (basic salary) Compensation of Employees – Female	241,114.00	217,096.54	74,960.09	71,506.66	99,450.00	160,500.00	34,456.63	33,775.10	61,722.73	69,738.00	55,708.50
Annual Average (basic salary + other cash incentives) Compensation of Employees – Female	468,162.63	432,073.15	137,628.36	137,147.22	182,046.79	333,283.97	67,625.12	61,840.91	103,974.59	139,476.00	123,853.13
Annual Average Compensation of Employees by Age											
Annual Average (basic salary) Compensation of Employees – Under 30	141,504.38	108,812.22	60,502.61	55,703.08	76,000.00	82,114.29	13,595.77	14,792.45	18,113.33	32,206.06	34,810.13
Annual Average (basic salary + other cash incentives) Compensation of Employees – Under 30	326,446.31	281,418.11	118,308.84	115,066.41	154,082.22	177,829.50	23,032.08	23,379.54	30,933.67	64,412.13	77,355.96
Annual Average (basic salary) Compensation of Employees – 30-50	311,520.36	316,910.47	84,766.39	80,071.06	114,177.27	138,960.00	42,396.74	37,594.96	58,267.74	104,708.52	48,318.18
Annual Average (basic salary + other cash incentives) Compensation of Employees – 30-50	564,245.13	564,973.79	155,026.04	151,650.34	205,053.27	279,411.49	79,589.14	66,175.25	99,126.67	209,417.04	107,361.29
Annual Average (basic salary) Compensation of Employees – Over 50	500,108.73	504,472.14	112,858.20	99,575.96	381,800.00	337,500.00	101,911.45	83,064.18	531,000.00	72,000.00	78,790.64
Annual Average (basic salary + other cash incentives) Compensation of Employees – Over 50	799,043.56	808,328.07	193,121.42	187,585.15	675,880.58	772,420.02	181,850.09	141,509.54	1,010,053.00	144,000.00	172,150.43

(A) – KPI externally assured

*All figures are expressed in AED

Data Pack continued

Employee disclosures continued

HR Disclosures	Aldar Properties		Aldar Education		Aldar Hospitality		Aldar Estates		C2i		Pivot
	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2023
Employee Compensation Metrics^{(A)*} continued											
Compensation of employees by Management Level											
Total Annual (basic salary) Compensation of the highest-paid individual in the organisation	1,848,000.00	1,848,000.00	1,374,000.00	1,374,000.00	918,000.00	918,000.00	1,080,000.00	3,698,088.00	720,000.00	450,000.00	924,000.00
Total Annual (basic salary + other cash incentives) Compensation of the highest-paid individual in the organisation	2,738,964.00	2,738,964.00	1,800,000.00	2,986,122.00	1,474,000.00	2,400,937.48	1,848,264.00	6,171,028.08	1,440,000.00	900,000.00	1,620,000.00
Annual Average (basic salary) Compensation of Male Employees in Top-management positions	1,047,187.85	907,408.91	538,800.00	548,250.00	544,500.00	348,000.00	509,854.86	443,642.39	401,250.00	390,000.00	642,900.00
Annual Average (basic salary + other cash incentives) Compensation of Male Employees in Top-management positions	1,639,617.23	1,418,330.45	860,571.43	1,009,942.64	934,281.88	750,777.24	968,723.86	718,823.53	803,067.00	780,000.00	1,212,000.00
Annual Average (basic salary) Compensation of Male Employees in Middle-management positions	392,733.45	378,417.83	187,187.26	176,530.39	183,600.00	177,818.18	96,775.42	89,069.59	109,831.50	165,660.00	176,452.94
Annual Average (basic salary + other cash incentives) Compensation of Male Employees in Middle-management positions	697,100.55	669,772.28	405,077.58	404,260.66	336,862.55	365,955.45	194,189.13	167,565.98	182,508.20	331,320.92	393,000.00
Annual Average (basic salary) Compensation of Male Employees in Non-management positions	160,571.84	157,493.80	96,432.88	93,400.86	63,525.00	67,760.00	16,964.83	16,452.04	20,889.20	40,534.20	42,901.37
Annual Average (basic salary + other cash incentives) Compensation of Male Employees in Non-management positions	298,627.58	292,441.49	166,749.67	167,274.03	120,277.63	132,440.35	30,286.40	25,093.29	37,150.96	81,068.40	95,409.80
Annual Average (basic salary) Compensation of Female Employees in Top-management positions	924,400.00	784,798.80	848,000.00	809,000.00	384,000.00	405,600.00	550,080.00	537,630.00	396,000.00	410,000.00	-
Annual Average (basic salary + other cash incentives) Compensation of Female Employees in Top-management positions	1,469,312.00	1,304,217.60	1,200,000.00	1,635,701.05	649,173.33	833,407.42	1,007,654.40	884,701.50	669,252.00	820,000.00	-
Annual Average (basic salary) Compensation of Female Employees in Middle-management positions	375,049.75	346,966.83	174,354.87	163,632.46	129,600.00	129,600.00	84,581.09	86,321.95	139,950.00	131,369.45	136,350.00
Annual Average (basic salary + other cash incentives) Compensation of Female Employees in Middle-management positions	679,984.38	640,883.12	383,026.18	397,776.06	286,630.00	277,069.09	168,201.00	158,670.10	231,153.75	262,738.91	303,000.00
Annual Average (basic salary) Compensation of Female Employees in Non-management positions	139,701.14	126,394.40	69,469.00	67,061.71	62,625.00	79,585.71	19,753.76	18,639.08	23,652.94	38,445.75	53,107.16
Annual Average (basic salary + other cash incentives) Compensation of Female Employees in Non-management positions	309,398.45	288,496.13	124,904.43	125,044.90	119,298.33	166,714.50	38,627.10	34,425.93	40,798.47	76,891.50	118,074.19

