



Aldar
2021 Sustainability Report

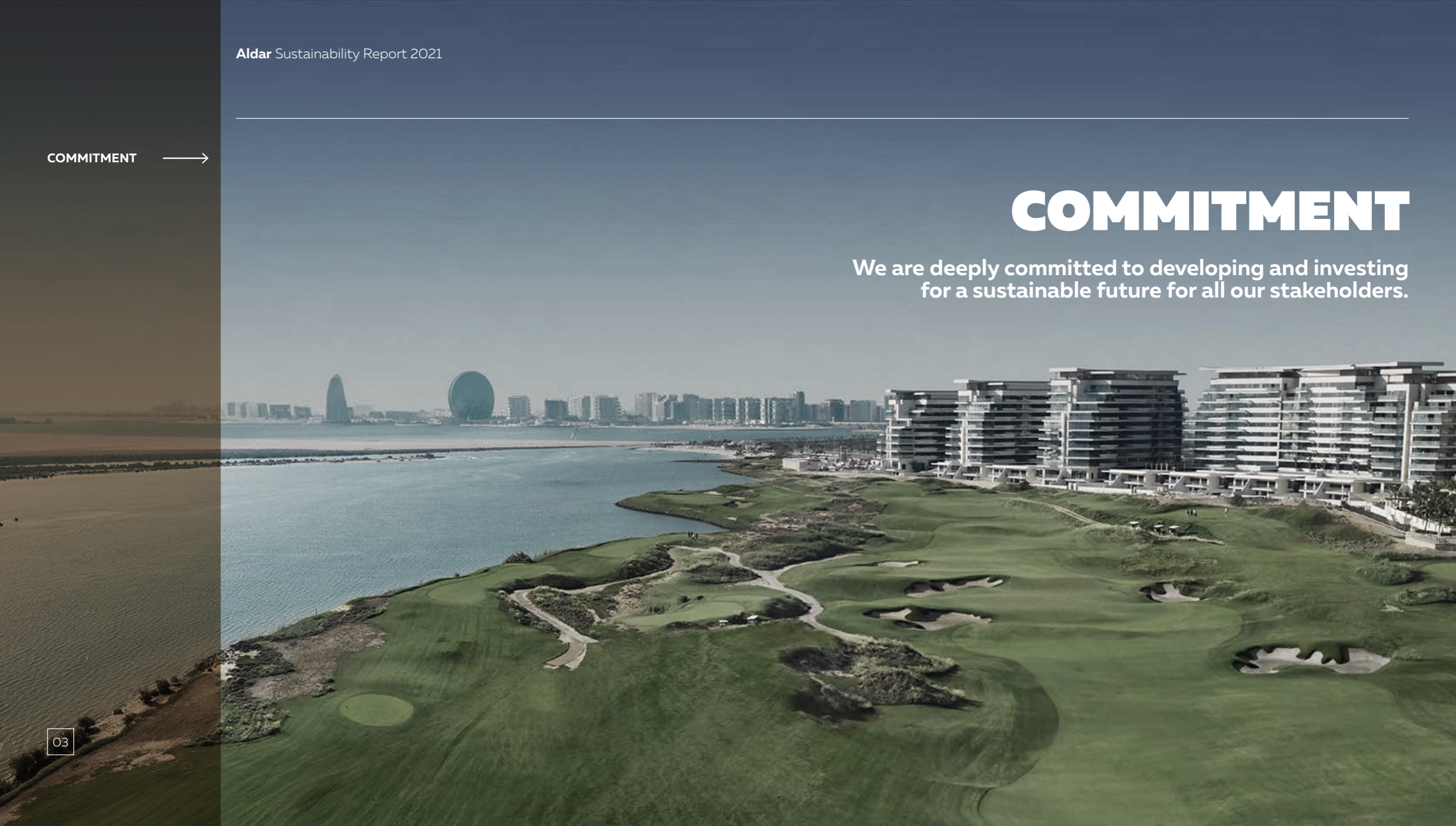
COMMITTING TO A SUSTAINABLE FUTURE



COMMITMENT →

COMMITMENT

We are deeply committed to developing and investing for a sustainable future for all our stakeholders.



Overview



OVERVIEW

As part of our purpose to shape a better future, we are making sustainability a key driver of our business.

This report tells the story of our commitment, of what we are doing to lay the foundations for a sustainable future, and of the progress we have made so far as we continue on our journey.

In this section, we introduce the report and share the views of our leadership team.

ABOUT THIS REPORT

Overview



MAKING PROGRESS

Welcome to our 2021 Sustainability Report. It focuses on sharing our commitment to a sustainable future and the progress we are making in creating it.

In 2021, we concentrated on laying the foundations for a sustainable future by introducing a new Group operating model, updating our sustainability strategy, and enhancing our governance, targets and reporting.

Our vision is to become a market leader in sustainable real estate – to build and manage inspiring places that enhance quality of life in harmony with the environment and the wider needs of society. Sustainability is at the heart of our business and in 2021 we made critical progress in building the foundations to underpin our journey.

Creating value

Achieving sustainable growth is one of our core strategic objectives. It is not just an expectation of our stakeholders, but a key driver of our Group that will set us apart and enable us to deliver greater shared value and prosperity

Measuring progress

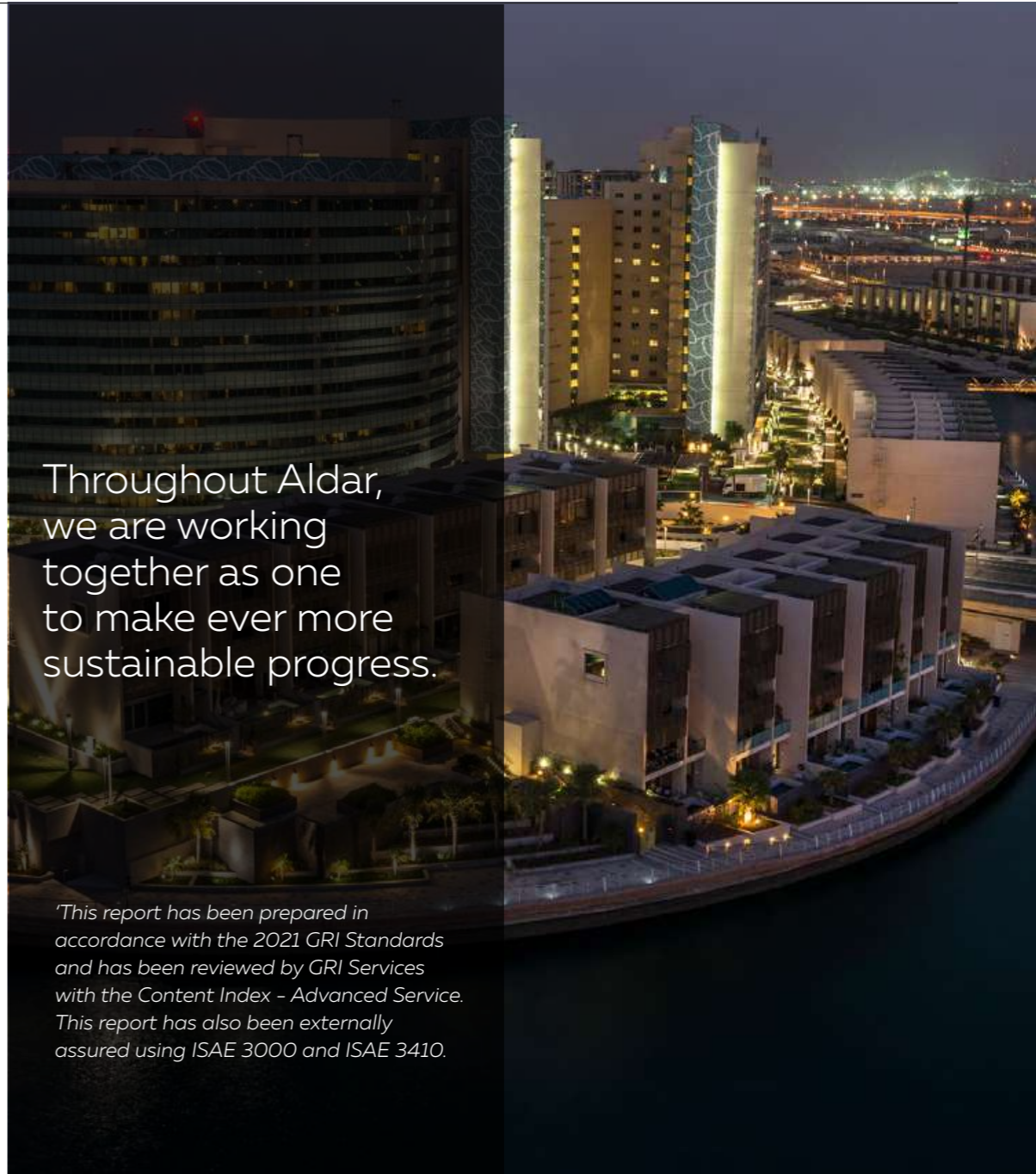
We measure our progress against four core sustainability pillars – Economy, Community, People and Environment – and share our results openly in our reporting.

Building the foundations

To empower everyone in Aldar to achieve our ambitions, we have transformed our structure – introducing a new Group operating model that embeds sustainability across all our businesses. It clarifies reporting lines and defines consistent responsibilities across all levels and businesses to improve accountability.

In addition, we have been working on updating our sustainability strategy – bolstering our carbon neutrality pledge with a further commitment to Net Zero emissions and working on an Action Plan to achieve this. We aim to be at the forefront of the UAE’s commitment to reach Net Zero by 2050.

We have also put in place stronger governance, targets and reporting mechanisms to help us deliver material progress against our mission and meet our ambitious plans for the future.



Throughout Aldar,
we are working
together as one
to make ever more
sustainable progress.

This report has been prepared in accordance with the 2021 GRI Standards and has been reviewed by GRI Services with the Content Index – Advanced Service. This report has also been externally assured using ISAE 3000 and ISAE 3410.

2021 AT A GLANCE

Overview

We are on a long-term sustainability journey to shape a better future.

In 2021, this meant a big focus on establishing strong governance around sustainability data – so we could provide transparent reporting and deliver on our current and future sustainability goals. With this foundation in place, we can go further, faster in meeting our sustainability commitments.

FOCUSING ON DATA QUALITY



Through 2021, we prioritised data quality, to close gaps we had identified in our data collection and strengthen our capabilities and processes.

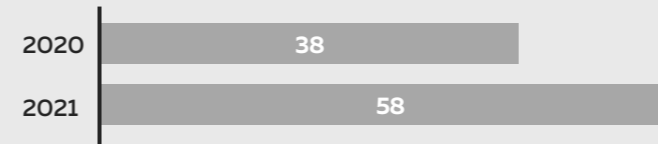
- Hired sustainability managers across Aldar and embedded sustainability performance KPIs.
- Unified and streamlined the fragmented data across our diverse Group.
- Launched our Sustainability Data Management System.
- Trained 500+ users, including suppliers and contractors.
- Moving forward, we will create working committees across the business to streamline data collection systems, methodologies, and embed outcomes into the workstreams of every department.

GOOD GOVERNANCE, ACCOUNTABILITY AND TRANSPARENCY

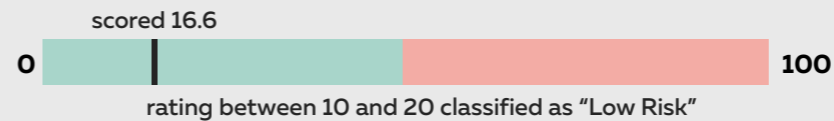


Reflecting our stronger governance and publishing of 17 ESG-related policies, we improved our ESG ratings.

Dow Jones Sustainability Index score



Sustainalytic's ESG risk assessment



We ranked 9th globally among 107 real estate companies.

COMMITTING TO NET ZERO



We took a key step forward on our sustainability journey by committing to Net Zero and working on our Action Plan to achieve it in line with climate science.

We are going beyond our carbon neutrality pledge to align with the UAE's Net Zero by 2050 commitment. We are currently finalising the data baseline and are on track to launch our Net Zero Action Plan.

MAKING PROGRESS ACROSS OUR SUSTAINABILITY PILLARS

We made progress across all four of our sustainability pillars. Key highlights include:

ECONOMY

89%

Customer satisfaction score, up from 82% in 2020

AED 8.8bn

Amount recirculated to the local economy through the National ICV Programme

COMMUNITY

AED 25m

Aldar investment on 2021 CSR initiatives

26

Community Living Index components analysed across all our communities

PEOPLE

35%

UAE Nationals in our corporate workforce up from 29% in 2020

42%

Women in our workforce, up from 31% in 2020

ENVIRONMENT

2021 Baseline

Setting the environmental footprint baseline for our decarbonisation journey

-20% Energy Consumption

Target for the energy management retrofit project launched

LETTERS FROM OUR LEADERSHIP

Overview



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

**"OUR CORE FOCUS ON
SUSTAINABILITY ALIGNS
CLOSELY WITH THE UAE'S
DEEP COMMITMENT."**

ENSURING A SUSTAINABLE FUTURE FOR GENERATIONS TO COME

At Aldar, we have always taken a long-term view of our role in the world, and sustainability is a natural part of this approach. We want to progressively improve things, for our communities, our stakeholders and our business – so that we all benefit and grow together over the years, creating a sustainable future for generations to come. This aligns closely with the UAE's deep commitment to sustainability.

The UAE has been a pioneer in the region in embracing sustainability, notably in preparing its response to climate change. Last year saw the UAE's Net Zero by 2050 strategic initiative announced, aiming to limit the rate of global warming in line with the Paris Agreement. To support this initiative, the UAE has pledged an initial \$163 billion investment in renewable energy and set a target to reduce greenhouse gas emissions by 23.5% by 2030. As a responsible corporate citizen, our sustainability programme directly supports the UAE's ambitious climate change plan. Through 2021, we have been working on our Action Plan to achieve Net Zero emissions. We are at the beginning of this journey and very much looking forward to pressing on with it.

Our commitment to sustainability is embedded in everything that we do at Aldar. As the leading real estate developer and asset manager in

Abu Dhabi, we understand our impact on our communities and the wider UAE. To that end, we continue to support the pioneering work of the UAE leadership and continuously seek to align our strategies and operations to the UAE's sustainability agenda. We want to lead the way in the decarbonization of the building environment to support the UAE's 2050 Net Zero goals and the global movement against climate change.

As we share our progress to date in this report and look to the years ahead, I would like to take this opportunity to thank the UAE's visionary leadership for creating an environment that prioritises sustainability. I would also like to thank our stakeholders, including every member of the Aldar family, our partners, our communities, and our shareholders, for their continued commitment to sustainable development. Together, we can continue to make great progress.

LETTERS FROM OUR LEADERSHIP

Overview



Talal Al Dhiyebi,
**Group Chief
Executive Officer
of Aldar Properties**

**“THROUGH 2021, WE
MADE STRONG PROGRESS
IN OUR SUSTAINABILITY
PERFORMANCE.”**

MAKING SUSTAINABILITY THE KEY DRIVER OF OUR BUSINESS

As sustainability increased in prominence globally in 2021, at Aldar, we took further key steps to embed it throughout our operations. This longstanding focus for us gained greater momentum through the year, as we laid the foundations to go further, faster in redefining sustainable real estate in the Middle East.

We are extremely proud of the resilience Aldar has shown throughout 2021, particularly how our people responded to the challenges of the pandemic and helped our business continue to deliver steady and sustainable growth. While we focused during this period on stabilising and resetting for future growth, we also prioritised sustainability, particularly in terms of the environment.

Beyond our environmental focus, this was also an eventful year on broader aspects of our sustainability strategy. We joined the United Nations Global Compact (UNGC) to further align our strategy and initiatives with the UN’s global agenda. As part of our commitment to the pact, and alongside our environmental goals, we continue to pursue eight priority sustainable development goals

(SDGs), including improved gender equality, greater employee wellbeing and enhanced education quality via the schools in our communities.

Moreover, throughout 2021, we took decisive steps to further embed sustainability in everything we do. In all our projects for example, we have promoted inclusion, greater social engagement and sustainable lifestyles, fostering an improvement in the overall quality of life in our communities. These measures are in line with leading government socioeconomic initiatives, including Abu Dhabi’s Economic Vision 2030, the UAE’s Net Zero by 2050 strategic initiative and Ghadan 21.

We believe our focus on sustainability is key to our success as a business. This can be seen in our financial performance in 2021, when we registered a 21% year-on-year gain in net profit to AED 2.33 billion. At the same time, our revenue backlog reached a record AED 6.0 billion, enhancing the visibility and predictability of future sales.

We are constantly looking for ways to make greater progress on sustainability – from reducing our carbon footprint to creating more diverse and inclusive communities. To share one example, our recently launched portfolio-wide energy management retrofit project has already borne fruit. It is expected to remove 80,000 tons of carbon emissions annually across 80 hotel, school, commercial, leisure, retail, and residential assets. The steps we have taken to save energy will significantly reduce electricity, water, chilled water, and gas

consumption, saving us up to AED 40 million per year in energy consumption costs. It will also help us accelerate efforts to achieve our Net Zero commitment. Likewise, our clean energy agreement with Emirates Water and Electricity Company will see all of our owned and managed operating assets powered by clean energy sources for up to five years.

In the following pages of the report, we share our progress across our four sustainability pillars. We also highlight how 2021 was a critical year on our journey as we reorganised our operations for greater sustainable growth and impact. Our new Group operating model has made us nimbler and more responsive, enabling us to accelerate our programs to reach our ambitious sustainability goals more quickly.

