



Aldar
ESG Data Pack

COMMITTING TO A SUSTAINABLE FUTURE

ESG DATA PACK

| Category | Metric | Reference | | | | | | | | | | | | | | | | | | | | | |
|-----------------------------------|--|---|---|--|----------------|---------------------|------------------------|----------------|---------------------|------------------------|-------|-------|-----|-----|----|-----|-----|----|-----------------------------------|-----|-----|----|-----|
| Corporate Governance | 1.1.15: CEO-to Employee Pay Ratio (median) | 13:1 | | | | | | | | | | | | | | | | | | | | | |
| | 1.6.1: Contribution & Other Spending | Aldar does not make any contributions to or expenditures to political campaigns or organisations, lobbying, trade associations, tax-exempt entities, or other groups whose role is to influence political campaigns or public policy and legislation. | | | | | | | | | | | | | | | | | | | | | |
| | 1.6.2: Largest Contribution & Expenditure | Aldar does not make any contributions to or expenditures to political campaigns or organizations, lobbying, trade associations, tax-exempt entities, or other groups whose role is to influence political campaigns or public policy and legislation. | | | | | | | | | | | | | | | | | | | | | |
| Social Dimension | 3.2.2: Workforce Breakdown: Gender | Share of women in total workforce (as % of total workforce) | 58.8% | | | | | | | | | | | | | | | | | | | | |
| | | Share of women in all management positions, including junior, middle and top management (as % of total management positions) | 30% | | | | | | | | | | | | | | | | | | | | |
| | | Share of women in junior management positions, i.e. first level of management (as % of total junior management positions) | 44% | | | | | | | | | | | | | | | | | | | | |
| | | Share of women in top management positions, i.e. maximum two levels away from the CEO or comparable positions (as % of total top management positions) – | 23% | | | | | | | | | | | | | | | | | | | | |
| | | Share of women in management positions in revenue-generating functions (e.g. sales) as % of all such managers (i.e. excluding support functions such as HR, IT, Legal, etc.) | 32% | | | | | | | | | | | | | | | | | | | | |
| | | Share of women in STEM-related positions (as % of total STEM positions) | 37% | | | | | | | | | | | | | | | | | | | | |
| | | Social Dimension | 3.2.3: Workforce Breakdown: Race/ Ethnicity & Nationality | <table border="1"> <thead> <tr> <th></th> <th>UAE Nationals</th> <th>Other Middle East</th> <th>Western Africa</th> <th>South and East Asia</th> <th>North America & Europe</th> <th>Other</th> </tr> </thead> <tbody> <tr> <td>Total</td> <td>37%</td> <td>20%</td> <td>3%</td> <td>22%</td> <td>17%</td> <td>1%</td> </tr> <tr> <td>Share in all management positions</td> <td>29%</td> <td>20%</td> <td>3%</td> <td>16%</td> <td>32%</td> <td>1%</td> </tr> </tbody> </table> | | UAE Nationals | Other Middle East | Western Africa | South and East Asia | North America & Europe | Other | Total | 37% | 20% | 3% | 22% | 17% | 1% | Share in all management positions | 29% | 20% | 3% | 16% |
| | UAE Nationals | | | Other Middle East | Western Africa | South and East Asia | North America & Europe | Other | | | | | | | | | | | | | | | |
| Total | 37% | | | 20% | 3% | 22% | 17% | 1% | | | | | | | | | | | | | | | |
| Share in all management positions | 29% | 20% | 3% | 16% | 32% | 1% | | | | | | | | | | | | | | | | | |
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|--|---|---|--|---|--|------------------------------------|---------|---------|---|-----------|-----------|-------------------------------------|---------|---------|--|---------|---------|----------------------|--------|--------|
| Social Dimension (continued) | 3.2.4: Workforce Breakdown: Other Minorities | People with a disability – 1% | | | | | | | | | | | | | | | | | | |