(A) – KPI externally assured. *All figures are expressed in AED



Data Pack continued

Employee disclosures continued

	Aldar Properties		Aldar Education		Aldar Hospitality		Aldar Estates		C2i		Pivot
HR Disclosures	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2023
Employee Hires and Leavers^(A)											
Number of New Hires	291	139	1446	1292	22	17	2063	3652	47	60	514
% of New Hires by Gender											
% of New Hires – Male	57%	64%	21%	18%	50%	53%	76%	79%	66%	47%	94%
% of New Hires – Female	43%	36%	79%	82%	50%	47%	24%	21%	34%	53%	6%
% of New Hires by Age											
% of New Hires – Under 30	35%	31%	32%	29%	32%	18%	56%	53%	28%	35%	17%
% of New Hires – 30-50	64%	66%	63%	66%	55%	65%	43%	45%	68%	63%	73%
% of New Hires – Over 50	1%	3%	5%	5%	14%	18%	1%	1%	4%	2%	11%
% of New Hires by Management Level											
% of New Hires in Top-management positions	1%	6%	0%	0%	23%	18%	0%	0%	2%	5%	0%
% of New Hires in Middle-management positions	22%	37%	5%	3%	18%	29%	12%	14%	23%	22%	4%
% of New Hires in Non-management positions	77%	56%	95%	96%	59%	53%	88%	86%	74%	73%	96%
Number of Internal Hires		11		144		0		23		3	0
% of Internal Hires by Gender											
% of Internal Hires – Male	–	91%	–	26%	–	0%	–	65%	–	0%	0%
% of Internal Hires – Female	–	9%	–	74%	–	0%	–	35%	–	100%	0%
% of Internal Hires by Age											
% of Internal Hires – Under 30	–	18%	–	n/a	–	0%	–	65%	–	0%	0%
% of Internal Hires – 30-50	–	82%	–	n/a	–	0%	–	35%	–	67%	0%
% of Internal Hires – Over 50	–	0%	–	n/a	–	0%	–	0%	–	33%	0%
% of Internal Hires by Management Level											
% of Internal Hires in Top-management positions	–	55%	–	0%	–	0%	–	0%	–	0%	0%
% of Internal Hires in Middle-management positions	–	27%	–	8%	–	0%	–	78%	–	100%	0%
% of Internal Hires in Non-management positions	–	18%	–	92%	–	0%	–	22%	–	0%	0%

(A) – KPI externally assured

Data Pack continued

Employee disclosures continued

HR Disclosures	Aldar Properties		Aldar Education		Aldar Hospitality		Aldar Estates		C2i		Pivot
	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2023
Employee Hires and Leavers^(A) continued											
Total Turnover Rate	13%	24%	17%	18%	14%	44%	21%	24%	8%	26%	13%
Total Turnover Rate – Male	11%	25%	20%	21%	23%	30%	21%	24%	5%	27%	13%
Total Turnover Rate – Female	15%	21%	16%	18%	4%	64%	21%	25%	14%	25%	9%
Turnover Rate by Age											
Total Turnover Rate – Under 30	37%	21%	18%	29%	11%	57%	23%	24%	7%	19%	10%
Total Turnover Rate – 30-50	10%	25%	15%	16%	16%	46%	20%	24%	7%	26%	12%
Total Turnover Rate – Over 50	9%	21%	31%	19%	0%	30%	20%	25%	50%	200%	20%
Turnover Rate by Management Level											
Total Turnover Rate in Top-management positions	0%	33%	10%	43%	29%	11%	12%	51%	0%	20%	50%
Total Turnover Rate in Middle-management positions	13%	23%	16%	22%	8%	21%	19%	33%	7%	21%	28%
Total Turnover Rate in Non-management positions	13%	23%	17%	18%	13%	66%	21%	23%	10%	28%	12%
Total Voluntary Turnover Rate		10%		15%		41%		25%		24%	19%
Voluntary Turnover Rate – Male	–	10%	–	15%	–	47%	–	18%	–	18%	10%
Voluntary Turnover Rate – Female	–	8%	–	14%	–	41%	–	20%	–	20%	9%
Voluntary Turnover Rate by Age											
Voluntary Turnover Rate – Under 30	–	6%	–	24%	–	57%	–	20%	–	16%	13%
Voluntary Turnover Rate – 30-50	–	11%	–	12%	–	46%	–	18%	–	20%	10%
Voluntary Turnover Rate – Over 50	–	3%	–	11%	–	30%	–	12%	–	0%	10%
Voluntary Turnover Rate by Management Level											
Voluntary Turnover Rate in Top-management positions	–	19%	–	29%	–	11%	–	38%	–	0%	50%
Voluntary Turnover Rate in Middle-management positions	–	9%	–	17%	–	21%	–	22%	–	8%	22%
Voluntary Turnover Rate in Non-management positions	–	8%	–	14%	–	66%	–	18%	–	24%	10%

(A) – KPI externally assured



Data Pack continued

Employee disclosures continued

HR Disclosures	Aldar Properties		Aldar Education		Aldar Hospitality		Aldar Estates		C2i		Pivot
	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2023
Parental Leave											
Male employees that took parental leave	15	22	24	34	1	1	20	51	1	0	0
Female employees that took parental leave	13	14	34	137	2	0	0	15	0	3	0
Male employees returning to work in the reporting period	15	22	24	–	1	1	20	51	1	0	0
Female employees returning to work in the reporting period	13	14	33	–	2	0	0	15	0	0	0
Return to work rate	100%	100%	98%	–	100%	100%	100%	100%	100%	0%	0%
People of Determination											
People of Determination within the total full time employees	7	5	2	2	0	0	4	0	0	0	0