As we emerge from the global pandemic, we have a renewed sense of purpose and concern for the world we live in. We are more focused than ever on creating communities that reach new heights in sustainable real estate. This is not just because it is the right thing to do, but because we firmly believe in the growing appeal of such assets to our customers. Newly launched projects, such as our Sustainable City on Yas Island, represent the next steps on this very exciting journey to a world where both people and planet can prosper.

There is much to look forward to, and much to do, together.

IN CONVERSATION ON KEY ISSUES



Greg Fewer



Salwa Al Maflahi



Greg Fewer, our Group Chief Financial and Sustainability Officer, discusses our progress, how sustainability impacts financing, and our focus going forward, with Salwa Al Maflahi, Director – Sustainability & CSR.

Salwa – How much progress have we made over the past year in improving our sustainability?

Greg – We are in the early years of our sustainability journey and are trying hard to keep moving forward so we can take the lead in our sector. This year, we have focused on upping the intensity and improving the robustness of our approach.

Our progress has involved hundreds of seemingly small achievements which together add up to a much bigger impact – from undertaking individual initiatives to introducing new policies, implementing old policies, collecting data, and recruitment. Through the year, we doubled the hours of work in the organisation devoted to sustainability initiatives

Our broad and deep progress through the year is reflected in our sustainability score improvements. We scored 58 on the Dow Jones Sustainability Index in 2021, a 53% year-on-year improvement from the 38 points we scored in 2020. Our strong showing last year also propelled us to the top 13% of the 237 global real estate companies surveyed by the Dow Jones Sustainability Index, up from being in the top 31% in 2020. At the same time, we scored 16.6 on Sustainalytics' ESG risk assessment scale. A rating between 10 to 20 is classified as "Low Risk" and Aldar was ranked 9th out of 107 real estate companies analysed by Sustainalytics.

Through the year, we made broad and deep progress in adopting a full suite of sustainability initiatives across the Group.

Continued: →

LETTERS FROM OUR LEADERSHIP

Overview



Greg Fewer
**Group Chief Financial and
Sustainability Officer**

“The real estate sector globally has a big task ahead in becoming truly sustainable across its operations, and we are determined to play our part in this. We are laying the foundations for systemic change in a credible, thorough way. This strong foundation will allow us to move at pace to make tangible improvements, such as reporting on the emissions intensity of our operations.”

GRI 2-22

Continued:

Salwa – Has becoming more sustainable improved our cost of finance?

Reflecting our commitment to being at the forefront of innovation, we were the first real estate company in the Middle East and North Africa region to engage in this kind of financing. I fully expect it to become more common in the years ahead and will bring about benefits for both debtors and the planet. Stay tuned.

Greg – At Aldar, we believe that global capital markets are the primary and most effective incentive structure we have to motivate private and public sector actors into adopting sustainability.

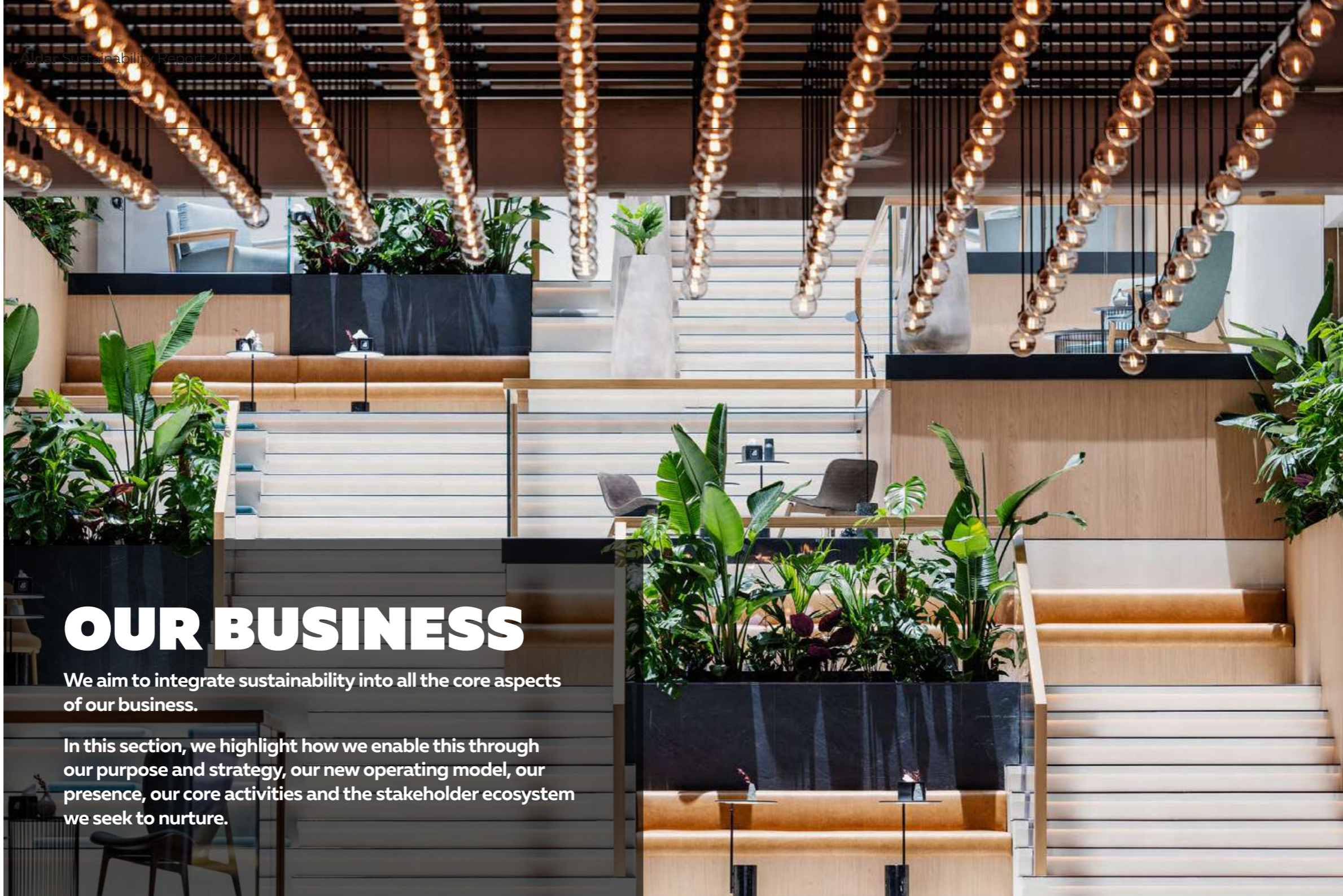
We believe we are in the early stages of capital markets prioritising investments towards responsible organisations. Cost of and access to capital will increasingly be impacted as global providers and intermediaries acknowledge and favour sustainable organisations. We are committed to participating in early-stage capital markets activities that will accelerate us down this path.

One example is the AED 300 million sustainability loan we signed with HSBC last year. It links the interest margin payable under the facility to the achievement of certain sustainability targets. All the metrics we are being measured against, including energy and water efficiency, waste recycling, and worker welfare, are fully aligned to our sustainability strategy. If we meet these targets, we pay a lower interest rate on the loan. If we don't, we have pledged to invest a fixed amount in one or more qualifying ESG projects.

Salwa – What is our focus for sustainability going forward?

Greg – We are looking to make the most of the firm foundations we have laid for improved sustainability. One key area we're continuing to work on is to align the Group with the UAE's Net Zero by 2050 commitment. We are committed to Net Zero and are developing our Action Plan to make this happen. We aim to share this Plan with everyone later in 2022.

We are committed to Net Zero and we are making progress on our Action Plan, which we will publish later in 2022.



Our Business



OUR BUSINESS

We aim to integrate sustainability into all the core aspects of our business.

In this section, we highlight how we enable this through our purpose and strategy, our new operating model, our presence, our core activities and the stakeholder ecosystem we seek to nurture.

OUR PURPOSE AND STRATEGY

Our Business



At Aldar, we are here to shape a better future, and sustainability goes right to the heart of this purpose – it runs through our corporate culture and business strategy.

We are the largest real estate business in Abu Dhabi, and one of the region's most recognised and trusted master developers. Our strategy for value creation focuses on four themes: operational excellence; customer centricity; growth and expansion; and people, innovation and digital transformation.

Our purpose is to shape a better future. To this end, we integrate sustainability into our corporate culture and business strategy.

This approach encourages responsible business practices, which in turn increases the positive impact on our communities and drives change across our value chain, wider society and the economy.

We focus on generating long-term stakeholder and shareholder value. To deliver on this commitment, we will continue to strengthen

our ESG performance; we want to demonstrate leadership and implement best practice throughout our organisation. This is not only the right thing to do – it also makes good commercial sense. Sustainability will define coming business cycles. We see major opportunities to expand the value creation potential of building and managing assets in a way that is fit for the future.

Our dedicated Sustainability and CSR team oversees our sustainability framework, strategy and policies and prioritises high-level strategic initiatives such as the development of our Net Zero Action Plan. Our sustainability strategy is aligned with the United Nations Sustainable Development Goals and the Abu Dhabi Economic Vision 2030. Our commitment, the foundation we have created for delivering on it, and the tools we are developing to help us succeed all align strongly with national and international priorities. Together, we will shape a better future.

Guided by our purpose and strategy, we see major opportunities to create more value by investing in and developing real estate assets across the region that are fit for the future.

BUSINESS STRATEGY

VISION

Become a leading regional real estate developer and manager that creates memorable experiences and value for our customers and shareholders

MISSION

Place our customers first by embedding sustainability, quality, technology and innovation in everything we do

Strategic themes

OPERATIONAL EXCELLENCE

CUSTOMER CENTRICITY

GROWTH AND EXPANSION

PEOPLE, INNOVATION, AND DIGITAL TRANSFORMATION

SUSTAINABILITY FRAMEWORK

Alignment with strategic objectives

- Embed environment and quality in every area of our business
- Promote social and environmental sustainability
- Invest in expansion
- Develop our people
- Exceptional customer experiences
- Build our portfolio
- Embed innovation
- Engage our stakeholders
- Deploy disruptive technology

Sustainability pillars



Economy



Community



People



Environment

OUR OPERATING MODEL

Our Business



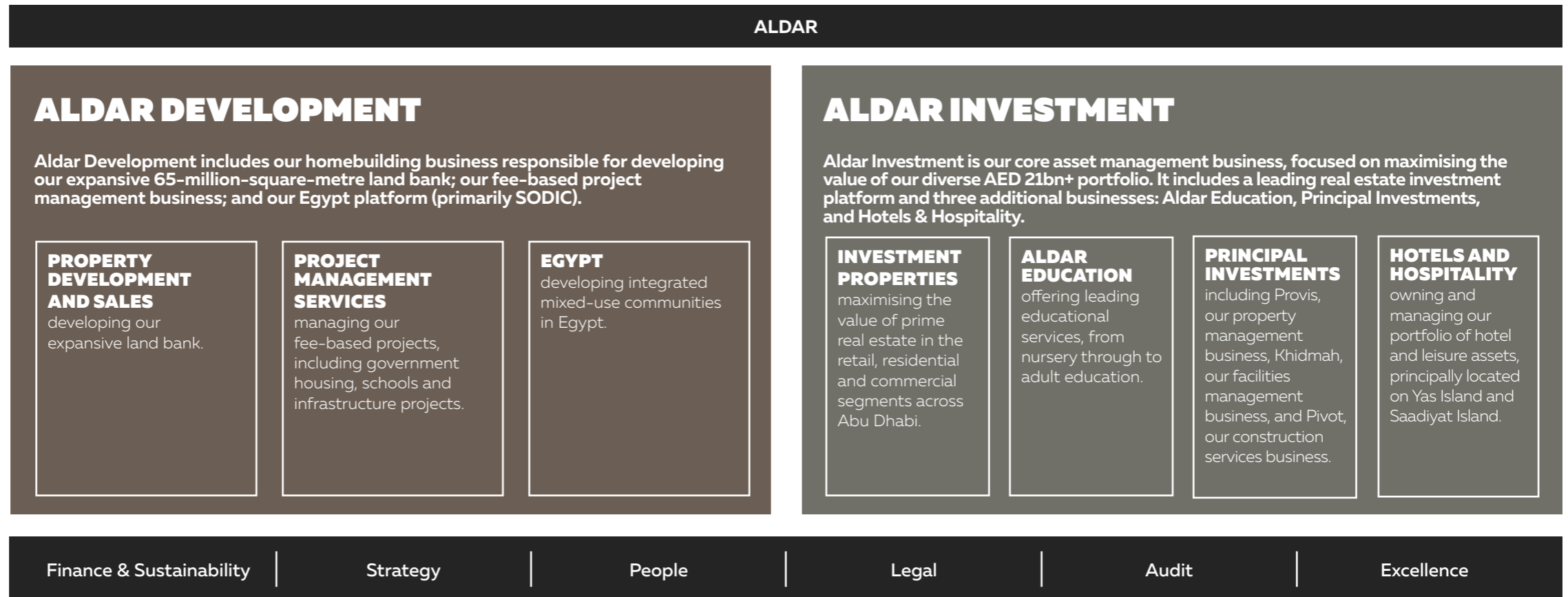
Our new Group-wide operating model enables us to work together more closely and effectively as one Group, which in turn empowers us to go further and faster in making progress on sustainability.



Over the past 16 years, we have evolved from a pure play developer to a diversified property development and investment company. To take full advantage of our strengths, we now have a new Group-wide operating model: two core business segments, Aldar Development and Aldar Investment, with several sub-segments in each business.

Our new operating model, announced in January 2021, has made us more agile and locally accountable. It has accelerated decision making and improving efficiency and enabled us to go further in embedding sustainability across our business.

We plan to make additional enhancements to our operating model in 2022. This will include a joined-up approach to sustainability across the asset lifecycle, where we share technical challenges and best practice between teams to build support networks at a time of ongoing rapid business change.



GRI 2-2

OUR PRESENCE

Our Business



We create world-class attractions and communities across Abu Dhabi and beyond. Since 2014, Aldar Development has launched over 12,000 residential units. Aldar Investment owns and operates a diverse portfolio of AED 21bn+ in value.



OUR ACTIVITIES

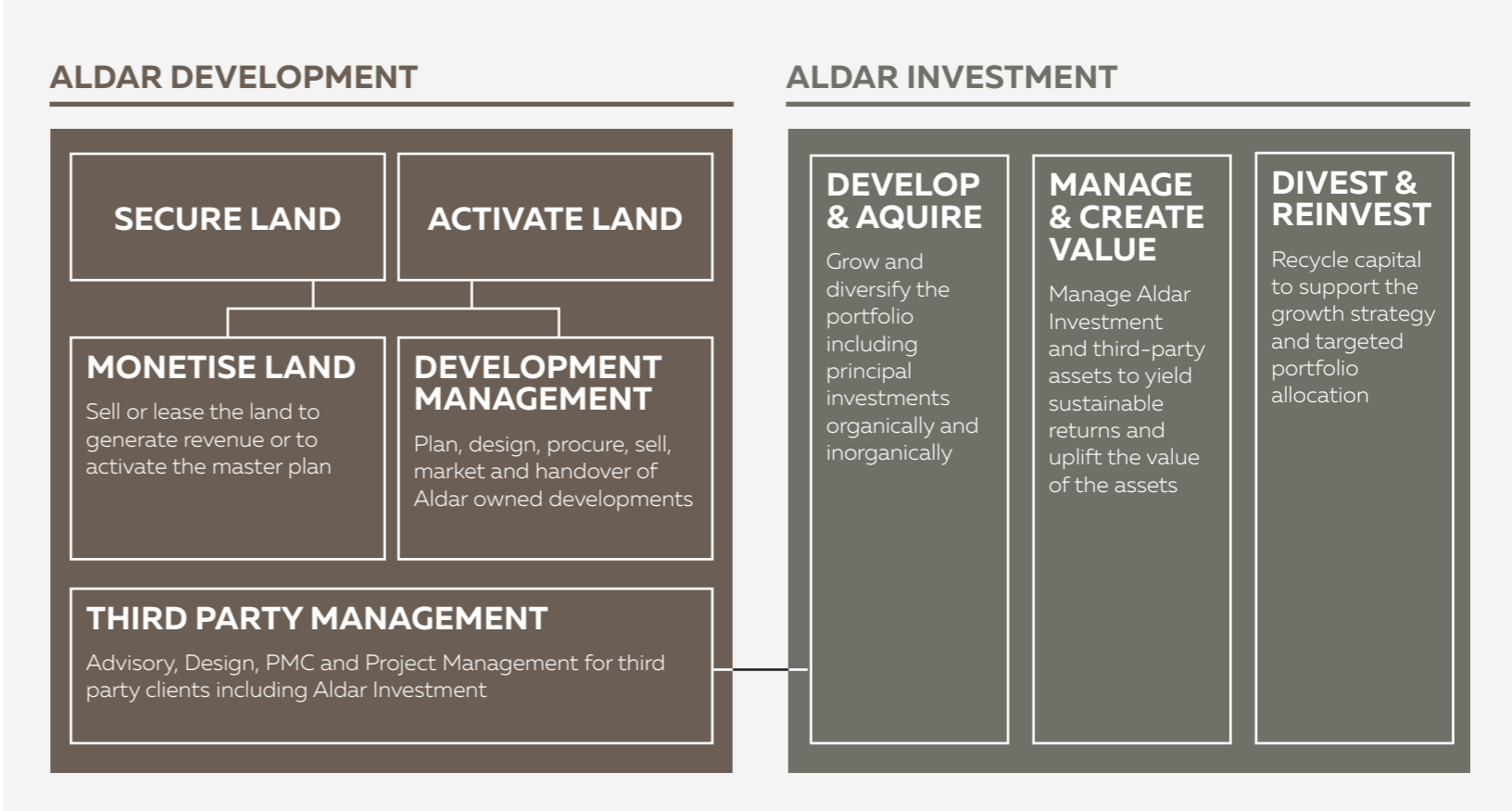
Our Business



We are an intentionally diverse business that is built to last, in line with our future-focused purpose and our core principle of sustainable growth and expansion.