| | 3.2.5: Gender Pay Indicators | <table border="1"> <thead> <tr> <th>Employee Level</th> <th>Average women's salary</th> <th>Average men's salary</th> </tr> </thead> <tbody> <tr> <td>Executive level (base salary only)</td> <td>729,691</td> <td>843,867</td> </tr> <tr> <td>Executive level (base salary + other cash incentives)</td> <td>1,264,084</td> <td>2,241,376</td> </tr> <tr> <td>Management level (base salary only)</td> <td>229,525</td> <td>244,466</td> </tr> <tr> <td>Management level (base salary + other cash incentives)</td> <td>638,822</td> <td>593,048</td> </tr> <tr> <td>Non-management level</td> <td>64,852</td> <td>39,777</td> </tr> </tbody> </table> | Employee Level | Average women's salary | Average men's salary | Executive level (base salary only) | 729,691 | 843,867 | Executive level (base salary + other cash incentives) | 1,264,084 | 2,241,376 | Management level (base salary only) | 229,525 | 244,466 | Management level (base salary + other cash incentives) | 638,822 | 593,048 | Non-management level | 64,852 | 39,777 |
| Employee Level | Average women's salary | Average men's salary | | | | | | | | | | | | | | | | | | |
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| Non-management level | 64,852 | 39,777 | | | | | | | | | | | | | | | | | | |
| | 3.5.1: Hiring | <table border="1"> <thead> <tr> <th colspan="2">Percentage of open positions filled by internal candidates (internal hires)</th> <th>Total number of new hires</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>1.00%</td> <td>3,144</td> </tr> </tbody> </table> | Percentage of open positions filled by internal candidates (internal hires) | | Total number of new hires | 2021 | 1.00% | 3,144 | | | | | | | | | | | | |
| Percentage of open positions filled by internal candidates (internal hires) | | Total number of new hires | | | | | | | | | | | | | | | | | | |
| 2021 | 1.00% | 3,144 | | | | | | | | | | | | | | | | | | |
| | 3.5.4: Type of Individual Performance Appraisal | <table border="1"> <thead> <tr> <th>Management by objectives: systematic use of agreed measurable targets by line superior</th> <th>Multidimensional performance appraisal (e.g. 360 degree feedback)</th> <th>Formal comparative ranking of employees within one employee category</th> </tr> </thead> <tbody> <tr> <td>100%</td> <td>100%</td> <td>100%</td> </tr> </tbody> </table> | Management by objectives: systematic use of agreed measurable targets by line superior | Multidimensional performance appraisal (e.g. 360 degree feedback) | Formal comparative ranking of employees within one employee category | 100% | 100% | 100% | | | | | | | | | | | | |
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| 100% | 100% | 100% | | | | | | | | | | | | | | | | | | |
| | 3.5.6: Employee Turnover Rate | <table border="1"> <thead> <tr> <th>Voluntary employee turnover rate</th> <th>Total employee turnover rate</th> </tr> </thead> <tbody> <tr> <td>2021</td> <td>6.41%</td> </tr> <tr> <td></td> <td>23.5%</td> </tr> </tbody> </table> | Voluntary employee turnover rate | Total employee turnover rate | 2021 | 6.41% | | 23.5% | | | | | | | | | | | | |
| Voluntary employee turnover rate | Total employee turnover rate | | | | | | | | | | | | | | | | | | | |
| 2021 | 6.41% | | | | | | | | | | | | | | | | | | | |
| | 23.5% | | | | | | | | | | | | | | | | | | | |

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3.5.7: Trend of Employee Engagement

| % of actively engaged employees | |
|---------------------------------|--------|
| 2021 | 90.00% |

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|------------------------------|-----------------------------|--|
| Social Dimension (continued) | 3.7.3 Health and Well-being | <p>Flexible working hours - Flexible working hours are available working either 8-4pm or 9-5pm. Time Management and Self-Management training available to all employees via LinkedIn and recommended to all employees.</p> <p>Working from home arrangements - During COVID-19 we provided remote working conditions for all our employees, Microsoft Teams training was delivered to enable people to work from home. Remote working training is available to all employees via the LinkedIn platform and was recommended to all employees.</p> <p>Paid maternity leave in excess of legally required minimum - Aldar maternity leave of 60 calendar days, whilst the legal requirement is 45 calendar days</p> |



JOIN THE CONVERSATION

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