Data Pack continued

Health and safety disclosures

HR Disclosures	Corporate		Aldar Hospitality		Aldar Projects		Aldar Education		Aldar Estates		C2i		Pivot
	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2023
Health & Safety Disclosures for Direct Employees^(A)													
Total Number of Direct Employees	678	696	59	52	–	–	4,072	4,872	5,353	10,949	59	101	5,555
Total Annual Number of Hours Worked	1,247,520	1,280,640	108,560	108,160	–	–	7,492,480	8,964,480	15,101,746	27,321,642	108,560	185,840	15,998,400
Total Number of work-related Lost Time Injuries (LTI)	0	0	0	0	–	–	1	0	3	7	0	0	3
Total Number of work-related fatalities	0	0	0	0	–	–	0	0	0	0	0	0	0
Lost Time Injury Frequency rate (LTIFR)	0.00	0.00	0.00	0.00	–	–	0.13	0.00	0.20	0.26	0.00	0.00	0.19
Health & Safety Disclosures for Contracted Workers^(A)													
Total Number of Contracted Workers	–	–	–	551	40,019	60,666	–	2,564	–	52,865	–	–	2,055
Total Annual Number of Hours Worked	–	–	–	1,759,868	116,272,100	176,750,485	–	34,890,688	–	61,320,303	–	–	5,918,400
Total Number of work-related Lost Time Injuries (LTI)	–	–	–	1	2	4	–	0	–	8	–	–	0
Total Number of work-related fatalities	–	–	–	0	2	2	–	0	–	0	–	–	0
Lost Time Injury Frequency rate (LTIFR)	–	–	–	0.57	0	0.03	–	0.00	–	0.13	–	–	0.00
Health & Safety Disclosures for Indirect Employees on our hospitality assets^(A)													
Total Number of Indirect Employees	–	–	3,441	3,185	–	–	–	–	–	–	–	–	–
Total Annual Number of Hours Worked	–	–	7,849,989	7,670,838	–	–	–	–	–	–	–	–	–
Total Number of work-related Lost Time Injuries (LTI)	–	–	29	16	–	–	–	–	–	–	–	–	–
Total Number of work-related fatalities	–	–	0	0	–	–	–	–	–	–	–	–	–
Lost Time Injury Frequency rate (LTIFR)	–	–	3.69	2.09	–	–	–	–	–	–	–	–	–

(A) – KPI externally assured

Data Pack continued

Scope 1, 2, 3, GHG emissions (tCO₂e)^(A)

Business Units	Asset Type	Scope 1		Scope 2 – Location Based		Scope 2 – Market Based*		Scope 3		Total GHG Emissions	
		2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
Aldar Education	Schools	24	57	42,552	56,183	–	–	6,686	10,829	49,263	67,069
Aldar Estates	Residential	341	538	123,273	128,279	–	–	189,288	171,120	312,902	299,936
	Commercial	5	117	13,999	28,156	–	–	47,476	76,471	60,880	104,743
	Retail	–	3	22,451	27,480	–	–	66,170	60,607	88,621	88,090
Aldar Hospitality	Hotels & Hospitality	1,168	2,975	22,679	36,603	–	–	37,191	58,119	61,039	97,697
Total Aldar Investment		1,539	3,690	224,354	276,701	–	–	346,810	377,145	572,703	657,535
Total Aldar Development		N/A	N/A	N/A	N/A	–	–	774,561	781,248	Not reported due to availability of data for all projects	781,248
Total GHG Emissions (tCO₂e)		1,539	3,690	224,354	276,701	–	–	1,121,371	1,158,393	1,347,264	1,438,783

*Through redemption of Clean Energy Credits, not assured

Scope 3 breakdown by category (tCO₂e)^(A)

Categories	2022	2023
1. Purchased goods and services	821,880	839,545
2. Capital goods	–	–
5. Waste generated in operations	21,535	25,817
7. Employee commuting	–	–
8. Upstream leased assets	–	–
11. Use of sold products	50,336	95,708
13. Downstream leased assets	227,621	197,323
Total Scope 3 GHG Emissions (tCO₂e)	1,121,371	1,158,393

(A) – KPI externally assured

Data Pack continued

Total energy consumption (MWh)^(A)

Business Units	Asset Type	Electricity		Chilled Water		Natural Gas		Diesel		Petrol		LPG		Total	
		2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023	2022	2023
Aldar Education	Schools	94,218	102,380	10,277	43,398	101	219	5	5	10	42	0	0	104,611	146,045
Aldar Estates	Residential	217,544	219,768	104,827	118,040	1,510	1,768	100	306	31	367	0	0	324,013	340,249
	Commercial	22,845	41,679	12,478	34,792	–	–	8	345	–	12	14	93	35,345	76,921
	Retail	33,827	46,469	26,939	26,113	–	–	–	10	–	–	0	–	60,766	72,593
Aldar Hospitality	Hotels & Hospitality	39,311	65,342	20,249	30,114	5,605	4,107	35	1,723	84	6,325	6	11	65,291	107,622
Total Aldar Investment		407,745	475,638	174,771	252,458	7,217	6,094	148	2,390	125	6,747	20	104	590,026	743,430
Total Aldar Development		N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Total Energy Consumption (MWh)		407,745	475,638	174,771	252,458	7,217	6,094	148	2,390	125	6,747	20	104	590,026	743,430

Total water consumption (m³)^(A)

Business Units	Asset Type	Water Consumed	
		2022	2023
Aldar Education	Schools	470,701	759,273
Aldar Estates	Residential	2,026,301	1,977,849
	Commercial	265,597	229,170
	Retail	411,981	279,612
Aldar Hospitality	Hotels & Hospitality	328,043	846,823
Total Aldar Investment		3,502,623	4,092,727
Total Aldar Development		395,952	1,884,636
Total Water Consumption (m³)		3,898,575	5,977,363

Total waste generated (tonnes)^(A)

Business Units	Asset Type	Waste Generated	
		2022	2023
Aldar Education	Schools	1,414	2,373
Aldar Estates	Residential	30,767	35,582
	Commercial	5,488	4,926
	Retail	6,678	6,814
Aldar Hospitality	Hotels & Hospitality	3,327	9,188
Total Aldar Investment		47,676	58,882
Total Aldar Development		36,618	1,023,321
Total Waste Generated (tonnes)		84,294	1,082,203

(A) – KPI externally assured

Reporting Criteria

Environmental Reporting Criteria

Consumption and emissions data relating to recently acquired businesses is not available across all environmental categories. New businesses will be engaged to collect data for the next reporting year as part of acquisition and integration processes. 2023 environmental data figures were assured externally. 2020, 2021 and 2022 figures were also audited however the scope and boundary audited may vary between the three years. For more details please refer to the reporting criteria of the previous Sustainability Reports.