We are uniquely positioned in our region as a leading developer and asset manager. Our range of service offerings makes us highly adaptable to market conditions, and helps us to manage the innately cyclical real estate sector.

Through our activities we manage the full asset lifecycle from land acquisition through to design, development and ongoing management or sale of assets. Looking ahead, we see our activities increasingly focusing on intensifying and regenerating previously developed brownfield sites given the great capacity this has to reduce the carbon intensity of our developments. Our integrated business allows us to pursue our vision of long-term value creation in a coordinated way. We make use of internal feedback loops to tailor and improve what we do across every stage of the process, helping to maintain the rigorous quality standards we are known for.



ALDAR DEVELOPMENT OVERVIEW

Our Business



Aldar Development is a master developer focused on building integrated, liveable, and thriving communities across Abu Dhabi's most desirable destinations. These include Yas Island, Saadiyat Island, Al Raha, and Reem Island.

It is responsible for developing, marketing, and selling developments on our diverse land bank. It also encompasses, Aldar Projects, our fee-based project management business, including over AED 40 billion of government housing and infrastructure projects. Separately, Aldar Egypt is our platform focused on developing mixed-use communities in Egypt. In line with our focus on sustainable growth, our development business aims to increase development sales, grow our fee-based projects pipeline, and diversify geographically in both the UAE and Egypt. Our development business prioritises building sustainability into our master planning, design, and procurement activities. Moreover, we are committed to continuous learning and to actively contributing to more sustainable outcomes.

SUSTAINABILITY PRIORITIES:



To create communities that deliver positive economic, social, and environmental impacts.



To transform the built environment by adopting lifecycle thinking driven by the principles of high-quality standards, social value, and environmental mindset.



To deliver meaningful, healthy, and inclusive places that improve people's quality of life.



To decarbonise through design, in line with our Net Zero Action Plan, reducing both construction and ongoing operational emissions, benefitting our customers and wider society.



To build a resilient portfolio through environmental stewardship.



Jonathan Emery
Aldar Development
CEO

“The principles of urbanism and placemaking are at the core of our approach to designing Aldar developments. As well as being walkable, mixed-use, and connected, our developments are guided by inclusivity, accessibility and sustainability. As such, long-term value creation and the impact we have on the environment and sustainability more broadly is fundamental in our development decision making. To help us achieve our sustainability goals, we work in partnership with the public and private sector and we have been increasingly making use of technology and digital tools to maximise the benefits of our smart and sustainable designs as well as the efficiency of our operations.”

2021 HIGHLIGHTS

AED 7.2bn

development's sales up 100% versus 2020

AED 6.0bn

revenue backlog

92% sold

across all projects currently under construction

30%

growth in development business gross profit

36%

gross profit margin

85.52%

first entry into an international market by leading a consortium to acquire an 85.52% stake in SODIC, one of Egypt's leading listed real estate development companies

78%

customer satisfaction score

ALDAR DEVELOPMENT

Our Business



PROJECT MANAGEMENT SERVICES

Aldar Projects manages our fee-based project management business, the largest of our development activities.

Our project management services focus on designing and coordinating the construction of buildings and infrastructure under masterplans. The land used is owned by customers, with completed assets handed back to landowners.

In 2021, following a governmental decree, we were appointed as the strategic delivery partner for the Government of Abu Dhabi on key public housing and associated infrastructure. We were awarded an initial tranche of capital projects worth more than AED 40 billion across Riyadh City, Baniyas North project, and others in Al Ain and Al Dhafra regions. Together, these include more than 25,000 plots of land and villas for UAE nationals.

Our Projects business looks to integrate sustainability through all stages of our projects, from the early stages of design through to procurement and the construction lifecycle. This includes driving operational sustainability initiatives such as the introduction of eco-villa concept pilots and implementing solar energy sourcing on construction sites. We have also included sustainability criteria into our technical evaluations and supplier contracts. By investing in these innovations, we will be able to scale up implementation of sustainability improvements at pace from 2022 onwards.



“With sustainability embedded into our procurement process, we are able to deliver smart and sustainable developments with confidence. We are committed to making the very best use of technology to improve the sustainability of our projects, and to working with our partners on research into green building materials.”

Adel Albreiki
Aldar Projects CEO

2021 SUSTAINABILITY HIGHLIGHTS



Conducted supplier training and surveys for 280+ suppliers on sustainability programmes.



Delivered inductions to 4,800 workers and identified key grievance areas.



Introduced pass/fail pre-qualification assessments for worker welfare.



Conducted assessments of employment practices and accommodation facilities utilised by 12 general contractors engaged on our project sites.



Launched an employee welfare hotline for supply chain workers on two pilot projects



Implemented first onsite solar energy project on an Aldar construction site (Baniyas North), reducing construction office costs by 25%.

2021 IN NUMBERS

105%

growth in Projects business gross profit

AED 41.1bn

revenue backlog (31 Dec 2021)

Infrastructure projects:

22,700

plots (in 19 locations)

Housing projects:

9,650

villas (in 10 locations, in addition to 1,500 apartments in 4 locations)

Road projects:

445km

in 6 locations, in addition to 5 major interchanges

ALDAR DEVELOPMENT

Our Business



ALDAR EGYPT

We identified Egypt as a priority market based on our strong belief in the country's potential and the macroeconomic fundamentals driving the real estate sector.

In December 2021, in conjunction with ADQ, we acquired an 85.5% stake in Egyptian developer SODIC, a public joint-stock company listed on the Egyptian Stock Exchange. We selected SODIC as our preferred target for acquisition after comprehensive market screening. SODIC is a market leader in terms of brand and quality of developments, and a good fit with our culture and values, including a strong commitment to ESG.

SODIC has been a United Nations Global Compact signatory since 2014. It is also a member of the Green Transformation Partners in Egypt, a group of leading companies in their respective industries working with Egypt's Ministry of Planning and Economic Development to promote awareness and increase commitment to decreasing carbon emissions nationwide ahead of COP27.

2021 SUSTAINABILITY HIGHLIGHTS



We completed our first entry into an international market through this acquisition.



SODIC set up a sustainability department and is undertaking a complete ESG assessment and setting its sustainability strategy in alignment with our sustainability framework.

2021 IN NUMBERS

AED 1.5bn

acquisition of SODIC

4.85m

square metres – unlaunched land bank

AED 1.62bn

revenue

AED 201m

net profit



ALDAR INVESTMENT OVERVIEW

Our Business →

Aldar Investment is our core asset management business. It owns and manages a diverse real estate and hospitality portfolio of AED 21+ billion in prime income-generating property assets.

OUR PRIMARY MARKETS ARE:



Residential – including around 7,300 units across Abu Dhabi. Recent landmark additions include The Bridges, and the Gate and Arc Towers;



Retail – with around 491,000 square metres of gross leasable area across Yas and Al Jimi Malls alongside community-scale local retail outlets;



Commercial – with a portfolio of approximately 319,000 square metres attracting top-tier local and international tenants.

Alongside scaling our hotels and hospitality and education offerings and principal asset investments, we are also focusing on deploying capital to further diversify both in terms of geography and assets. This includes logistics, warehousing, and expansion beyond Abu Dhabi and the UAE.

In 2021, our investment business made swift progress on critical sustainability priorities, most significantly by committing to improve the energy efficiency of existing stock through retrofits. The portfolio-wide energy management retrofit project has already produced results and is expected to remove 80,000 tons of carbon emissions annually. The steps taken to save energy will significantly reduce electricity, water, chilled water, and gas consumption, saving AED 40 million per year in operational costs.

SUSTAINABILITY PRIORITIES:



To decarbonise by scaling energy efficiency efforts through our 5-year energy management project.



To increase water efficiency and greywater reuse systems, including treating sewage to offset potable water usage over asset lives.



To enhance waste segregation across the portfolio, reducing waste diverted to landfill and increasing recycling rates.



Jassem Saleh Busaibe
Aldar Investment CEO



“By taking a long-term view to asset management, we can reduce our impact on the environment and realise significant cost savings. That is why we are not only embedding sustainability into our new assets but also taking tangible steps to improve the energy efficiency of our existing portfolio.”

2021 SUSTAINABILITY HIGHLIGHTS

AED 3.28bn
recurring revenue, +6% over 2020⁽¹⁾

2 million
square metres – gross leasable area

AED 1.72bn
recurring net operating income

3.6yrs
portfolio WAULT⁽²⁾

80
assets across four sectors

93%
occupancy

AED +21bn
gross asset value

(1. Excludes Pivot)

(2. weighted average unexpired lease term)

ALDAR INVESTMENT

Our Business



ALDAR EDUCATION

Aldar Education is the leading educational service provider in Abu Dhabi, with the largest network of schools. It delivers English and American curriculums adapted for the UAE and provides inclusive and modern approaches to learning to inspire and empower our students.



Aldar Education operates 20 schools with more than 26,000 students: four ADNOC schools, seven charter schools, eight Aldar Academy schools (including Cranleigh), and a nursery. During 2021, we continued to successfully minimise COVID-19-related disruptions to students' education and teachers' work.



"As the largest provider of education in Abu Dhabi, we have a tremendous responsibility to future generations. As well as ensuring young people of all abilities and backgrounds have the ability to reach their full potential, we must focus on helping our students understand the importance of sustainability."

Sahar Cooper
Aldar Education CEO

2021 SUSTAINABILITY HIGHLIGHTS



Partnering with Key2Enable, a start-up providing assistive technologies in education to people of determination, to provide a unique keyboard, Key-X, for use in our academies.



Achieving Green Flag sustainability award status in two schools, Al Mamoura and Al Yasmina, with the plan to achieve this in all schools by 2023.



Collaborating on the implementation of enrichment programmes to empower people of determination, as an official partner of Special Olympics UAE.



Establishing student committees to champion long-term, sustainable goals and actions that put people and planet first.



Achieving external accreditation to ISO 45001:2018, the international standard for health and safety, becoming the first Abu Dhabi school group to do so.



Achieving LEED platinum for the new HQ office.

2021 IN NUMBERS

AED 1bn

in investments committed to diversify our portfolio of schools

83%

customer satisfaction score

50

Emirati teachers trained, in partnership with Mohammed V University Abu Dhabi

42%

increase in full-year EBITDA to AED 146 million

100%

of all printed resources for Academies moved to digital platforms

100%

completion of ESG registers for Aldar Education

ALDAR INVESTMENT

Our Business



PRINCIPAL INVESTMENTS: PROVIS

Provis delivers market-leading, innovative estate management solutions to clients across the UAE.

Services include property consultancy and management, owners' association management, sales and leasing, and clubhouse and lifestyle management services. Provis manages approximately 50,000 residential units, 317,000 square metres of commercial assets, and over 490,000 square metres of retail Gross Leasable Area (GLA).



"As the largest full-service real estate services company in the Middle East, we have a responsibility to champion environmental stewardship and promote practices that contribute towards preserving the environment, among our communities, our partners, stakeholders, and the wider industry. We are proud to be making our operations and communities greener, cleaner, and more efficient."

**HP Aengaar
Provis, CEO**

2021 SUSTAINABILITY HIGHLIGHTS



Developing an organisation-wide sustainability strategy, aligned with Aldar's sustainability framework and in line with the United Nations Sustainability Development Goals (UN SDGs).



Winning 'Sustainability Initiative of the Year' award at the International Real Estate Community Management Summit (IRECMS) Dubai Awards 2021. This recognised our significant energy savings, technology-driven operational efficiency, and increased community engagement.



Implementing several corporate social responsibility (CSR) initiatives, including beach cleaning, creation of an inclusivity playground in Al Muneera Community, tree-planting venture in Al Raha Gardens Community, waste management campaigns, and the distribution of meals to community workers.



Winning the 'Sustainability' award, 'Proptech' category, at the Smart Built Environment Awards 2021.



Procuring energy service partners to deliver substantial sustainability retrofits across our asset portfolio.

2021 IN NUMBERS

90%

customer satisfaction score

10

health and well-being awareness events

ALDAR INVESTMENT

Our Business



PRINCIPAL INVESTMENTS: KHIDMAH

Khidmah is a full-service facility management solutions provider focused on domestic, commercial, and retail solutions, with over 3,200 team members across the UAE and KSA.



“As well as ensuring our people have the necessary skills and tools to do their jobs effectively and in a sustainable way, we are focused on building a culture that inspires sustainability excellence. Khidmah is at the forefront of the facilities management industry and we are proud of our efforts to champion responsible service delivery.”

Abdellatif Sfaxi
Khidmah CEO

2021 SUSTAINABILITY HIGHLIGHTS



Receiving the 2021 Sheikh Khalifa excellence award, which is based on the European Foundation for Quality Management framework.



Implementing new and updated policies in facilities management, people, sustainability, health and safety, child protection, and corporate social responsibility (CSR).



Registering Khidmah’s new Corporate Head Office for LEED Platinum certification with the US Green Building Council.



Designing Khidmah’s new head office (currently under construction) to achieve WELL certifications in 2022.



Gaining the internationally recognised ISO 41001: 2018 certification in International Facility Management Standards for Khidmah’s UAE and KSA operations.



Recertifying Khidmah for the following standards: ISO 50001:2018 for Energy Management, ISO 14001:2015 for Environmental Management, ISO 45001:2018 for Occupational Health and Safety and ISO 9001:2015 for Quality standards.

2021 IN NUMBERS

51%

ICV score, increasing from 45% in 2020

95%

customer satisfaction score

+86

net promoter score

AED 500k

investment in mobile training academy

7.89m

safe working hours

6,979

total number of training sessions delivered

1,453

total number of HSE inspections carried out

11.4%

reduction in paper consumption (in head office and sites)

ALDAR INVESTMENT

Our Business



ALDAR HOTELS & HOSPITALITY

Aldar Hotels & Hospitality (AH&H) owns and manages our portfolio of hotel and leisure assets, centred around Yas Island and Saadiyat Island.

AH&H aims to grow sustainably and support local economic development, enabled by strong governance and creative innovation. Its successes are deeply rooted in and driven by engagement with the community. AH&H practises proactive and responsible environmental stewardship across its operations, and throughout the lifecycle of its assets.



“We are passionate about providing unique customer experiences through excellent service and a commitment to sustainability. Across our hotels and destinations, we are focused on sourcing sustainable products and working with local suppliers to support the UAE economy.”

Klaus Assmann
Aldar Hotels and Hospitality CEO



2021 SUSTAINABILITY HIGHLIGHTS



Developing an organisational-wide sustainability strategy in line with our sustainability framework, with focused action plans.



Rolling out mandatory sustainability training to all staff.



Signing an Emiratisation agreement with the Tawteen Partners Club.



Achieving ISO 14001 certification by implementing an Environmental Management System for Yas Plaza Hotels, with the plan to achieve at least one sustainability certification for each hotel.



Incorporating sustainability criteria into the tender and purchasing process.



Securing GOLD certification at the Anantara Eastern Mangroves hotel (with an 80%+ compliance score) under the Green Growth 2050 Global Standard.



Initiating the socially sustainable procurement of products in partnership with the Zayed Higher Organisation, including staff uniforms prepared by people of determination.



Introducing staff uniforms made from recycled plastic water bottles.

2021 IN NUMBERS

91%
customer satisfaction score

70%
occupancy rate, recovering from 66% in 2020

92%
employee retention rate in a difficult year, compared to industry average of 80%

64
Net Promoter Score, above industry average of 55

STAKEHOLDER ECOSYSTEM

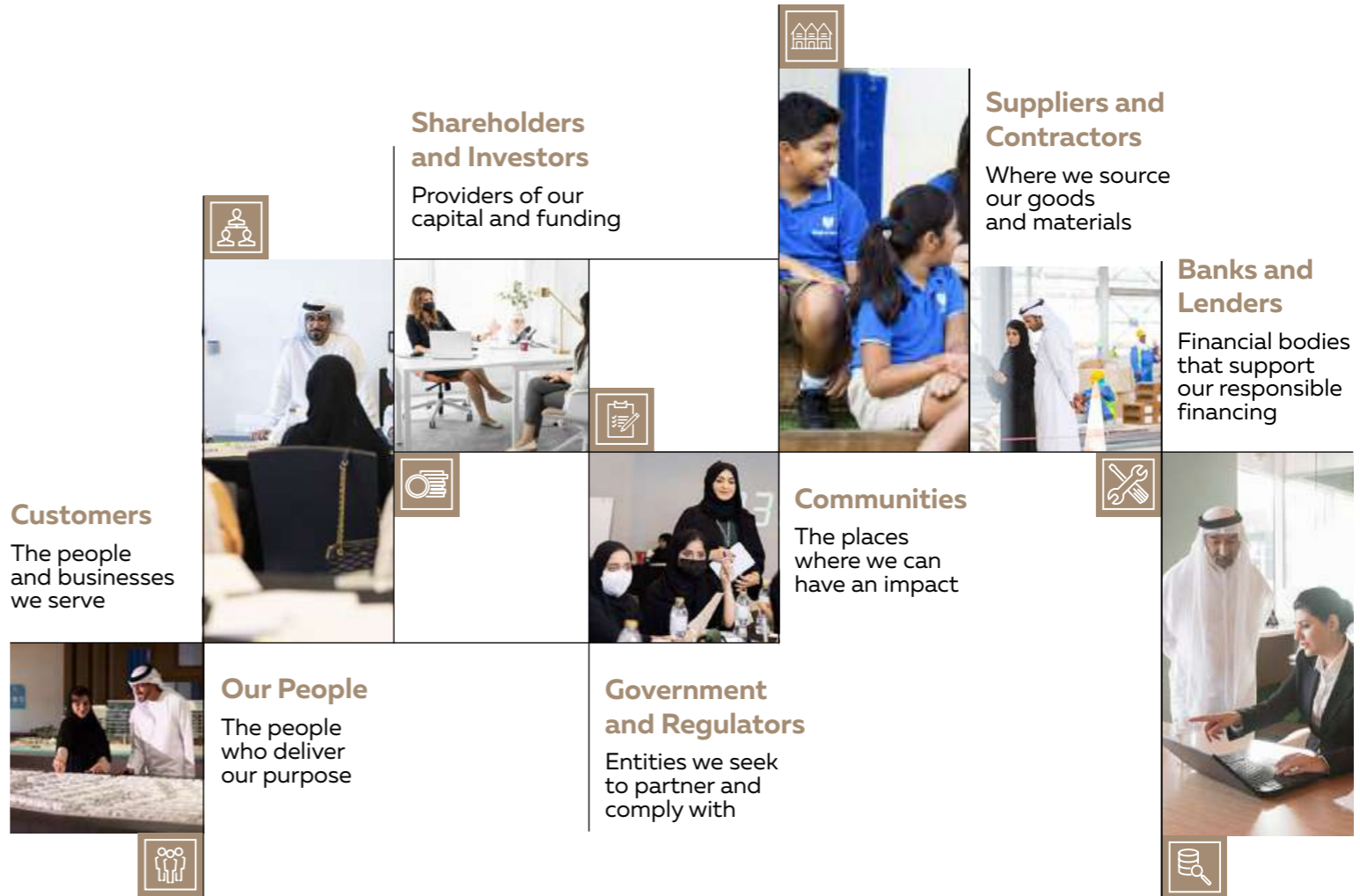
Our Business



HOW WE ENGAGE WITH STAKEHOLDERS

We aim to constantly improve our performance with the help of regular, constructive dialogue with stakeholders.