Further, in 2022 and 2023 as part of developing our emissions baseline for the Net Zero Plan, we performed a detailed exercise to refine our GHG accounting scope and boundary of our environmental data. This analysis led to improved scope categorisation of the assets we own and manage. We are taking an operational control approach to GHG accounting, per the guidelines issued by the GHG Protocol. We are in the process of reconciling our historic data with this updated approach and will externally assure in future years.

Each property is classified and reported on by typology: Residential, Commercial, Retail, Schools (operated by Aldar Education), Hotels & Hospitality (operated by Aldar Hospitality), Construction (managed by Aldar Development). We aim to capture all relevant data, but, where this is not feasible, we estimate data and pro-rate available data wherever practical. Where we estimate, we make this clear in the Reporting Criteria.

In 2023, the environmental data for Aldar Estates includes only Provis.

All 2023 data in this Report covers the calendar year from 1 January 2023 to 31 December 2023.

Disclosure	Definition	Scope	Units	Method
Electricity	<p>Covers both building and non-building electricity use, including electricity used for on-site cooling.</p> <p>Fully tenanted refers to assets where Aldar has no operation control in the building.</p> <p>Partially tenanted refers assets where Aldar has control over common areas and shared services i.e. Aldar controlled Areas, but tenant spaces are managed directly by the tenant i.e. Partially Tenanted Areas.</p>	<p>Controlled Areas (accounted in Scope 2): Electricity consumption relating to the floor space within Aldar's operational control are reported.</p> <ul style="list-style-type: none"> – Data coverage includes 91 out of 103 assets which are directly under Aldar's operational control. Data for the remaining 12 assets were estimated using energy intensity per typology. 1 asset was excluded from this analysis. <p>Tenanted Areas (accounted in Scope 3): Energy consumption relating to the tenanted floor space across Aldar's operations.</p> <ul style="list-style-type: none"> – Fully Tenanted: Data was estimated for the 13 out of 13 assets were estimated using energy intensity per typology. – Partially Tenanted: Data coverage includes 7 out of 39 assets, where Aldar has operational control over the common areas/shared services on behalf of tenants. Data for the remaining 32 assets were estimated using energy intensity per typology. – Sold Assets: Units sold by Aldar to end-users are excluded from the scope of our GHG Accounting. 	MWh	Data was collected using utility bills and/or monthly meter readings. Data was reported on the Sustainability Data Management System.



Appendix continued

Environment Reporting Criteria continued

Disclosure	Definition	Scope	Units	Method
Fuels	Covers both building and non-building gross fossil fuel use including diesel, petrol, LPG, natural gas	Aldar controlled areas of assets and business activities where data is available. Since fossil fuels are only consumed by our operations for minor activities, if assets did not report any fuel-use data was not estimated or extrapolated.	MWh	Data was collected using utility bills and/or monthly meter readings. Data was reported on the Sustainability Data Management System.
Chilled water	Chilled water consumption used in buildings which are district cooled.	<p>Controlled Areas: Chilled water consumption for Aldar controlled areas was reported for 41 out of 54 assets that have District Cooling. For the remainder 13 assets, district cooling consumption was estimated using energy intensity per typology.</p> <p>Tenanted Areas: Energy consumption relating to the tenanted floor space across Aldar's operations. All tenant chilled water consumption was estimated.</p>	TRH	Data was collected using utility bills and/or monthly meter readings. Data was reported on the Sustainability Data Management System.
Water	Water consumption for building and non-building use	<p>Controlled Areas: Water consumption for Aldar controlled areas was reported for 103 out of 117 assets.</p> <p>Tenant Area: Excluded</p>	m ³	Data was collected using utility bills and/or monthly meter readings. Data was reported on the Sustainability Data Management System.
Waste	Waste generated (including both hazardous and non-hazardous waste).	Controlled Areas: Waste generated for Aldar controlled areas was reported for 81 out of 117 assets.	Tonnes	Data was collected using utility bills and/or monthly meter readings. Data was reported on the Sustainability Data Management System.
Material and Fuel Consumption	Material, Fuel and Water Consumption during the construction. Waste generated during construction.	Covers 33 out of 40 construction sites which were active in 2023.	Tonnes/ Litres	Data was collected using utility bills and/or monthly meter readings. Data was reported on the Sustainability Data Management System.
Direct Emissions Scope 1	Direct greenhouse gas emissions from sources owned or controlled by the company.	Includes fossil fuel emissions from building areas and vehicles where there is operational control, fugitive emissions are excluded due to lack of available data.	tCO ₂ e	Energy related emissions are calculated using IEA emission factors for fuels.
Direct Emissions Scope 2	Electricity indirect greenhouse gas emissions because of purchased electricity and cooling consumption, consumed by the company.	Includes electricity emissions from building areas and business activity over which there is operational control.	tCO ₂ e	Location-based and market-based method for calculation.



Appendix continued

Environment Reporting Criteria continued

Disclosure	Definition	Scope	Units	Method
Indirect Emissions Scope 3	Other indirect greenhouse gas emissions from building and non-building activities including those from resulting from purchased goods and services including water consumption of operational assets, downstream leased assets, embodied carbon, waste generated, and leased vehicle usage.	Category 1 & 2 (Purchased goods and services; capital goods) includes water consumption for operational assets, fuel, materials, waste and water from construction sites; Category 5 includes waste generated in operational assets Category 13: tenants energy consumption in our downstream leased assets.	tCO ₂ e	Embodied carbon was estimated in 2020 using embodied benchmarks for projects completed in the year; in 2021, 2022 & 2023 the methodology was updated to use materials and fuel consumption data and regional emission factors where relevant. Embodied carbon emissions were estimated using IEA, DEFRA and ICE Database. Well to tank emissions were calculated for relevant energy-related scope 3 categories using DEFRA emission factors. Water emissions was estimated using a local supplier emissions factor. Waste, leased asset and employee commuting emissions were estimated using local emissions factors.

Appendix continued

Social Reporting Criteria

Scope for all social data includes the following entities and subsidiaries: Aldar Corporate (including Development, Investment, Projects), Aldar Estates (including Provis, Asteco, SAGA, Eltizam, Kingfield, 360, Colliers (UAE), Khidmah, Basatin, Mace and Pactive), C2i, Aldar Hospitality, and Aldar Education.