To deepen our understanding, share views and inform our decision-making, we engage with stakeholders through numerous initiatives and channels, including satisfaction surveys, workshops, joint ventures, and collaboration with government authorities. This includes engaging with our stakeholders throughout the materiality analysis process. Stakeholder feedback plays a vital role in shaping our strategic direction on sustainability. For more information on our stakeholder ecosystem please see the report Appendices.



Sustainability at Aldar →

SUSTAINABILITY AT ALDAR

To live up to our purpose to shape a better future and in so doing achieve lasting growth, we put sustainability at the core of Aldar.

We embed sustainability in our operating model; it is an urgent priority for our leadership, and we are making it part of everyone's working life throughout Aldar. We aim to reinvent sustainable real estate to create positive impacts across our four sustainability pillars: Economy, People, Community and Environment.

This approach ensures clear and strategic communication on the issues and leads to practical action across the business.

In this section, we highlight key aspects of sustainability at Aldar, including our ongoing journey, our Net Zero Action Plan, our sustainability framework, our materiality matrix, our governance, and our plans looking forward.

OUR ONGOING SUSTAINABILITY JOURNEY

We are on a long-term sustainability journey here at Aldar, as we all work together to shape a better future.

Sustainability at Aldar →

Throughout 2021, we focused on building sustainability teams and implementing clearer governance structures across Aldar’s businesses, departments, and subsidiaries.

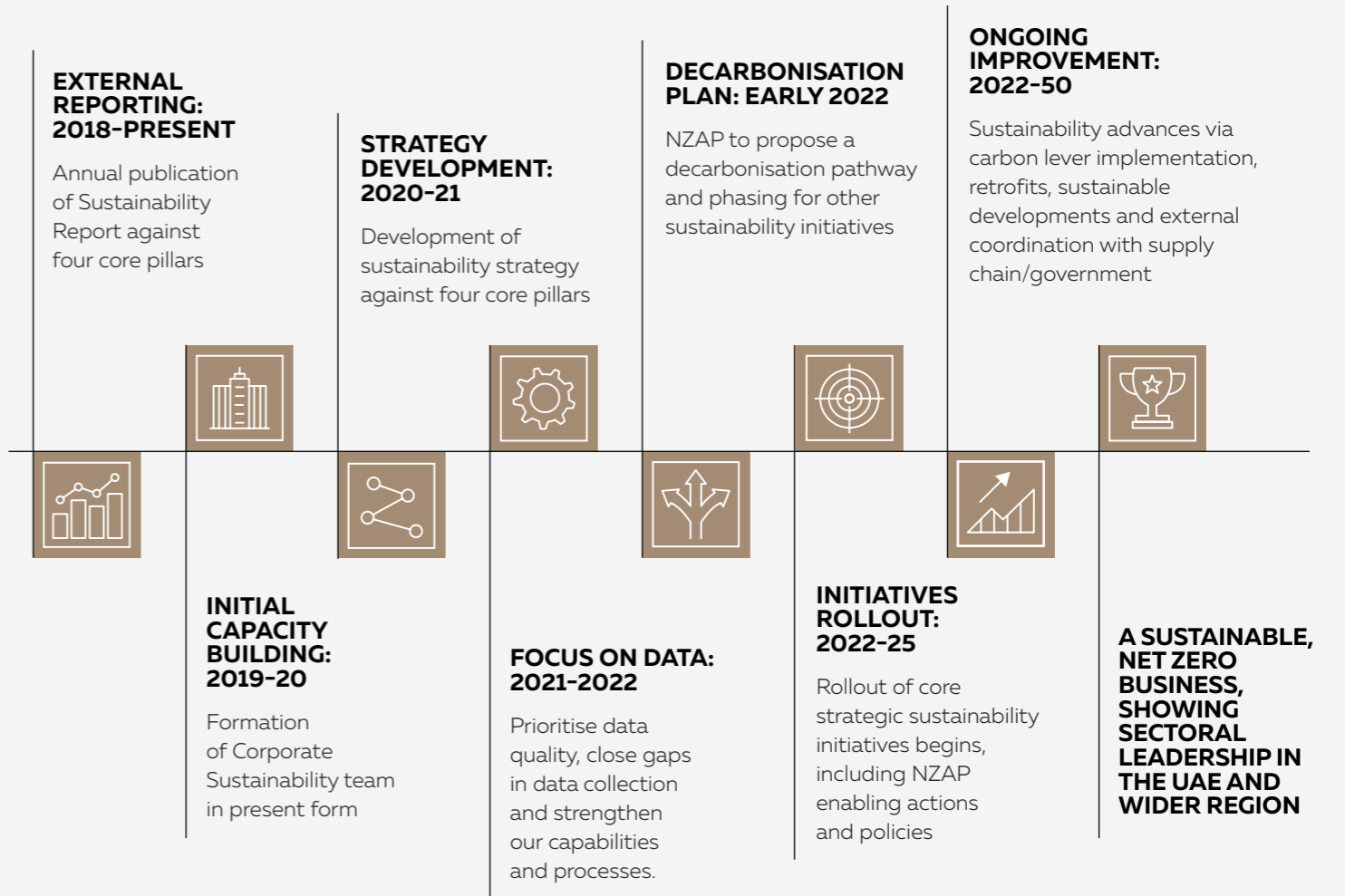
Our detailed implementation plans for Aldar Development and Aldar Investment embed decarbonisation and empower each business segment to deliver impactful sustainability initiatives.

Our Sustainability Framework has a clear structure of accountability that is overseen by our Chief Financial and Sustainability Officer (CFSO) and Sustainability Council. In 2021, we established individual councils within Aldar Development and Aldar Investment. These councils implement strategy, monitor targets, and strengthen governance to put our sustainability framework into practice across each business segment. The councils also develop additional sustainability action plans at the subsidiary level.

Following the recommendations of the Taskforce on Climate-related Financial Disclosures (TCFD), in 2021 we also conducted a comprehensive assessment and review of the risks and opportunities that climate change brings to our business. This will help establish a solid governance approach, enhance our disclosures, and, ultimately, manage climate change risks in our business activities. We will expand on this by aligning with GRESB and CDP disclosures.

We continually look for ways to promote inclusion, sustainable lifestyles, and overall quality of life within our communities. In this way, we play a vital role in supporting government initiatives, including Abu Dhabi’s 2030 Vision, the UAE’s Vision 2021 and 2030, Ghadan 21, the national Climate Change Plan, and the UAE Green Agenda.

OUR SUSTAINABILITY JOURNEY



OUR NET ZERO ACTION PLAN

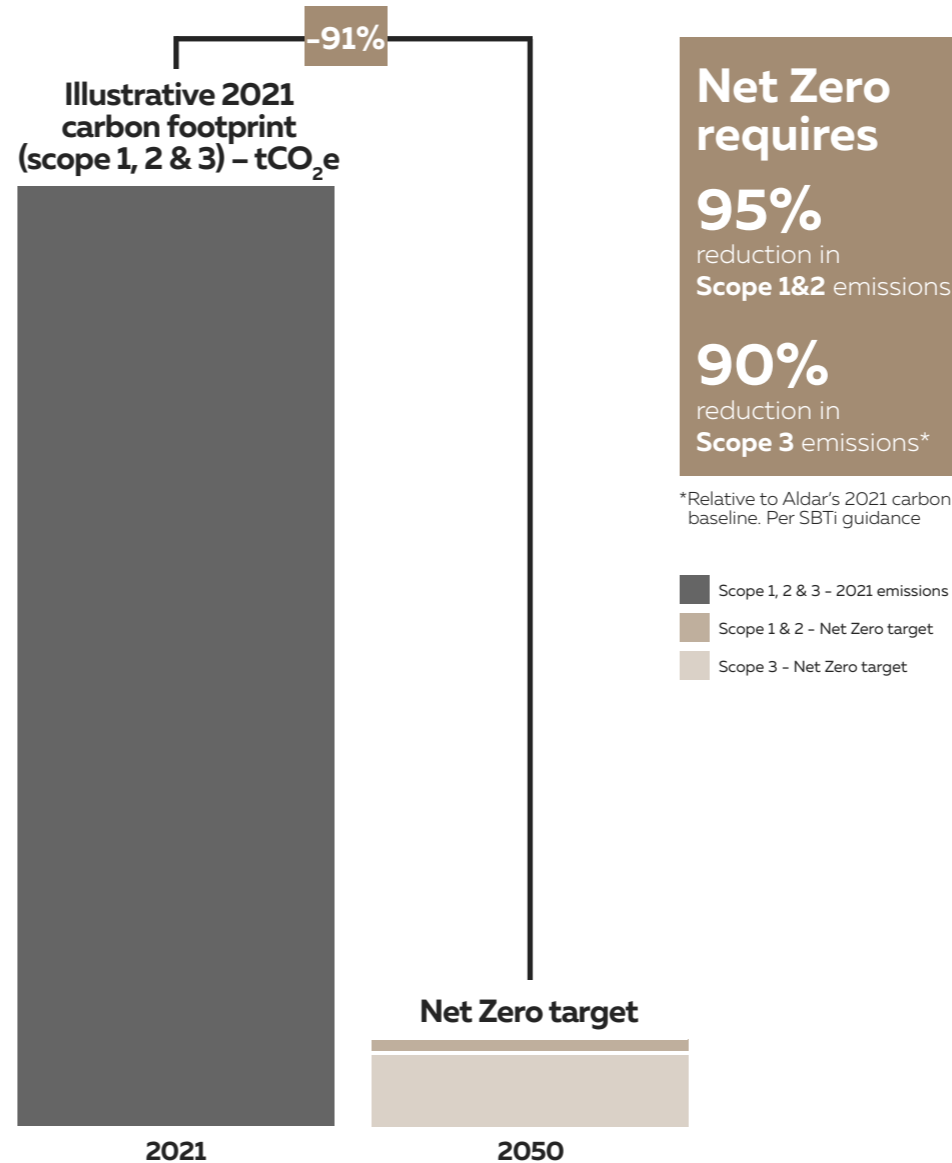
Sustainability at Aldar →

In 2021, we took a key step forward on our sustainability journey by committing to Net Zero and developing our Action Plan to achieve it.

This is in line with a notable shift in the global landscape around decarbonisation, highlighted at the 2021 UN Global Climate Conference COP26 in Glasgow. The scale of ambition around tackling climate change has drastically increased across many sectors – ours included. At Aldar, we support these ambitions wholeheartedly and are determined to be a leader on decarbonisation in the real estate sector, both nationally and regionally.

To this end, we have been working to develop an ambitious Action Plan for achieving Net Zero emissions in line with climate science. This goes beyond our existing carbon neutrality pledge. It also aligns us with the UAE's Net Zero by 2050 commitment.

Our Net Zero commitment applies to our direct emissions and purchased energy, Scopes 1 and 2, as defined by the Greenhouse Gas Protocol. Additionally, it will encompass our indirect, Scope 3, emissions where we can exert control over our value chain partners. It includes Scope 3 emissions from our leased areas, demonstrating our determination to be a leader for our region and sector. Although Scope 3 emissions are not in our direct control and collaboration will be vital, we believe this is a journey our customers also



care about. This Group-wide commitment covers both our business segments, Aldar Development and Aldar Investment.

According to the Science Based Targets initiative (SBTi), achieving a Net Zero target will mean real reductions of Scopes 1 and 2 emissions by 95% and our Scope 3 emissions by 90% at minimum. We are looking to make measurable commitments to interim targets by 2030.

To date, the real estate sector's decarbonisation efforts have focused primarily on operational emissions. However, for Net Zero, we must also reduce embodied carbon in the construction of new developments. We will do this through low-carbon design, a major opportunity for us given that our operations span all stages of the asset lifecycle. To this end, we will use feedback loops to help us understand how the actual operation of our managed assets can inform better design choices for our new developments.

Although we are largely reliant on our value chain to deliver Scope 3 embodied emissions savings, we can still play a vital part. Our size and experience in the region allow us to engage suppliers via clear market signals in a way that can encourage innovation. We also plan to develop an integrated Aldar Sustainable Design Standard to ensure that the assets we develop can be operated in a sustainable, low-carbon way across their lifespan. Designing and building assets to be low-carbon in operation is simpler and more cost-effective than retrofitting them to be low-carbon.

OUR NET ZERO ACTION PLAN

Sustainability at Aldar →

This integrated approach to lifecycle carbon management will improve the consistency of our approach to decarbonising our operations. With this approach, organisations in our supply chain will be critical partners for achieving our decarbonisation targets. We have already started working to align with some of our key partners on this journey to Net Zero emissions. Government can be another enabler of action, and we will focus on engaging them to overcome specific supply chain barriers.

Decarbonising our operations also depends on developing innovative technologies at scale. However, we can also make meaningful improvements using existing materials, technologies, design principles, and best practice around the operation of assets. In addition, we can start changing behaviours at scale immediately through our Action Plan enablers. This involves changes to commercial structures, use of information in decision-making and programmes of engagement with suppliers, peers and customers. In these ways, we will make the progress we are aiming for, as fast as possible.

Moreover, we plan straightforward but high-impact measures to manage our carbon intensity and residual emissions.

We will build on the carbon certificate programme we pioneered in the UAE via engaging more closely with utility providers, aiming to compensate for the residual emissions that we cannot remove from our value chain.

These are some of the leading practices we are looking to use to achieve Net Zero. Our upcoming Net Zero Action Plan will set out in detail the measures we will take and how we will equip the organisation to deliver at pace and scale. It is a core part of how we are working to transform our internal governance framework to ensure that decarbonisation sits at the heart of everything we do.

We are currently finalising the data baseline and are on track to launch our Action Plan [later in 2022]. We look forward to implementing our Plan in the years ahead – it will be one of our key focus areas as we continue to progress on our sustainability journey.

We have been working to develop an ambitious Action Plan for achieving Net Zero in line with climate science. This will enable us to make greater progress, faster.



OUR SUSTAINABILITY FRAMEWORK

Sustainability at Aldar →

We are organised across the Group to shape a better future, and our sustainability framework is a key part of this structure.

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.



“Throughout our subsidiaries, business units and departments, we now have clearer sustainability governance structures and deeper pools of knowledge. As well as having sustainability targets, there is a defined structure of accountability, to ensure every Aldar team incorporates sustainability into everything they do. The work we have done over the last 12 months has put in place the essential foundations for us to build towards our Net Zero ambition.”

Salwa Al Maflahi
Director Sustainability & CSR

GRI 3-3

CORE SUSTAINABILITY PILLARS



ECONOMY

We are dedicated to being a profitable long-term business – one that makes money responsibly year after year and creates lasting value for all our stakeholders. This means doing business while thinking of others, supporting local businesses and building infrastructure that plays a key role in the region’s economic growth and prosperity. It involves strong governance, efficient operations and taking the lead in advancing the real estate sector, notably through innovation.



COMMUNITY

Healthy and dynamic communities are at the heart of our business. These multi-faceted environments – where citizens, residents and visitors live, learn, work and play – can be powerful catalysts of sustainable change, not just through the sustainability of the buildings but also by encouraging sustainable lifestyles for everyone who lives within them.



PEOPLE

Our people are the lifeblood of our business and sustainability journey. They continuously raise the bar for what Aldar should and can achieve, and apply their combined creativity, determination and expertise to meet and exceed these goals.



ENVIRONMENT

We aim to reduce our environmental impact and improve the efficiency of our use of resources over time. We recognise that our stewardship of the environment is our greatest responsibility to future generations. Because we operate in a climate-sensitive region, reducing carbon is a key priority, and our Net Zero ambitions align with the UAE’s commitment to achieve Net Zero by 2050.

STAKEHOLDERS

Our People, Shareholders & Investors, Local Communities, Partners, Government & Regulators, Customers, Subsidiaries, Suppliers & Contractors, Banks & Lenders

GLOBAL GOALS (SDGS)

For more on our alignment with the SDGs please see the report Appendices.



OUR MATERIALITY MATRIX

Sustainability at Aldar →

To keep our strategies and programmes focused, relevant, and targeted, we have updated the topics that are most material to our stakeholders and our business operations. This simplifies our previous reporting, further aligns us with our sustainability framework and ensures we focus on the issues that really matter most to us and to our stakeholders.

We initially prioritised topics through our Group Sustainability Council. This landscape review considered internal stakeholder input, emerging trends, and external stakeholder priorities. Then, for the first time, we launched a materiality survey across all our stakeholders to gather their input on the simplified list of topics, enabling us to further prioritise them. Contributions from the seven core Management Committees across our Investment and Development business segments were used alongside our broader employee base. Externally, we gathered hundreds of responses from our customers, investors, suppliers, government and regulators, business partners and creditors.

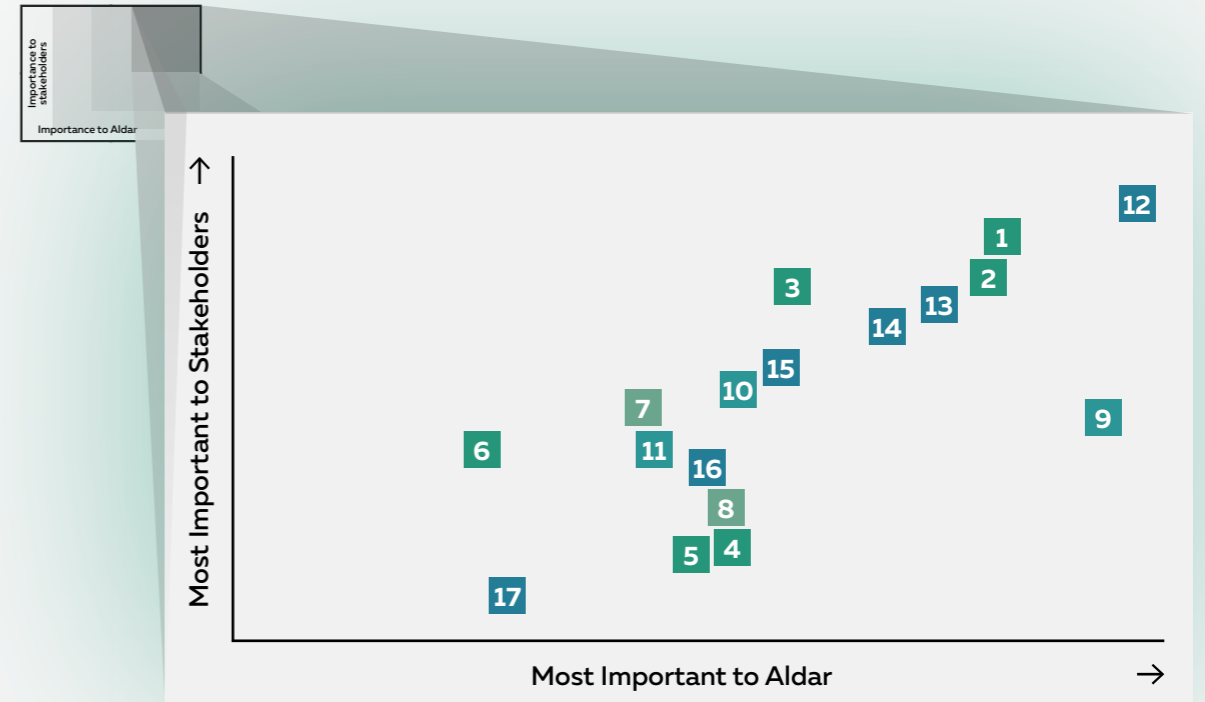
Through this rigorous process, we identified the most material issues for our business and our stakeholders.

The final matrix demonstrates how 'Energy Management & Emissions' is now top of the sustainability agenda, for both our Group and our key stakeholders.

Related topics of 'Waste Management' and 'Water Management' reinforce this, given their major crossover with emissions reduction. Our focus on our Net Zero Action Plan meets these priorities squarely, with actions aimed at energy use, water use and waste production.

The matrix also shows the continued importance of 'Governance, Ethics & Transparency' and 'Stable, Responsible & Diversified Growth'. This underlines the need for managed, sustainable and responsible growth in a market where expectations are changing rapidly. Clearly, economic expansion cannot come at the cost of wider society or the planet.

Other notable changes include 'Responsible Supply Chain' increasing from medium to high importance to stakeholders since 2020, and a new addition around 'Placemaking', which now explicitly reflects our mission to put the principles of good urbanism and thriving communities at the core of all our developments.



Economy

- 1 Governance, Ethics & Transparency
- 2 Stable, Responsible & Diversified Growth
- 3 Responsible Supply Chain
- 4 Customer Experience
- 5 Innovation, Digital Transformation & Cybersecurity
- 6 Local Economic Development



Community

- 7 Placemaking
- 8 Community Impact



People

- 9 Worker Welfare & Health and Safety
- 10 Employee Wellbeing and Development
- 11 Workforce Diversity & Inclusion



Environment

- 12 Energy Management & Emissions
- 13 Waste Management
- 14 Water Management
- 15 Climate Risk Management
- 16 Smart Design & Circularity
- 17 Biodiversity Protection

GOVERNANCE

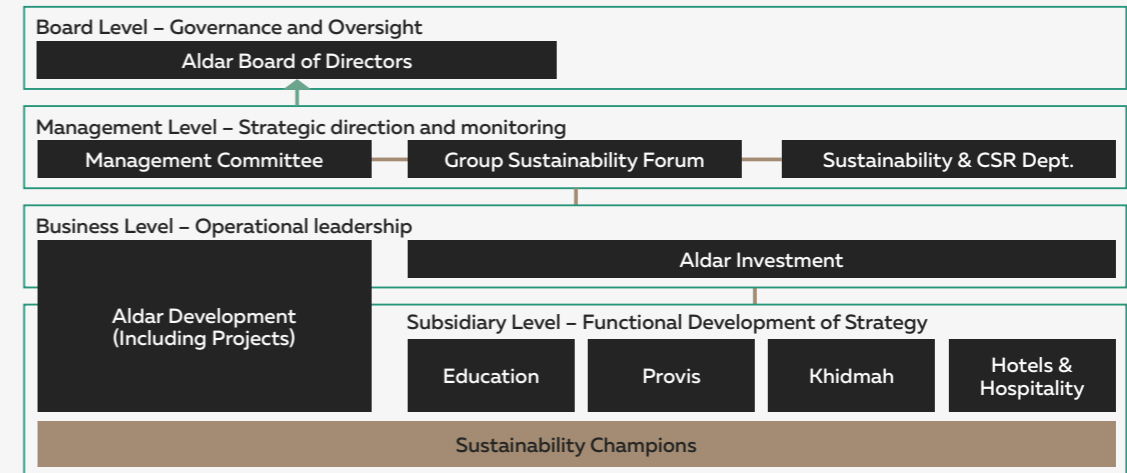
Sustainability at Aldar →

Reflecting both international best practice and our own deep commitment, we have prioritised embedding sustainability into our governance framework. This ensures clear accountability at all levels, and that sustainability is given an appropriately high weighting in our strategic decision making.

In 2021, we finalised the governance of sustainability within our corporate structure:

- 01** Ultimate accountability for our sustainability strategy and performance rests with our **Group Executive Management Committee (EMC)**. Our Chief Financial and Sustainability Officer, a member of this Committee, is responsible for primary management decision making.

with the strategic direction provided at corporate level. We have replicated similar councils for each component subsidiary within the Investment business segment to reflect the customisation and tailoring of sustainability strategies by each of our businesses. We are now mobilising these councils, and the Group-level Sustainability Council is fully operational.
- 02** The **Group-level Sustainability Council** is responsible for strategy formulation, ongoing operational oversight, and recommendations for Board approval. This is one of four Strategic Management Councils within our new operating model and acts as a subcommittee for the EMC. It includes EMC members and Sustainability representatives from across the business.
- 03** **Sustainability Councils for Aldar Development and Aldar Investment** are the decision-making bodies for sustainability matters, aligning
- 04** Each business segment and component subsidiary has a **Sustainability Manager** responsible for coordinating local sustainability initiatives, working with the Group-level Sustainability and Corporate Social Responsibility (CSR) team.
- 05** A network of **Sustainability Champions** will support the activities of all the Sustainability Councils. We began formalising the roles and responsibilities of these champions in 2021.



This delegated forum structure aligns with Aldar’s new operating model (see ‘Aldar Properties’ Annual Report 2021, p52-53). This model aims to empower our component businesses to lead on implementing sustainability initiatives. Going forward, we aim to finalise ongoing group-wide alignment on sustainability strategy, targets, and guiding principles. We will do this through the channels of communication between the group-level Sustainability and CSR team and the Sustainability Forums, which include regular progress updates.

After consolidating roles, responsibilities, and corporate structures for sustainability in 2021, we conducted a sustainability governance self-assessment to define our next priorities. In 2022, we will focus on improving the following aspects of governance, internal controls and risk management:

- The breadth and purpose of sustainability data collection for more informed strategic decision making by leadership.

- Sustainability risks integrated within the Group enterprise risk management framework for improved control and monitoring around sustainability risks.
- Internal capacity building, including for our new acquisitions, to improve the consistency of understanding across our delivery teams.
- Sustainability-linked incentivisation options to make sustainability a key part of commercial appraisals and strategic decisions.

These changes will cover the corporate team and every business segment. We recognise that systemic change must start with embedding sustainability across our governance structures.

Our approach to general aspects of corporate governance, including ethics, conflicts of interest and transparency is outlined within our Annual Report 2021’s Corporate Governance section, pages 134-40.

LOOKING FORWARD

Sustainability at Aldar →

As we move ahead on our sustainability journey, we need to manage our growth to maintain strong commercial performance and the sustainable value we provide to all stakeholders. We will meet this challenge in three stages: finalising the foundations we built in 2022; continuing to move sustainability into the mainstream of our operations from 2023-2026; and then using this to push forward as an international leader in sustainable real estate.



SHORT TERM – 2022	MEDIUM TERM – 2023-2026	LONG TERM – 2026+
BUILDING FOUNDATIONS UNDER OUR NEW OPERATING MODEL	MAKING SUSTAINABILITY MAINSTREAM	DRIVING FORWARD AS A MARKET LEADER IN SUSTAINABLE REAL ESTATE
<p>Goals:</p> <ol style="list-style-type: none"> Finalise a full carbon, water, and waste data baseline (including scope 3 tenants' emissions) to establish current performance as a starting point for Net Zero measurement: <ul style="list-style-type: none"> Use baseline to develop data-informed plans for improvement (e.g. areas of high carbon impact in the supply chain, using this analysis to inform government engagement) Close current data gaps for greater completeness of value chain coverage, refine estimation methodology Plan Net Zero pilot projects across business segments to complete our understanding of core technical and commercial considerations for Net Zero-aligned growth Begin delivery of quick-win sustainability initiatives – moving keystone initiatives from design to implementation e.g., predictive maintenance, on-site greywater treatment & reuse Commence a sustainability capacity-building programme with Aldar leadership Design and begin delivery of government and supply chain engagement programmes for sustainability 	<p>Goals:</p> <ol style="list-style-type: none"> Launching the most challenging sustainability initiatives: <ul style="list-style-type: none"> Net Zero-aligned design guide Net Zero development pilots Procurement of low-carbon providers Marketing and sales strategy for sustainable buildings Recognising the need to align with expectations of global leaders in real estate on ESG performance and disclosures: <ul style="list-style-type: none"> Independent validation of our emissions reduction targets by the Science Based Targets initiative (SBTi) Communicate progress in implementing a coherent and phased programme of sustainability initiatives Taking a leading role in external engagement groups within the sector, with government, and with customers Deliver specific enabling actions to change behaviour and drive transformation at scale, such as: <ul style="list-style-type: none"> Targeted capacity building to fill technical competency gaps around sustainability Use of sustainability management information in strategic decision making 	<p>Goals:</p> <ol style="list-style-type: none"> Stretching performance measures, e.g. on: <ul style="list-style-type: none"> Embodied carbon Materials Social value creation and quantification Internet of Things (IoT) monitoring (enhancing placemaking through intelligent places fostering meaningful human outcomes, supported by our Digital Twin initiatives) Achieving performance against credible Net Zero interim targets as a sector leader, tying to UAE national targets Pivoting towards new market demands (demand for sustainable real estate)

PROGRESS →

PROGRESS

To forge ahead on our sustainability journey, we focus on four key pillars: Economy, Community, People and Environment. In the following section, we highlight our progress across these pillars.

ECONOMY →

ECONOMY

We focus on achieving sustainable growth and continuing to invest in the local economy.

We actively manage our business for sustainable growth. By linking sustainability to commercial appraisals and investments we align financial objectives with sustainable performance and impact. This approach also creates opportunities for our suppliers to improve their sustainability while contributing to our initiatives.

Our developments provide a foundation for other sectors to flourish in critical areas such as finance, education and hospitality. Through our investments, we reimagine places for greater sustainability, improving the welfare and experience of our customers and communities. Working together across our two core businesses, we invest in and develop real estate that helps fuel the economy sustainably and shape a better future.

2021 SNAPSHOT

89%

customer satisfaction score, a 9% increase compared to 2020

100%

communication and training on anti-corruption policies and procedures

21%

increase in gross profit

97%

of commitments in value are to certified ICV suppliers

AED 8.8bn

recirculated to the local economy through the national ICV programme

PROGRESS ON OUR ECONOMY COMMITMENTS



ECONOMY

Here we highlight our key commitments for our Economy pillar, and the progress we achieved against them in 2021:

Commitment	Progress spotlights in 2021	Progress Made
Update our governance structure by building sustainability teams across our business units	<ul style="list-style-type: none"> Established sustainability teams across several of our subsidiaries, with dedicated sustainability managers. Sustainability strategies have been developed by our businesses and sub-segments. 	
Manage our supply chains responsibly and engage suppliers that deliver in a sustainable way	<ul style="list-style-type: none"> Ran the first of biannual sustainability-focused training sessions, in September 2021. Set up a new sustainable procurement monitoring system. This process is currently conducted manually, and we have initiated discussions to automate it. 	
Strive for unique customer experiences to drive loyalty	<ul style="list-style-type: none"> Achieved a customer satisfaction score across Aldar of 89%, a 9% increase compared to 2020. Updated the Darna loyalty programme with a vision to make it a lifestyle application. Darna saw an 11% increase in membership from 2020 to 2021. 	
Support local economic development and growth, including infrastructure development and job creation	<ul style="list-style-type: none"> Embedded the ICV programme, achieving: <ul style="list-style-type: none"> An ICV score of 72% AED 8.8 billion recirculated to the local economy 42% of our suppliers ICV certified 	
Foster a culture of innovation, ensure the diversity of innovation-enabling tools, pursue our digital transformation plan and continuously optimise operations towards excellence	<ul style="list-style-type: none"> Our Innovation department drives a culture of innovation. Key 2021 highlights include: <ul style="list-style-type: none"> Launching Scale Up and Manassah 2.0 accelerator programmes for start-ups Ibtikar internal innovation programme Agreement signed with Majid Al Futtaim to collaborate on the digitalisation of real estate transactions 	
Enhance reporting and quality of data	<ul style="list-style-type: none"> Implemented a Group-wide sustainability data management platform. 	
Develop ESG risk registers and enhance sustainability disclosure	<ul style="list-style-type: none"> Corporate ESG risk registers are under development alongside associated mitigation actions. In 2021, we responded to the recommendations of the Taskforce on Climate-related Financial Disclosures. 	
Integrate sustainability into investment criteria and due diligence and report on the percentage of investment opportunities assessed based on sustainability criteria	<ul style="list-style-type: none"> Implementing ESG KPIs to guide investment and ensure that minimum criteria are met. Onboarding dedicated teams to further embed ESG due diligence in our investments. 	



OUR PROGRESS

Focusing on growth

To build resilient economies and businesses, diversified and responsible growth is critical, particularly in a world where global events have significant local impacts. This in turn requires concerted, focused action across key areas.

Developing local economies in the right way leads to job creation, income growth and more demand for goods and services. To this end, growth businesses must operate in sustainable ways, from the boardroom through to their supply chains. Moreover, innovation and digitisation are critical in driving this sustainability, notably through the commercial application of new technologies and ways of working that respect and enhance the environment. A strong ESG strategy ties this together – so that businesses can continue to meet customer needs now and in the future in a way that creates sustainable growth and benefits for all.

Our ESG commitment and strategy is set from the top and implemented throughout the Group – it shapes how we engage with our customers, employees, suppliers, shareholders and society, and in turn how we shape a better future. This guides the experience we bring to the places we build and the spaces we manage, including residential, retail, educational and commercial assets. We take a holistic long-term view of these assets – considering how they contribute to viable, future-focused economies that protect the environment and create valuable livelihoods for people. We continue to refine how we do business to become ever more effective in delivering positive impacts.

We are committed to playing our part in driving diversified and responsible growth, as we work together to shape a better future.

DIVERSIFIED AND RESPONSIBLE GROWTH

GROWING SUSTAINABLY

2021 Full Year Revenue

AED **8.58bn**

+2% YoY

2021 Full Year Gross Profit

AED **3.60bn**

+21% YoY

2021 Full Year Net Profit

AED **2.33bn**

+21% YoY

We achieved sustained growth in 2021, driven by the highest-ever yearly sales for our development business and steady recurring income growth for our investment business.