Disclosure	Definition	Scope	Units	Method	Source
Headcount	The total number of Full Time Employees (FTE) as of 31st December 2023	FTEs across all business units and fully owned subsidiaries	Number (#)	Sum of employees across all business units and fully owned subsidiaries	Reported from HR database systems
Gender Representation	The percentage of male or female employees among total headcount as of 31st December 2023	FTEs across all business units and fully owned subsidiaries	Percentage (%)	Number of employees for specified gender divided by total number of employees	Reported from HR database systems
Age Representation	The percentage of employees belonging to specific age groups (<30 years, 30–50 years, >50 years) as of 31st December 2023	FTEs across all business units and fully owned subsidiaries	Percentage (%)	Number of employees for specified age group divided by total number of employees	Reported from HR database systems
Geographic Representation	The percentage of employees' nationalities split by macro geographical areas as of 31st December 2023	FTEs across all business units and fully owned subsidiaries. For corporate, the geographic breakdown includes also trainees (735 headcount)	Percentage (%)	Number of employees for specified geographical areas divided by total number of employees	Reported from HR database systems
Management Representation	The percentage of male or female employees across three management levels* as of 31st December 2023	FTEs across all business units and fully owned subsidiaries	Percentage (%)	Number of employees for specified gender divided by total number of employees in specified management category	Reported from HR database systems
New Hires	The total number of Full Time Employees (FTE) hired during 2023 by gender and by age groups	FTEs across all business units and fully owned subsidiaries	Number (#)	Sum of employees hired during 2023 across businesses	Reported from HR database systems
Turnover	Percentage of employees (gender wise) who left the organisation during 2023 by gender and by age	FTEs across all business units and fully owned subsidiaries. Transfers within Aldar Entities have not been considered as leavers	Percentage (%)	Number of employees who left the organisation by gender and by age groups divided by total number of FTEs	Reported from HR database systems



Appendix continued

Social Reporting Criteria continued

Disclosure	Definition	Scope	Units	Method	Source
Gender Pay Ratio	Ratio of Average Annual basic salary and basic salary + other cash incentives between Males and Females across the three management levels*	FTEs across all business units and fully owned subsidiaries	Ratio (Male: Female = 1:X)	Average total annual basic salary and basic salary + other cash incentives of all male employees to the average of total annual basic salary and basic salary + other cash incentives of all female employees by management level	Reported from HR database systems
Total Training Hours	Total hours of formal training imparted by the organisation to the employees by gender and by age	FTEs across all business units and fully owned subsidiaries. Excludes Aldar Education and Aldar Hospitality	Hours	Sum of all training hours, where one hour represents one hour of time spent by an employee during a training session	Reported from HR database systems
Average Training Hours Per Employee	Average hours of formal training imparted by the organisation to each employee	FTEs across all business units and fully owned subsidiaries Excludes Aldar Education and Aldar Hospitality	Hours	Total hours of formal training imparted by the organisation divided by the total number of employees at the organisation as of 31st December 2023	Reported from HR database systems
Parental Leave	Number of employees who availed the parental leave benefit during the reporting period	FTEs across all business units and fully owned subsidiaries	Number (#)	Sum of employees who availed parental leave during the reporting year	Reported from HR database systems
Parental Leave – Retention Rate	Percentage of employees who availed parental leave benefit and returned to work after completing the stipulated leave period	FTEs across all business units and fully owned subsidiaries	Percentage (%)	Number of employees who returned to work after the parental leave ended divide by the number of employees who took parental leave	Reported from HR database systems
Man-hours Worked	Number of hours worked across the organisation	FTEs across all business units and fully owned subsidiaries, contracted workers on operations and indirect employees across hospitality assets	Number (#)	FTEs: Number of people multiplied by 1,840 man-hours worked in a year (40 hours per week multiplied by 46 weeks in a year as a conservative approach) Contracted Workers and Indirect Employees: Sum of worked hours logged	FTEs: Calculated based on headcount Contracted Workers and indirect employees: Reported from monthly HSE statistics reports submitted by respective service providers and assets



Appendix continued

Social Reporting Criteria continued

Disclosure	Definition	Scope	Units	Method	Source
Lost Time Injury Frequency Rate (LTIFR)	Rate of Lost Time Injuries (LTI) every 1-million-man hours	FTEs across all business units and fully owned subsidiaries, contracted workers on operations and indirect employees across hospitality assets	Percentage (%)	Number of LTI divided by total number of man-hours worked multiplied by 1 million man-hours	Calculated: Rate of Lost Time Injuries (LTI) every 1-million-man hours
Health and Safety trainings	Number of training sessions delivered	FTEs across all business units and fully owned subsidiaries, contracted workers on operations and indirect employees across hospitality assets	Number (#)	Sum of H&S trainings sessions conducted	FTEs: Reported from monthly corporate HSE reports Contracted Workers and indirect employees: Reported from monthly HSE statistics reports submitted by respective service providers and assets
Welfare audits completed	Number of eligible development contractors that were audited against Aldar WW policy	100% contractors on our development projects until September 2023	(Number of entities completed audits / Total number of eligible entities) * 100	Asite platform	Reported from Worker Welfare database
% of Grievances resolved	Percentage of grievances resolved from total number of grievances received.	All grievances received through Ulula app in 2023	(Number of resolved / Total number of grievances) * 100	Ulula application	Reported from Worker Welfare database
% of Procurement assessments screened	Percentage of development tenders assessed from total number of tenders received.	All tenders received in 2023	(Number of tenders assessed / Total number of tenders received) * 100	Tender assessment log (Excel)	Reported from Worker Welfare database

Appendix continued

GRI Content Index

Statement of use	Aldar Properties PJSC has reported in accordance with the GRI Standards for the period 1st January to 31st December, 2023.	
GRI 1 used	This report has been prepared in accordance with GRI 1: Foundation 2021.	
GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021	2-1 Organisational details	Aldar Properties PJSC is a publicly listed company on the Abu Dhabi Securities Exchange (ADX). The headquarters is in Abu Dhabi, and countries of operation are the UAE and Egypt.
	2-2 Entities included in the organisation's sustainability reporting	Aldar Properties PJSC, Aldar Projects LLC, Aldar Education, Provis, Khidmah, C2i and Aldar Hospitality.
	2-3 Reporting period, frequency and contact point	January 1st, 2023 – December 31st, 2023. The Aldar Sustainability Report is published annually. Contact point: sustainability@aldar.com
	2-4 Restatements of information	There have been no restatements of information in the 2023 Sustainability Report.
	2-5 External assurance	Assurance statement, pp. 71-72
	2-6 Activities, value chain and other business relationships	Company Profile, pp. 6
	2-7 Employees	Investing in our employees, pp. 55 Health and safety for all people, pp. 58 Data pack – Employee disclosures, pp. 74-80
	2-8 Workers who are not employees	Data pack – Employee disclosures, pp. 80
	2-9 Governance structure and composition	Annual Report 2023
	2-10 Nomination and selection of the highest governance body	Annual Report 2023
	2-11 Chair of the highest governance body	H.E. Mohamed Khalifa Al Mubarak
	2-12 Role of the highest governance body in overseeing the management of impacts	ESG oversight and governance, pp. 64
	2-13 Delegation of responsibility for managing impacts	ESG oversight and governance, pp. 64
	2-14 Role of the highest governance body in sustainability reporting	ESG oversight and governance, pp. 64
	2-15 Conflicts of interest	Each Board member declares any matters relating to conflicts of interest at the beginning of a Board meeting and withholds from voting on such items. Details of conflicts disclosed are included in the Code of Business Conduct, some are included as part of the Financial Reports which are disclosed to the market regularly.



Appendix continued

GRI Content Index continued

GRI Standard	Disclosure	Location
GRI 2: General Disclosures 2021 continued	2-16 Communication of critical concerns	To the extent such concerns arise, they are addressed on a case-by-case basis. They are raised at forthcoming Board meetings if one is scheduled. In the event no board meeting is scheduled, in the immediate term after such a concern has been raised, communication pertaining to the matter will be conducted by email, with an option to convene a meeting to discuss the matter further if required. No critical concerns were reported in 2023.
	2-17 Collective knowledge of the highest governance body	ESG oversight and governance, pp. 64
	2-18 Evaluation of the performance of the highest governance body	ESG oversight and governance, pp. 64
	2-19 Remuneration policies	Annual Report 2023
	2-20 Process to determine remuneration	Annual Report 2023
	2-22 Statement on sustainable development strategy	Chairman's letter, pp. 3 Group Chief Executive Officer's Letter, pp. 4 Group Chief Financial and Sustainability Officer's Letter, pp. 5 Sustainability framework, pp. 9-10 Our Net Zero plan, pp. 17-18 Eight levers to decarbonise, pp. 19-31 Environmental management on construction sites, pp. 32-33
	2-23 Policy commitments	ESG oversight and governance, pp. 66
	2-24 Embedding policy commitments	ESG oversight and governance, pp. 66
	2-25 Processes to remediate negative impacts	ESG oversight and governance, pp. 66
	2-26 Mechanisms for seeking advice and raising concerns	ESG oversight and governance, pp. 66

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GRI Content Index continued

GRI Standard	Disclosure	Location
GRI 3: Material Topics 2021	3-1 Process to determine material topics	Our material sustainability areas, pp. 11-13
	3-2 List of material topics	Our material sustainability areas, pp. 12, 13
	3-3 Management of material topics	Energy, carbon and climate: Sustainability framework, pp. 9-10; Our Net Zero plan, pp. 17-18; Eight levers to decarbonise, pp. 19-31; Environmental management on construction sites, pp. 32-33 Health and safety: Health and safety for all people, pp. 58-60 Worker's welfare: Investing in our employees, pp. 55-57, Health and safety for all people, pp. 58-60; Worker welfare in our supply chain, pp. 61-62 Social and economic development: Contributing to social and economic development, pp. 45-52 Sustainable business growth: Sustainable finance for Aldar's decarbonisation journey, pp. 63; ESG oversight and governance, pp. 64 People and culture: Supporting our communities, pp. 40-44; Investing in our employees, pp. 55-57 Resource efficiency: Eight levers to decarbonise, pp. 19-31 Community outreach: Supporting our communities, pp. 40-44 Customer centricity: Engaging with our customers, pp. 38-39 Nature and biodiversity: Managing biodiversity across Aldar, pp. 34-35
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	Company Profile, pp. 6 Contributing to social and economic development, pp. 45-52
	201-2 Financial implications and other risks and opportunities due to climate change	Managing ESG risks, pp. 67-70
	201-3 Defined benefit plan obligations and other retirement plans	Aldar is fully aligned with the governmental requirements: National Pension Plan for UAE Nationals and End of Service benefit for all the other nationalities.
	201-4 Financial assistance received from government	No financial assistance was received from the government during the reporting year.
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	Company Profile, pp. 6
	203-2 Significant indirect economic impacts	Contributing to social and economic development, pp. 45-52
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	Contributing to social and economic development, pp. 45-52
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	100% of employees receive communication and training about anti-corruption policies and procedures as part of mandatory induction training.
	205-3 Confirmed incidents of corruption and actions taken	No cases of corruption-related incidents were reported in 2023.