This included reaching a record AED 6.0 billion revenue backlog, enhancing our future revenue visibility and predictability.

Our strong financial performance fuels the acceleration of our growth, helping us create the foundation for a sustainable future and invest in resource-intensive transition. We are set to build on our recent acquisitions of SODIC in Egypt and Al Hamra Mall in Ras Al Khaimah, and several PropTech investments (see page 50 in our Annual Report for our detailed financial performance).

LISTENING TO OUR CUSTOMERS

We strive to create trust by engaging our customers and delivering exceptional experiences to them.

“At Aldar, we lead the way with agile and innovative solutions that win customers’ loyalty and elevate their experiences with us.”

Our customer experience vision

By bringing this vision to life, we move forward together as one and further reinforce our commitment to customer centricity.

Key 2021 achievements:

89%

customer satisfaction score across Aldar, a 9% increase compared to 2020

68,000


customers engaged across Aldar’s portfolio, a 119% increase compared to 2020


850%


improvement in Net Promoter score compared to 2020

In 2021, we created Aldar’s customer experience committee to ensure a seamless customer experience (CX) across assets through proactive management and monitoring.


The committee is responsible for:


 Cascading down our CX vision and initiatives to each asset


 Monitoring and governing our customer strategy across assets and developing action plans to enhance experience

 Creating frameworks for continuous engagement with our customers across assets

Looking forward, in 2022, we are:

 Implementing an integrated Customer Relationship Management across the Group to drive better insights and responsiveness.

 Attracting new customer segments through international marketing.

 Providing hyper customisation of products and services through customer engagement.

DARNA – VALUING OUR CUSTOMER’S LOYALTY

In Darna, we developed the UAE’s most diverse and flexible loyalty programme – rewarding customers on shopping, education, leisure, entertainment, real estate investments, leasing, and even property maintenance spend.

Darna’s success is underpinned by its ability to add value for our stakeholders. It incentivises customers, individuals and families residing in our communities by giving them genuine value for every dirham spent within our assets.

700+

Aldar tenants are active on Darna

110%

increase in memberships on Darna loyalty programme, 60,000+ Darna members by end of 2021

20%

increase in Darna members’ average spend at Aldar malls in 2021

25%

of Darna members utilise the App across more than one Aldar asset

DIVERSIFIED AND RESPONSIBLE GROWTH

EMBEDDING SUSTAINABILITY ACROSS OUR SUPPLY CHAINS

→ **To achieve our ambitions, we need to embed sustainability across our supply chains, and we continue to work hard to make this happen.**

We seek to positively influence our entire supply chain, both nationally and beyond, by evaluating and selecting suppliers based on ESG criteria. We also actively support our direct suppliers

through training and the In-Country Value (ICV) programme, and continue to create more opportunities for local businesses.

Effective supply chain management is key to driving these positive outcomes. We are developing a new performance management system to monitor supplier information, such as environmental data and environmental products declarations, so that we can trace the environmental quality of our supplies.

We support our suppliers through training sessions to help them improve their

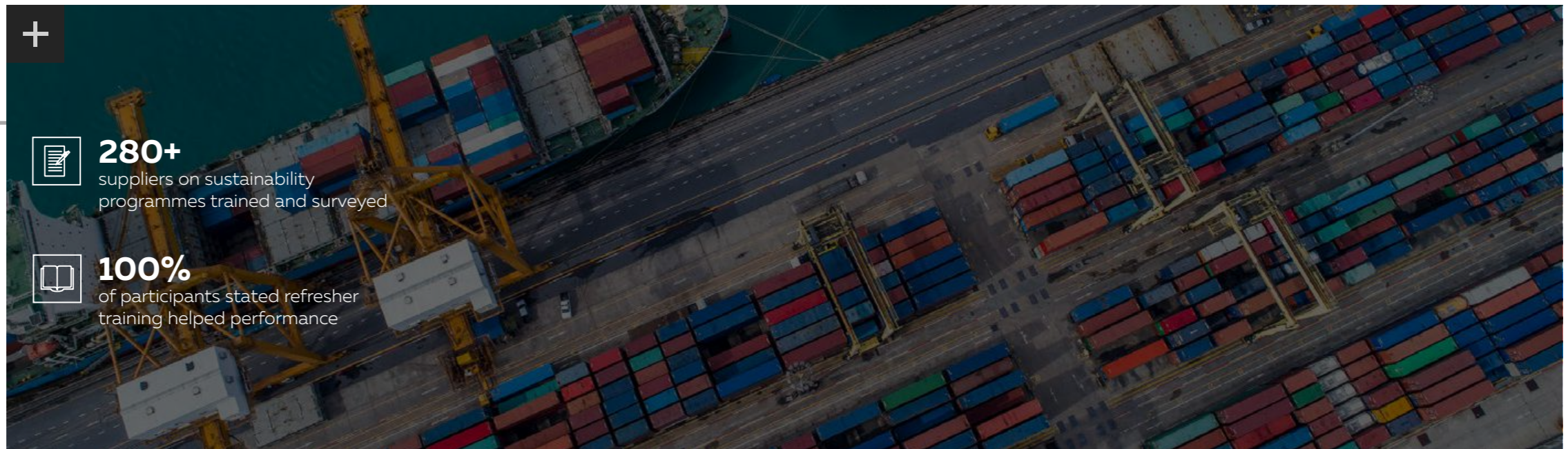
performance against sustainability requirements during prequalification and procurement. In our projects in 2021, we conducted sustainability training and surveys with 280+ suppliers. This training takes place bi-annually with additional refresher training offered to suppliers with weak performance. All participants stated that it improved their performance.

Our ethical approach to governance does not stop with those directly employed by Aldar. Across our businesses, we have further initiatives to promote collaboration with suppliers and integrate sustainability measures.

We engage with the sustainability agendas of our third-party operators through monthly performance reviews that address sustainability measures.

280+
suppliers trained and surveyed on sustainability

100%
of participants stated refresher training helped performance



280+
suppliers on sustainability programmes trained and surveyed



100%
of participants stated refresher training helped performance

DIVERSIFIED AND RESPONSIBLE GROWTH

BROADENING OUR IMPACT

To broaden and enhance our impact, we place a great emphasis on innovation.

We focus on high-impact and strategic opportunities to build a culture of innovation across our business and within our communities.

Tackling the major challenge of genuinely sustainable real estate takes rapid innovation. We have invested in creative national businesses and digital transformation, yielding tangible results including our growth and ICV contributions. Innovation is helping us make progress on our environmental goals, for example our support for start-ups which provide energy savings and recycling solutions. Furthermore, innovation enriches our communities and differentiates them as special places to live and work. Our people are at the forefront of this innovation agenda, driving new approaches and technologies from ideation to implementation.

In 2021, we made strategic investments in PropTech-focused venture capital funds. This creates opportunities for us to work with

innovative and agile smaller businesses, gain insights into emerging technologies, and benefit commercially from early deployment.

Innovation is not only about growth; we are also investing to drive efficiency. We are making the most of new technologies, integrating teams, and simplifying processes, leading to faster, more efficient decision-making and increased ability to design, develop and future-proof our projects more effectively than ever.

Key highlights in 2021 include the launch of the Scale Up programme for PropTech start-ups, the launch of Manassah 2.0, and partnering with global venture capital firm, Fifth Wall, to invest in the European PropTech fund.

Our Innovation department piloted over 15 start-ups during 2021. Many of these projects are launched through Ibtikar, our in-house idea crowdsourcing and incubator programme. To date, we have received 300+ submissions and invested AED 36m+ million in employees' innovation ideas. More detail on our Ibtikar projects, several of which have focused on environmental challenges such as grey water and composting machines, can be found in our Environment section.

SCALE UP

By collaborating with start-ups, we tap into emerging PropTech trends. We can also look for opportunities to pilot new, scalable projects and upskill our business units where possible.

In 2021, we launched Scale Up 1.0, a market access equity-free accelerator programme that works with global PropTech start-ups pioneering the latest technology solutions in hospitality, retail, residential and commercial management. Scale Up provides a gateway for start-ups around the world to access tangible growth opportunities and build strong networks in the UAE and GCC markets, through pilot projects with us and other leading industry players in the region. It also complements our existing innovation initiatives including Manassah, our retail start-up programme.

Scale Up 1.0 targeted start-ups that focus on sustainability, smart development and space utilisation. Three winners were announced: Envio, Gbuilder and Metrikus. Looking ahead, Scale Up 2.0 is targeting global start-ups that focus on blockchain, data analytics and customer experience.

The three Scale Up 1.0 winners:



Envio

A German start-up committed to using next-generation automation technology to reduce the energy consumption of commercial buildings.



Gbuilder

A Finnish start-up that has developed a platform enabling digital communication between the customer, project team, and construction site.



Metrikus

A UK-based start-up that offers property software solutions, through an innovative digital platform and a smart building starter kit with sensors which provide insights on conditions such as indoor air quality. Metrikus secured a pilot with Provis in November 2021. The scope of the pilot includes sourcing, delivery of hardware, relevant software deployments and training and project management. The sites covered by the pilot include Yas Mall, Aldar Head Office and Provis Head Office.

DIVERSIFIED AND RESPONSIBLE GROWTH

MANASSAH

Manassah, our pioneering six-month accelerator programme, nurtures entrepreneurial talent and advances homegrown retail and tech concepts in the Gulf Cooperation Council (GCC).



Launched in 2021, Manassah 2.0 was open to a broader range of retail businesses, including technology-enabled start-ups and projects driving sustainability across the GCC. Out of over 250 applicants, the successful 16 selected start-ups received over 50 hours of training covering topics such as project management, financial modelling, branding and operations excellence.

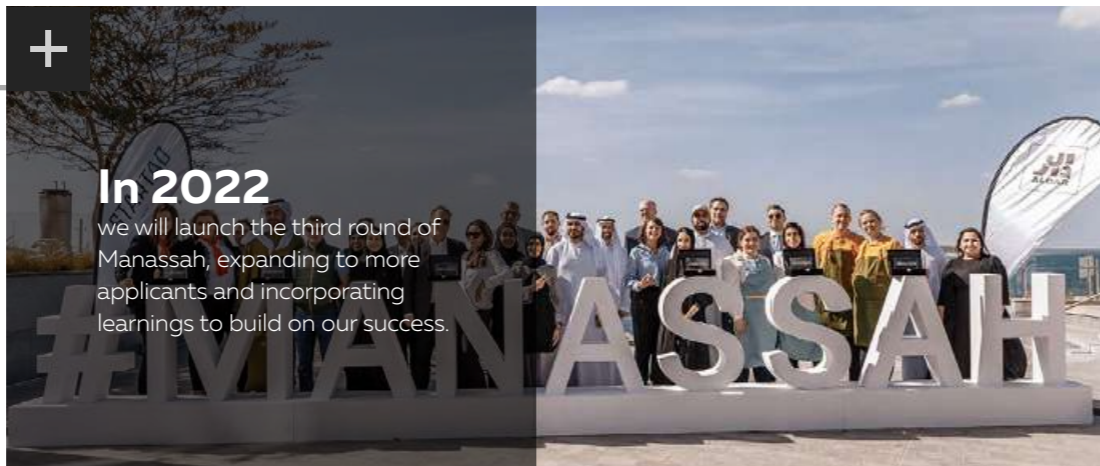
14
nationalities represented

20
founders/co-founders from 16 startups

FEMALE 70% | MALE 30%

6
tech startups

10
non-tech concepts



In 2022

we will launch the third round of Manassah, expanding to more applicants and incorporating learnings to build on our success.

GRI 2-6, 3-3,
203-2, 413-1

DIGITISING FOR BETTER OUTCOMES

SUSTAINABILITY DATA MANAGEMENT SYSTEM

In 2021, we have implemented a new data management system to streamline reporting across our Group and to track more than 500 non-financial KPIs across the ESG spectrum. The system aligns with international sustainability reporting frameworks such as DJSI, GRESB and GRI. We will soon expand it to incorporate ratings from agencies such as CDP.

DIGITALISE REAL ESTATE SALES TRANSACTIONS

In 2021, we signed an agreement with Majid Al Futtaim to collaborate on the digitalisation of real estate transactions. This will make property purchases, sales and management a simple and convenient process for both UAE-based and overseas customers. The move follows the announcement of a new E-Law introduced by the UAE government in 2021, that regulates and allows electronic transactions to be conducted by recognising that a verified electronic signature has the same legal validity as a physical signature.

ABU DHABI'S 'DIGITAL TWIN'

Through our development business, we are working to create Abu Dhabi's 'digital twin'. This ground-breaking concept will map Abu Dhabi as never before, depicting everything both above and below ground based on

data from the Government, our supply chain and our own sources. It will create a digital library of designs for buildings and spaces across the city, opening the way for managing our developments as component parts of a larger system. It will provide comprehensive oversight of Abu Dhabi, covering everything from urban planning to land-use optimisation. We will be able to learn more than ever about how our assets are used and understand the potential for future developments to enhance our neighbourhoods.

This digital transformation will help us discover ways to optimise energy consumption, waste management, and security monitoring, and to improve mobility and infrastructure management. Embedding this information into our ways of working will help us to put sustainability at the heart of everything we create.

ASITE DIGITAL TRANSFORMATION

We implemented ASITE's digital transformation platform in 2021 with core features and modules. This allows us to host our worker welfare platform, conduct handover processes and monitor and measure operational carbon. Further modules will be added in 2022, including field and contracts along with custom enhancements.

DIVERSIFIED AND RESPONSIBLE GROWTH

MEASURING OUR IMPACT

Our vision to place sustainability at the heart of our business is reflected in our improved ESG scores across regional and international ratings. Our ESG score is now well above the industry average for both the S&P Dow Jones Sustainability Index and Sustainalytics.

Sustainalytics ranked Aldar 9 out of 104 companies in the diversified real estate industry for being at low risk of experiencing material financial impacts from ESG factors. We were ranked in the top quartile of real estate companies globally by the Dow Jones Sustainability Index, achieving a score of 58 – a 52% increase on the previous year's score of 38.

We have also secured the region's first sustainability-linked loan with HSBC. The five-year, AED 300 million facility is linked to the company's sustainability performance.

GRI 2-6, 3-3,
203-1, 203-2,
204-1, 413-1



BOOSTING OUR NATIONAL ECONOMY

We are a strategic partner of the national In-Country Value (ICV) programme, a UAE government programme which is the responsibility of the Ministry of Industry and Advanced Technology. It aims to boost economic performance and support local industries by redirecting higher portions of public spending into the national economy.

Through our involvement with the ICV programme, we prioritise engaging with local contractors, consultants and suppliers (including SMEs) to reinvest in the local economy.

ICV supports our key procurement objective of using local suppliers where possible. During 2021, we recirculated AED 8.8 billion to the local economy through ICV.

42%
of Aldar registered suppliers ICV certified, up from 15% at the end of 2020

72%
ICV score, an increase of 26% compared to 2020

12
assets across Aldar certified, as well as one 1 subsidiary (Khidmah)

97%
of contracts awarded to certified ICV suppliers

The background image shows a modern interior space with a large, curved wall displaying a green architectural plan or map. Two people, a man in a white thobe and a woman in a black abaya, are standing in the foreground. The ceiling features large, circular, teal-colored light fixtures. The overall aesthetic is clean and contemporary.

FOCUSING ON ALDAR DEVELOPMENT

Sustainable economic growth relies on businesses that can grow and innovate responsibly.

Our development business supports local enterprises through fair commercial terms and business practices that allow them to thrive and preserve the individual character and feel of places, as well as driving growth in new areas. In this way, we extend the reach and impact of our fair business practices, and maximise the potential for sustainable development.

As a responsible corporate citizen of Abu Dhabi and the Middle East, we operate our business with a focus on how we can make lasting contributions to the economies in the areas we operate. We encourage the preservation of businesses that preserve the unique character of Abu Dhabi and contribute to its appeal as a global destination.

**We build communities,
not just buildings.**

OUR DEVELOPMENT ACTIVITIES



BUILDING A THRIVING LOCAL ECONOMY

Our support for sustainable local economic growth extends beyond our involvement with the ICV programme.

We continue to support local SMEs, for example through our redevelopment of Souq Al Mina, scheduled to be finished by the end of 2022. We keep rental rates low, to remain attractive to small businesses, helping them to thrive and prosper through our subsidies, and conserving the heritage of the site and its meaning to people in Abu Dhabi.

We maintained close contact with all tenants at the Souq, reflecting their priorities in the master plan. We also ensured that all shops and markets can remain open during the development before relocation occurs into the new Souq. In addition, we have focused on improving accessibility and inclusivity for people of determination.

Our commitment to local growth and sustainability is demonstrated by our approach to business incubation. With every development business, we look for ways to improve efficiency and increase profitability. Afterwards, these businesses can choose to be sold, or be kept under our Ventures umbrella.

MOVING INTO NEW MARKETS

We diversify in a number of ways, including investing into new sectors and growing internationally.

A key element of our development growth strategy is to diversify through new partnerships and investments. This includes:

- Expanding further in Egypt and entering new markets – our aim is to generate over half our revenues outside Abu Dhabi over the coming five years.
- Establishing regional platforms focused on new asset classes including Industrial & Logistics, Data Centres.
- Investing in alternative asset classes including sustainable construction technology, and alternative energy.
- Diversifying income streams including PPPs for infrastructure/ social infrastructure.

When making new partnerships and investments, we prioritise partners that are most compatible with our values as a whole and our minimum ESG criteria.

ADVANCING WITH SODIC

We aim to advance SODIC as a leading national developer in Egypt – doubling its size by growing its portfolio of mixed-use residential communities in Greater Cairo, the North Coast and other major markets.

SODIC directly employs over 600 people (indirectly over 30,000) by creating opportunities across our value chain and outsourcing to contractors and other service providers for construction. In 2021, SODIC delivered some 1,163 units across all projects, with revenues of EGP 6.92 billion – a 24% increase on 2020.

SODIC aligns with our focus on environmental and social priorities. It runs a group of social development programmes and initiatives that contribute to improving the living conditions of over 8,000 families annually. SODIC's corporate citizenship programmes focus on education, slum rehabilitation, equal opportunity, and philanthropic relief.

We are committed to raising the bar of sustainability at SODIC by working closely with their team to share best practices and local development opportunities.

FOCUSING ON ALDAR INVESTMENT



We aim to make the most of our size and position to support local economies via our investments.

We focus on managing and growing a diverse portfolio of investments, from smaller businesses to some of the biggest facility management companies in the region. We look to make improvements to all our assets. Our strong commercial performance and financial management mean we operate a resilient business that is quick to recover from negative events and grows quickly when demand is strong.

Our investments support the growth of businesses by creating demand for goods and services. They create job opportunities that help to provide a return on investments made in education and lifelong learning opportunities for people once in employment. Moreover, by achieving strong commercial returns and demonstrating sound financial management, they can contribute to increasing the health and resilience of economies. Our aim is to help the businesses we invest in to prosper in good times as well as manage and recover through downturns and external shocks.

In our education business we have an initiative focused on integrating sustainability criteria in supplier registration, evaluation,

and contracts. This encourages suppliers to adopt sustainability measures during the procurement process.

In our hotels, we are committed to increasing our collaboration with local suppliers to strengthen the local economy and have been working with suppliers to eliminate single-use items in deliveries to cut down on waste.

We are in the process of working to promote a responsible supply chain in our principal investments. This has involved establishing a standardised list of expectations and communications for suppliers, with focus areas including biodegradable plastic bags, recycled paper, LED lighting and energy efficient equipment.

Our sustainable growth enables us to invest in the long-term success of local businesses and the local economy.

OUR INVESTMENT ACTIVITIES

DEMONSTRATING RESILIENCE

Our Investment business has continued to demonstrate its resilience with best-in-class asset management expertise, a well-diversified portfolio, and a laser-focused growth agenda at its core.

Our Investment business continued to perform strongly across all areas. Net operating income (NOI) for the business was AED 1.72 billion, an 11% year-on-year increase.

Occupancy rates across our primary markets have all shown marked improvement over 2020, reflecting the stringent risk and safety measures we took in response to the pandemic and the associated return of consumer confidence and leisure travel. Aldar Education increased enrolments in 2021 to its highest since inception. This resulted in an AED 1 billion commitment to further diversify its portfolio. Within Principal Investments, Provis and Khidmah continue to perform well and delivered a combined EBITDA of AED 58 million, an increase of 62% year-on-year.

Our resilience has strengthened our sustainability investments, including our commitment to Net Zero, our landmark portfolio-wide energy management project and our commitment to champion environmental education and awareness.

AED 3.28bn

recurring investment business revenue
(+6% on 2020)

Retail

FY 21 NOI +24% YoY

mainly due to strong leasing at Yas Mall and Mamsha Al Saadiyat retail
Occupancy of 93% (vs. 83% 2020)

Residential

FY 21 NOI -2% YoY

mainly due to programmatic strata unit sales and expiry of Khalidiya Village leasehold
Occupancy of 93% (vs. 87% 2020), strong leasing at Bridges

Commercial

FY 21 NOI -7% YoY

due to reduction in revenue in Operative Villages and a one-off income recognised in 2020

Occupancy of 93% (vs. 89% 2020), strong leasing at International Towers and Aldar's flagship HQ building (increased Govt/GRE)

Hotels & Hospitality

FY 21 EBITDA +126% YoY

Strong growth in Q4 driven by Formula One event and holiday season

Education

FY 21 EBITDA +42% YoY

driven by increase in enrolments



OUR INVESTMENT ACTIVITIES

INVESTING IN THE FUTURE OF RETAIL

At the heart of Yas Island, we are investing in Yas Mall to create an outstanding sustainable retail experience.

Our investment business is backing an AED 500 million redevelopment plan for Yas Mall that's aimed at reimagining the retail experience. The centrepiece of Yas Island, the mall is fast becoming the shopping and leisure destination of choice in Abu Dhabi.

When complete, the redeveloped mall will include over 100 new stores, a 40% larger food and beverage offering and 15,000 square meters of additional office space. Work on key areas began in 2021 and will be completed over 12-18 months.

This state-of-the-art, fully accessible redevelopment aims to reduce the mall's annual emissions of carbon dioxide equivalent (CO₂e) by 59 tons and improve its recycling rate by up to 40%.

The plan also features a range of innovative eco-efficient initiatives, including the replacement of 60,000 lamps with LED lighting and a customised composter to turn food waste into bio-soil, which will then be repurposed for the mall's 115,000 square metre landscape.

 **900k**
residents in primary catchment area

 AED **4.2 billion**
potential spending power

 **1.5 million**
residents within 40 mins

 AED **34k**
average household income

 **2.5 million**
tourists

 **97%**
occupancy, up 16% from 2020

 **370**
stores

 **Over 10k m²**
dedicated to leisure

 **222k m²**
total GLA

 **Over 90**
restaurants



COMMUNITY →

COMMUNITY

We aim to build thriving, inclusive, and sustainable communities.

As the Government's trusted partner and a responsible community member, we are helping to transform the landscape of the UAE and create and shape communities that thrive now and into the future.

We do this by creating sustainable spaces, fostering sustainable living practices in our communities and investing in programmes that deliver a positive impact.

Our central role as a master developer puts us in a unique position to improve placemaking. We put the principles of urbanism and placemaking at the core of all our designs. We want our communities to be walkable, mixed-used, sociable, and non-resource-intensive. As part of this, we aim to reduce reliance on private cars, reduce the distance between buildings, and enable more sustainable ways of living to create happier and healthier communities.

Moreover, as good citizens, we create positive social and environmental impact in the communities where we operate through our corporate social responsibility (CSR) programmes.

2021 SNAPSHOT

AED 25m

total spend in our 2021 CSR programmes

LAUNCHED

our employee volunteering programme

Developed our


COMMUNITY LIVING INDEX (CLI)

PROGRESS ON OUR COMMUNITY COMMITMENTS



COMMUNITY

Here we highlight our key commitments for our Community pillar, and the progress we achieved against them in 2021:

Commitment	Progress spotlights in 2021	Progress Made
 <p>Develop, manage and engage with communities to ensure inclusivity and encourage sustainable living</p>	<ul style="list-style-type: none"> Developed our first ever Community Living Index, to inform focus areas for improvement within our communities. Integrated inclusion into design as standard for all communities. Ran community-level initiatives, such as a tree-planting venture in Al Raha Gardens, an inclusivity playground in Al Muneera and distributing meals to our community workers. 	
<p>Develop CSR strategy and review CSR governance across Aldar</p>	<ul style="list-style-type: none"> Developing a CSR impact strategy, with teams engaged to include KPIs for both business segments. Due to be finalised by the end of 2022. 	
<p>Develop Aldar's social impact measurement framework and social inclusion criteria</p>	<ul style="list-style-type: none"> Developing a social impact measurement framework to measure and value the impacts of our business activities on society, such as health, education and community cohesion. 	



OUR PROGRESS

Thriving and inclusive communities

As a large, leading real estate business we have both the capability and the duty to enable the growth of thriving and inclusive communities where we operate. We are determined to make the most of this opportunity – creating a multitude of positive impacts and delivering social cohesion in the process.

We create and foster positive, local impact in a number of key ways. We develop local talent and act as a catalyst for innovation in the community. We also enrich our local community by supporting those in need, promoting health and well-being, supporting volunteering programmes, and many other initiatives. Moreover, we concentrate on fostering a culture of inclusivity and diversity, making sure everyone can thrive in the communities we build and manage.

For us, communities are made up of more than just people – they are a diverse collection of minds, families, homes, and places. We are in a strong position to help these communities thrive through our development and estate management activities.

THRIVING AND INCLUSIVE COMMUNITIES

CREATING REAL IMPACT IN THE COMMUNITY

We focus on improving the lived experience of our communities.

→ At the design stage, we ensure that placemaking, enjoyment and the provision of amenities is central to all of our developments. Impact areas include community gardens, playgrounds and recreation facilities, healthcare, local retail, education facilities and public transport.

MONITORING OUR COMMUNITY IMPACT

Once developments have been designed and constructed, we continue to monitor how well they are serving our communities. Initiatives such as our Community Living Index (CLI) help to provide us with quantitative and qualitative feedback, ensuring we continue to improve in ways that reflect the actual needs and preferences of the people living in our communities.

In 2021, as part of our CLI, we assessed 26 quality of life components across our communities.

Building our understanding of our communities through the CLI and other ways helps us identify what needs to be improved and deliver a better experience.

INVESTING IN CSR PROGRAMMES

We are committed to creating positive social and environmental impacts that benefit communities across the UAE and beyond. Throughout the year, we supported numerous impactful initiatives to benefit wider communities.

We invested a total of AED 25 million in CSR programmes in 2021. In 2022, we plan to roll out a new Group CSR Impact Strategy with KPIs for both our development and investment businesses, so they can deliver impactful CSR initiatives in the areas of influence.

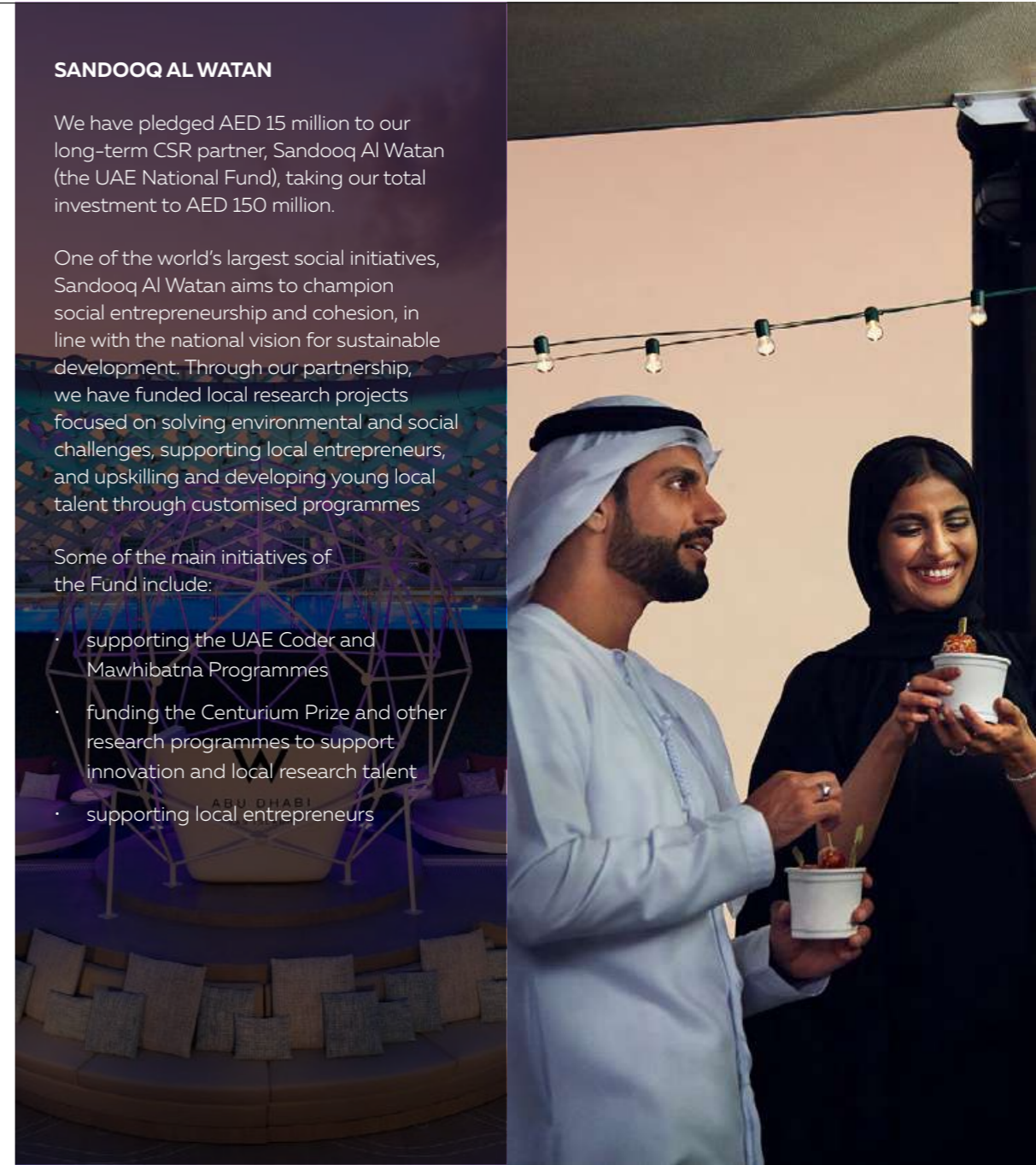
SANDOOQ AL WATAN

We have pledged AED 15 million to our long-term CSR partner, Sandooq Al Watan (the UAE National Fund), taking our total investment to AED 150 million.

One of the world's largest social initiatives, Sandooq Al Watan aims to champion social entrepreneurship and cohesion, in line with the national vision for sustainable development. Through our partnership, we have funded local research projects focused on solving environmental and social challenges, supporting local entrepreneurs, and upskilling and developing young local talent through customised programmes

Some of the main initiatives of the Fund include:

- supporting the UAE Coder and Mawhibatna Programmes
- funding the Centurium Prize and other research programmes to support innovation and local research talent
- supporting local entrepreneurs



THRIVING AND INCLUSIVE COMMUNITIES

SUPPORTING ENRICHING AND INCLUSIVE COMMUNITIES

From helping young people to promoting health and well-being, volunteering, and supporting people of determination – we focus on enabling communities to become more enriched, inclusive and ultimately prosperous.

HELPING YOUNG PEOPLE

We know how important it is to invest in the next generation, and look for ways to support the nation's youth and empower the leaders of tomorrow. For example, we offer one of our flagship buildings to the Federal Youth Authority to act as a state-of-the-art co-working space.

PROMOTING HEALTH AND WELL-BEING

Championing active lifestyles

We aim to champion and promote active lifestyles for people in our communities. During the year, we organised multiple fitness sessions for our residents, students and employees

Sponsoring the UAE Team Emirates

In addition, we sponsored the UAE Team Emirates, the UAE's competitive road cycling team. The three-year sponsorship agreement is in line with our efforts to advocate healthy and sustainable living across our communities.

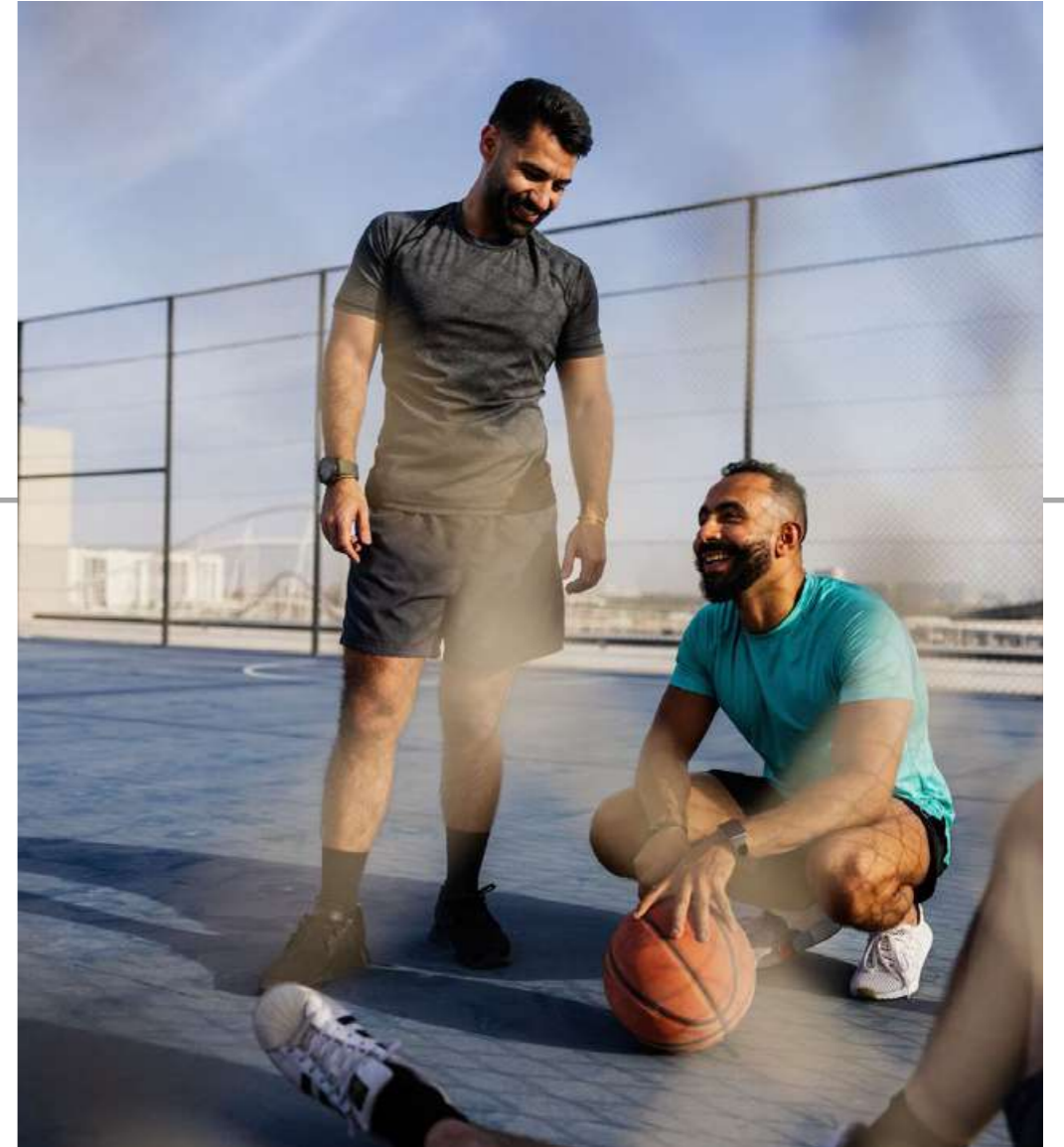
VOLUNTEERING

Launching our employee volunteering programme

In 2021, we launched our employee volunteering programme. Activities range from beach clean-ups to planting mangrove trees to raising awareness of the need to reduce single-use plastics and to recycle waste.