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GRI Content Index continued

GRI Standard	Disclosure	Location
GRI 302: Energy 2016	302-1 Energy consumption within the organisation	Data pack – Total energy consumption, pp. 82
	302-2 Energy consumption outside of the organisation	Data pack – Total energy consumption, pp. 82
	302-4 Reduction of energy consumption	Data pack – Total energy consumption, pp. 82
	302-5 Reductions in energy requirements of products and services	Resource efficiency and management, pp. 27-28 Tenant initiatives, pp. 29
	GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource
303-2 Management of water discharge-related impacts		Green construction, pp. 24
303-5 Water consumption		Data pack – Total water consumption, pp. 82
GRI 304: Biodiversity 2016	304-1 Operational sites owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	All development activities are in line with EAD requirements and analysis is conducted periodically to ensure we do not operate on protected areas and do not endanger local biodiversity.
	304-2 Significant impacts of activities, products and services on biodiversity	Managing biodiversity across Aldar, pp. 34-35
	304-3 Habitats protected or restored	Managing biodiversity across Aldar, pp. 34-35
	304-4 IUCN Red List species and national conservation list species with habitats in areas affected by operations	Managing biodiversity across Aldar, pp. 34-35
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	Data pack – Scope 1, 2, 3 GHG Emissions, pp. 81
	305-2 Energy indirect (Scope 2) GHG emissions	Data pack – Scope 1, 2, 3 GHG Emissions, pp. 81
	305-3 Other indirect (Scope 3) GHG emissions	Data pack – Scope 1, 2, 3 GHG Emissions, pp. 81
	305-5 Reduction of GHG emissions	Data pack – Scope 1, 2, 3 GHG Emissions, pp. 81
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	Green construction, pp. 23-24 Circular economy, pp. 30
	306-2 Management of significant waste-related impacts	Green construction, pp. 23-24 Circular economy, pp. 30
	306-3 Waste generated	Data pack – Total waste generated, pp. 82
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	Low carbon supply chain, pp. 21
	308-2 Negative environmental impacts in the supply chain and actions taken	Low carbon supply chain, pp. 21



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GRI Content Index continued

GRI Standard	Disclosure	Location
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	Data pack – Employee disclosures, pp. 78
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Investing in our employees, pp. 55-57
	401-3 Parental leave	Investing in our employees, pp. 57 Data pack – Employee disclosures, pp. 79
GRI 402: Labour/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	The minimum notice period is 4 weeks.
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	Health and safety for all people, pp. 58-60
	403-2 Hazard identification, risk assessment, and incident investigation	Health and safety for all people, pp. 58-60
	403-3 Occupational health services	Health and safety for all people, pp. 58-60
	403-4 Worker participation, consultation, and communication on occupational health and safety	Health and safety for all people, pp. 58-60
	403-5 Worker training on occupational health and safety	Health and safety for all people, pp. 58-60
	403-6 Promotion of worker health	Health and safety for all people, pp. 58-60
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	Health and safety for all people, pp. 58-60
	403-8 Workers covered by an occupational health and safety management system	Health and safety for all people, pp. 58-60
	403-9 Work-related injuries	Health and safety for all people, pp. 58-60
	403-10 Work-related ill health	Health and safety for all people, pp. 58-60
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	Investing in our employees, pp. 55-56
	404-2 Programs for upgrading employee skills and transition assistance programs	Investing in our employees, pp. 55-56
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	Data pack – Employee disclosures, pp. 74
	405-2 Ratio of basic salary and remuneration of women to men	Data pack – Employee disclosures, pp. 75



Appendix continued

GRI Content Index continued

GRI Standard	Disclosure	Location
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No legal action or incidents related to discrimination were reported in 2023.
GRI 408: Child Labour 2016	408-1 Operations and suppliers at significant risk for incidents of child labour	There are stringent controls imposed by the UAE Government on the issuance of employment visas to anyone below the age of 18. This makes it highly unlikely for anyone conducting business with Aldar to have children in their workforce. Nonetheless child labour is included and addressed in our Worker Welfare Policy.
GRI 409: Forced or Compulsory Labour 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labour	Aldar's worker welfare policies specify that we do not accept any form of forced labour. It is classified as a critical requirement. We have yet to receive any report of forced labour from our supply chain, nor have we identified it through any of our monitoring activities.
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	Engaging with our customers, pp. 38-39 Supporting our communities, pp. 40-44
	413-2 Operations with significant actual and potential negative impacts on local communities	No operations with a significant actual or potential negative impact on our local communities were reported in 2023.
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	Low carbon supply chain, pp. 21
GRI 418: Customer Privacy 2016	418-1 Substantiated complaints concerning breaches of customer privacy and losses of customer data	No incidents or complaints concerning breaches of customer privacy and losses of customer data were reported in 2023.

Appendix continued

SASB Content Index

Area	SASB Code		Units	Location
Energy Management	IF-RE-130a 2	Total energy consumed by portfolio area with data coverage, percentage grid electricity, and percentage renewable, each by property subsector	MWh	Data pack – Total energy consumption, pp. 82
	IF-RE-130a 3	Like-for-like change in energy consumption of portfolio area with data coverage, by property subsector	MWh	Data pack – Total energy consumption, pp. 82
	IF-RE-130a 5	Description of how building energy management consideration are integrated into property investment analysis and operational strategy	Discussion and analysis	Resource efficiency and management, pp 27-28
Water Management	IF-RE-140a 3	Like-for-like change in water withdrawn for portfolio area with data coverage, by property subsector	Discussion and analysis	Data pack – Total water consumption, pp. 82
	IF-RE-140a 4	Discussion of water management risks and description of strategies and practices to mitigate those risks	Discussion and analysis	Green construction, pp. 24
Management of Tenant Sustainability Impacts	F-RE-410a 1	Percentage of new leases that contain a cost recovery clause for resource efficiency-related capital improvements and associated leased floor area, by property subsector		In 2023, we sought to increase our tenant engagement initiatives and achieved an engagement rate with 30% of Aldar's total leased space. Our green leasing agreements incorporate eco-friendly practices but no cost recovery clauses.
	F-RE-410a 3	Description of approach to measuring, incentivising, and improving sustainability impacts of tenants	Discussion and analysis	Tenant initiatives, pp. 29
Climate Change Adaptation	IF-RE-450a 2	Description of climate change risk exposure analysis, degree of systemic portfolio exposure, and strategies for mitigating risks	Discussion and analysis	Managing ESG risks, pp. 67-70

Appendix continued

ADX Index

Category	Metric	Page number(s), direct answers, and reasons for omissions, if applicable
Environment	E1. GHG Emissions	Data pack – Scope 1, 2, 3 GHG Emissions, pp. 81
	E2. Emissions Intensity	Data not disclosed
	E3. Energy Usage	Data pack – Total energy consumption, pp. 82
	E4. Energy Intensity	Data not disclosed
	E5. Energy Mix	Data pack – Total energy consumption, pp. 82
	E6. Water Usage	Data pack – Total water consumption, pp. 82
	E7. Environmental Operations	Sustainability framework, pp. 9-10 Our Net Zero plan, pp. 17-18 Eight levers to decarbonise, pp. 19-31 Environmental management on construction sites, pp. 32-33
	E8. Environmental Oversight	ESG oversight and governance, pp. 66
	E9. Environmental Oversight	ESG oversight and governance, pp. 66
	E10. Climate Risk Mitigation	Managing ESG risks, pp. 67-70

Category	Metric	Page number(s), direct answers, and reasons for omissions, if applicable
Social	S1. CEO Pay Ratio	CEO Pay Ratio: 28:1
	S2. Gender Pay Ratio	Data pack – Employee disclosures, pp. 75
	S3. Employee Turnover	Data pack – Employee disclosures, pp. 77
	S4. Gender Diversity	Data pack – Employee disclosures, pp. 74
	S5. Temporary Worker Ratio	N/a
	S6. Non-Discrimination	ESG oversight and governance, pp. 66
	S7. Injury Rate	Health and safety for all people, pp. 58 Data pack – Health and safety disclosures, pp. 80
	S8. Global Health & Safety	Health and safety for all people, pp. 58 Data pack – Health and safety disclosures, pp. 80
	S9. Child & Forced Labour	See GRI 408 and 409
	S10. Human Rights	Aldar Code of Conduct, Aldar Workers Welfare Policy
	S11. Nationalisation	Investing in our employees, pp. 55-57 Data pack – Employee disclosures, pp. 76
	S12. Community Investment	Investing in our employees, pp. 55-57 Scouting sustainable innovations, pp. 49-50
Governance	G1. Board Diversity	Aldar Annual Report 2023
	G2. Board Independence	Aldar Annual Report 2023
	G3. Incentivised Pay	Aldar Annual Report 2023
	G4. Supplier Code of Conduct	Aldar Code of Conduct
	G5. Ethics & Prevention of Corruption	No cases of corruption-related incidents were reported in 2023
	G6. Data Privacy	Aldar Privacy Policy
	G7. Sustainability Reporting	Annual
	G8. Disclosure Practices	GRI Content Index, pp. 90
	G9. External Assurance	Assurance statement, pp. 72-73



SDG Alignment

Aligning to the United Nations Sustainable Development Goals

We aim to align with the United Nations Sustainable Development Goals (UN SDGs).

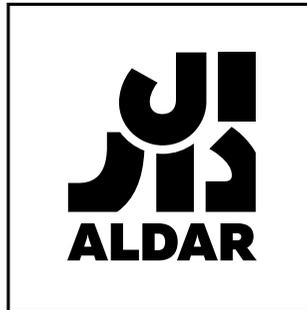
To this end, we have prioritised 12 SDGs where we can have the greatest impact.

UN SDG		Our commitment	Relevant initiatives and report thematic areas
3	Good health and well-being	 We foster positive, healthy workplaces and communities through employee well-being initiatives and designs that promote the well-being of people visiting, working in, and living in our buildings.	Engaging with our customers, pp. 38-39 Supporting our communities, pp. 40-44 Contributing to social and economic development, pp. 45-52 Investing in our employees, pp. 55-57
4	Quality education	 We create inclusive and innovative learning opportunities for our people and our communities.	Contributing to social and economic development, pp. 45-52
5	Gender equality	 We embed diversity and inclusivity within our culture and are dedicated to increasing the percentage of women across all levels of the business. Our resilience and leadership programmes focus on empowering women and supporting them on the path into senior positions.	Investing in our employees, pp. 55-57 Data pack – Employee disclosures, pp. 74-75
8	Decent work and economic growth	 We safeguard labour and human rights across our operations and supply chain to ensure the health, safety, security, and dignity of all those working for the company.	Health and safety for all employees, pp. 58-60 Worker welfare in our supply chain, pp. 61-62
9	Industry, innovation, and infrastructure	 Our deep-rooted innovation culture benefits our industry, customers, and communities. Through partnerships, we fund property tech start-ups committed to sustainability. Our adoption of the Estidama building design methodology binds us to best practice sustainable construction.	Contributing to social and economic development, pp. 45-52
10	Reduced inequalities	 We are committed to embracing diversity, promoting inclusion, and fostering a sense of belonging.	Supporting our communities, pp. 40-44 Contributing to social and economic development, pp. 45-52 Investing in our employees, pp. 55-57 Data pack – Employee disclosures, pp. 74-75
11	Sustainable cities and communities	 We design, create, and manage communities that enrich the lives of residents and promote sustainable living.	Eight levers to decarbonisation, pp. 19-39 Managing biodiversity across Aldar, pp. 34 Supporting our communities, pp. 40-44

Appendix continued

SDG Alignment continued

UN SDG		Our commitment	Relevant initiatives and report thematic areas
13	Climate action	 We believe climate action is both our responsibility and a necessity for the future success of our business. We are committed and working towards achieving Net Zero emissions by 2050.	Introduction, pp. 2-5 Aldar at COP28, pp. 8 Our Net Zero plan, pp. 17-18 Eight levers to decarbonise, pp. 19-31 Data pack – Scope 1, 2, 3 GHG Emissions, pp. 81
14	Life below water	 We aim to protect the biodiversity and ecosystems of natural water resources in and around our developments and communities.	Managing biodiversity across Aldar, pp. 34-35
15	Life on land	 We conduct rigorous environmental assessments throughout the project lifecycle and establish plans to protect and restore ecosystems and enhance Abu Dhabi's biodiversity.	Environmental management on construction sites, pp. 32-33 Managing biodiversity across Aldar, pp. 34-35
17	Partnerships for the goals	 We work in partnership with the UAE Government and other key stakeholders to ensure sustainable development and shape a better future.	2023 Business achievements, pp. 7 Aldar at COP28, pp. 8 Stakeholder Engagement, pp.14 Eight levers to decarbonisation, pp. 21-22, pp. 28-29 Supporting our communities, pp. 44



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