Distributing meals during Ramadan

Over two days during Ramadan 2021, we planned and distributed 4,300 meals to construction workers at our developments on Yas Island. We worked with Aldar Hotels & Hospitality assets, which prepared the meals, and with Ma'an, the authority that helped distribute the meals on site. On one of the days, H.E. Salama Al Ameemi (Director General of Ma'an) and Adel Al Breiki (CEO of Aldar Projects) attended. The events received overwhelmingly positive feedback from workers on site. We have committed to expanding this by 50% to provide 6,000 meals during Ramadan 2022.



THRIVING AND INCLUSIVE COMMUNITIES

SUPPORTING PEOPLE OF DETERMINATION

We are proud to harness the untapped potential of people of determination and promote a more diverse and inclusive workforce in Abu Dhabi and in Aldar.

Collaborating with Key2Enable

→ We have partnered with Key2Enable – a start-up providing assistive technologies in education to people of determination. The partnership provides a unique nine-button, multi-functional smart keyboard, Key-X, for use in our academies. It helps people of determination to use computers, tablets, and smartphones for learning, communicating, and gaming as part of a complete education platform. These keyboards give children and adults with various disabilities – cerebral palsy, severe autism, Down syndrome, multiple sclerosis, Alzheimer’s, and Parkinson’s – greater autonomy and an inclusive learning experience through eye blinks and slight body gestures. Last year, we ordered 30 additional keyboards to distribute across the schools.

Partnering with Special Olympics UAE

As an official partner of Special Olympics UAE, we are collaborating to implement enrichment programmes to empower people of determination. We also provide office space and support services. Furthermore, as sole education partner with Special Olympics, Aldar Education facilitates the implementation of its Unified Robotics Programme in its schools. It also contributes its expertise and knowledge to help provide an inclusive, enjoyable, and impactful initiative for all.

Enhancing opportunities and accessibility

In 2021, we signed a Memorandum of Understanding with Zayed Higher Organization (ZHO) to enhance opportunities and accessibility for people of determination in Aldar and across our retail, hospitality, residential, and commercial assets. The agreement supports our strategy to drive positive impact and improve inclusivity and accessibility in local communities. Aldar Hospitality collaborated with ZHO to source more than 1,000 staff uniforms, tailored by people of determination students, for Aldar Hotel employees.

Investing in Atmah – the GCC’s first social impact bond

In 2020, Ma’an, the Authority of Social Contribution, launched Atmah, the GCC’s first social impact bond, in collaboration with the Department of Community Development, Aldar Properties, Aldar Education and Zayed Higher Organisation for People of Determination.

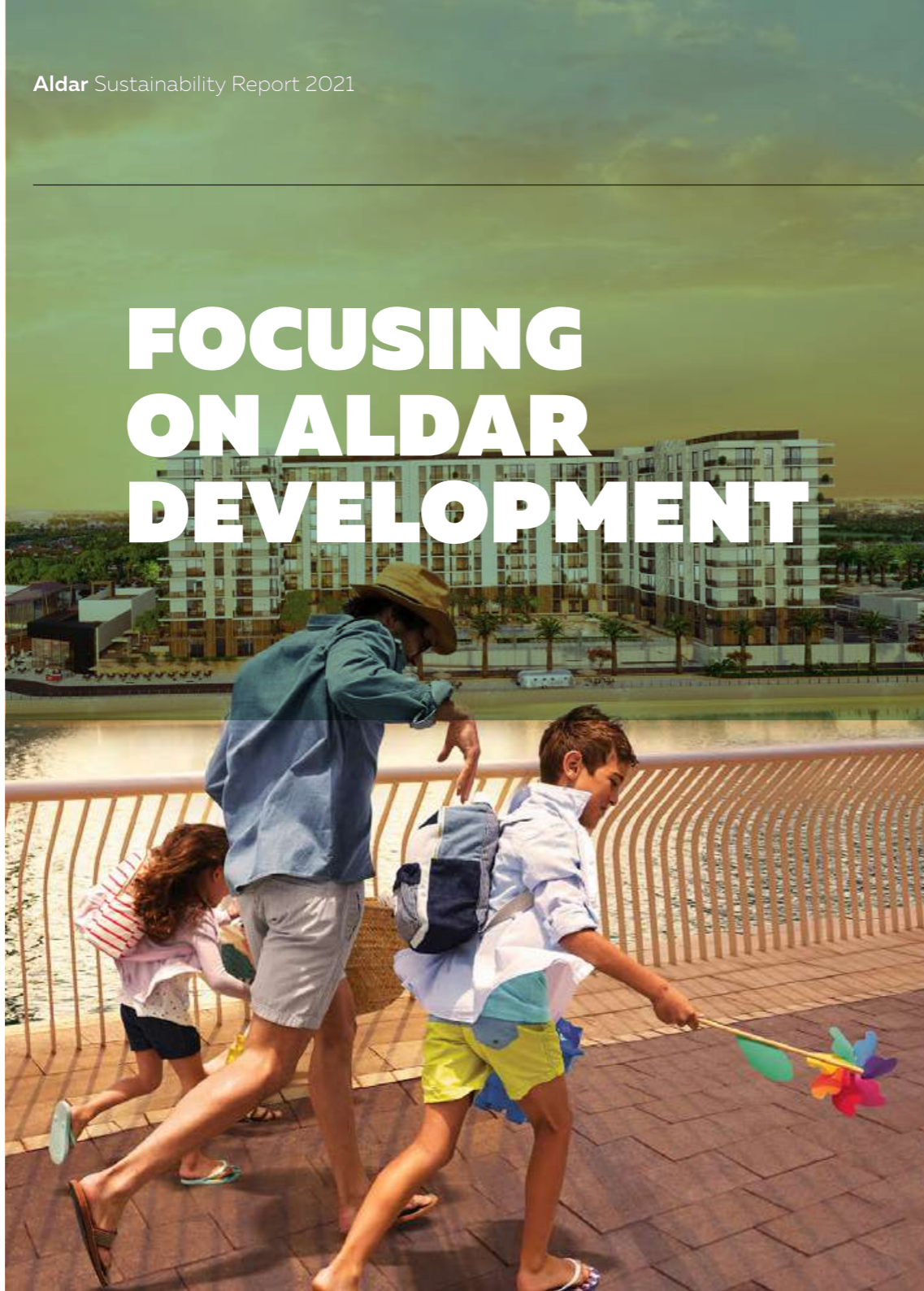
Social impact bonds are an internationally established and successful way to finance the delivery of public services. They involve the government, a social service provider and a social investor – multi-party partnerships bringing together the right organisations to solve social challenges.

The word ‘Atmah’ translates broadly into ‘aspire’. The bond is the first initiative of its kind in the region to equip people of determination in Abu Dhabi with job skills and help them secure permanent employment.

We invested AED 2 million in the ground-breaking Atmah programme. Running for 15 months, it involved 25 students, providing them with education and vocational training, including work awareness and personal safety.



FOCUSING ON ALDAR DEVELOPMENT



We seek to develop places and spaces that encourage and support inclusive communities and enable people to thrive.

Our community development involves designing with practical, sustainable usage in mind, so that features that enhance inclusion, diversity and responsible behaviour are built in from the outset, and further enhanced through the life of a development. This in turn contributes to the overall development and prosperity of the region – making it an attractive part of the world to come to, live and be a part of. We aim to enhance sustainability greatly through thoughtful placemaking – affecting use of energy and water, reliance on air conditioning, waste segregation, transport use inside and outside the community, crime prevention, maintenance costs, customer well-being, customer satisfaction and the viability of opening local businesses.

We are very well-positioned to drive effective placemaking because of our control over master planning and design decisions. We can use powerful levers such as medium, mixed density development, proximity of buildings, provision of shading, micro-mobility facilities, climate resilient infrastructure and an attractive public realm to encourage sustainable behaviours such as reduced resource consumption, waste production and reliance on car-based transport. In this way, we can design urban places that make the sustainable option the most appealing one.

OUR DEVELOPMENT ACTIVITIES

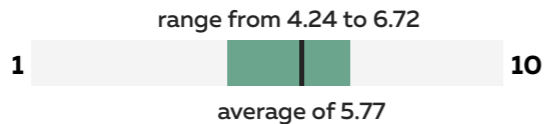
MONITORING AND ENHANCING OUR COMMUNITY IMPACT

Reflecting our commitment to placemaking, transparency and continuous improvement, in 2021 we created a Community Living Index (CLI) built on research, customer insights, and focus groups. The index covers:

- Quality of life
- Resident priorities
- Community design
- Areas of investment

These four areas include 26 components such as sustainability, including walkability, low-emission travel, air quality and noise pollution.

OUR COMMUNITY SCORE



These scores will shape our focus and give us a framework for improving our communities and helping them to thrive.

In our first year of using the Index, some key themes emerged which have enabled us to identify areas for improvement:

INFRASTRUCTURE 61%

- Our communities are well planned to provide residents easy access to various destinations, with the essential security and safety measures to provide a safe living environment.
- We have identified inconsistencies in the soft services we provide and aim to improve walkability across our communities.

AMENITIES 62%

- Most of our communities have many amenities, such as gyms, shops, and green spaces.
- Feedback has identified some areas that require renovation and maintenance. We also aim to provide amenities more consistently across our communities.

COMMUNITY 40%

- Residents praised how we cater to a range of different communities with differing needs.
- We aim to engage acoustic consultants to address noise pollution. Community hubs, organised events, and the addition of retail amenities will also improve the well-being of the community.

DEVELOPMENT 64%

- We performed well on the quality of our buildings and the variety of housing options we offer.
- We aim to improve the quality of community design, by focusing on meeting the accessibility needs of people of determination. We also want to provide more facilities to help people living in our communities to enjoy healthy lifestyles.

ACCESSIBILITY 58%

- Residents felt we provide good access to pharmacies in our communities (81%) and access to ADEK well-rated schools (67%).
- We will work to increase access to healthcare facilities and K-12 schools across our communities.



OUR DEVELOPMENT ACTIVITIES

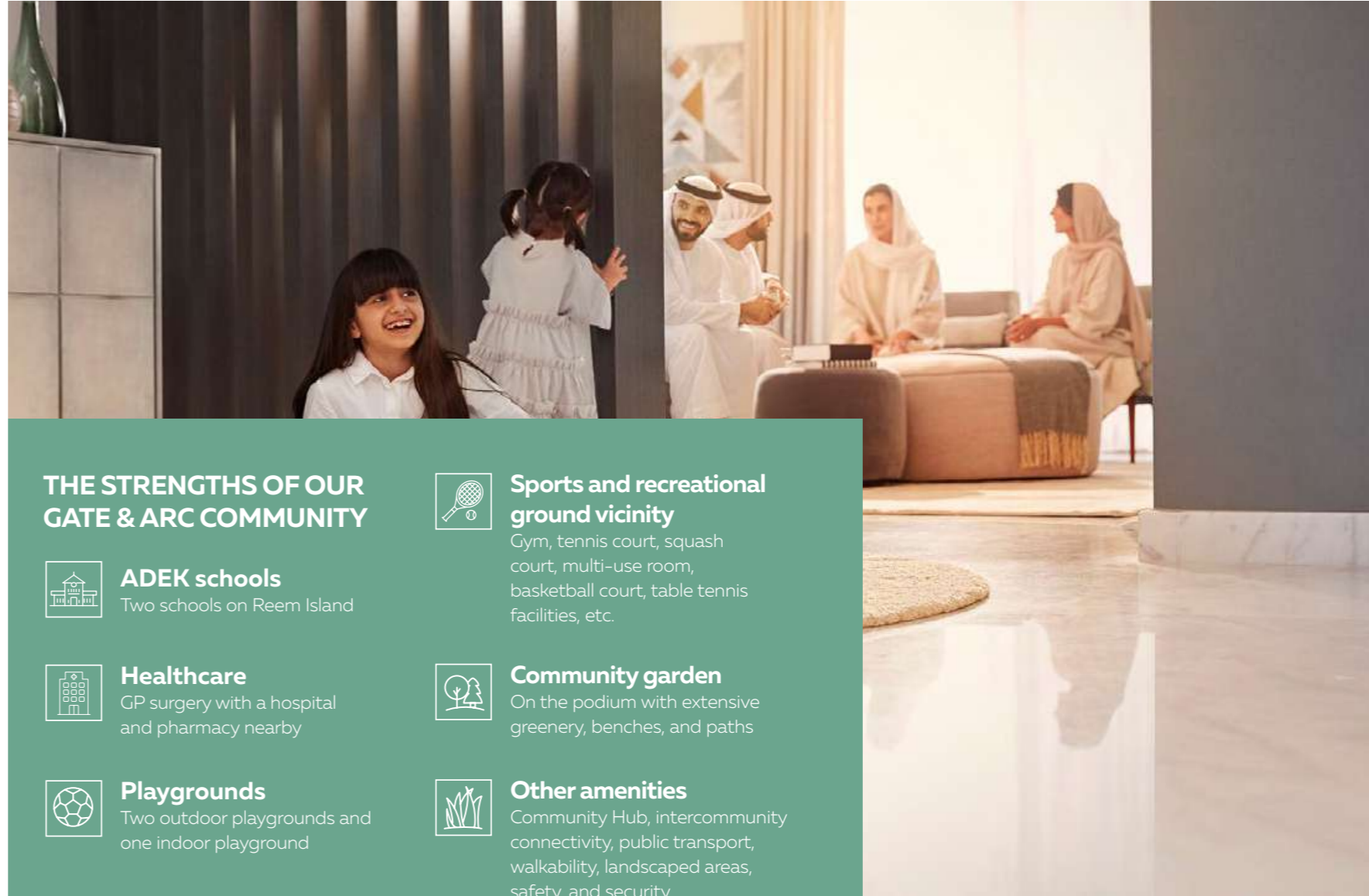
REIMAGINING SUSTAINABLE LIVING PRACTICES

We are guided by the goals of inclusivity, accessibility, and sustainability and seek to foster sustainable living practices within our communities.

Historically, Abu Dhabi has preferred low-density, suburban-style housing with large private outdoor yards and gardens, but this is changing. Customers increasingly prefer higher-density, walkable, sustainable communities with more diverse local amenities and opportunities for social interaction.

Today, we launch all developments as mixed use, with community facilities alongside residential units. This ensures that, from day one, residents have access to amenities such as parks, mosques, and local retail and recreation facilities. This in turn helps to build a real community.

Gate & Arc, for example, embodies 'good density' – a blend of buildings and amenities designed to create an enjoyably varied and sustainable living environment. This approach enables our developments to have all the elements a thriving community needs.



THE STRENGTHS OF OUR GATE & ARC COMMUNITY



ADEK schools

Two schools on Reem Island



Healthcare

GP surgery with a hospital and pharmacy nearby



Playgrounds

Two outdoor playgrounds and one indoor playground



Sports and recreational ground vicinity

Gym, tennis court, squash court, multi-use room, basketball court, table tennis facilities, etc.



Community garden

On the podium with extensive greenery, benches, and paths



Other amenities

Community Hub, intercommunity connectivity, public transport, walkability, landscaped areas, safety, and security

OUR DEVELOPMENT ACTIVITIES

BUILDING INCLUSIVE COMMUNITIES

We have a reputation for creating well-designed developments that are inclusive, accessible, and affordable.



We have embedded diversity and inclusion principles as standard across our assets. For example, on Yas Island, we have created different product types to make our developments accessible to people from a broad range of socioeconomic circumstances, including both higher-earning and lower-earning backgrounds.

We are conscious that people have different needs, interests and concerns so in our planning and development we look for ways to actively support this diversity. At Yas Mall for example, we wanted to create a more inclusive space, which included providing a sensory sanctuary for our visitors with autism. In collaboration with Zayed Higher Organization for people of determination, we introduced 'The Quiet Room', so that our visitors with autism have an exclusive place to feel at ease. We have also designed sensory gardens in our Noya development, to give people an alternative well-being space, as well as dog parks so community members have a dedicated space for their pets.



A photograph of a woman with dark hair and bangs, wearing a light blue button-down shirt and a necklace with a circular pendant, sitting on a beach. She is smiling and looking down at a young girl with curly hair, who is wearing a pink dress. They are both playing with colorful wooden blocks on the sand. The background shows the ocean and a clear sky. The text 'FOCUSING ON ALDAR INVESTMENT' is overlaid in large white letters on the left side of the image.

FOCUSING ON ALDAR INVESTMENT

We want to enhance community engagement and well-being through our investments.

Creating a mutually beneficial ecosystem between businesses and communities requires active engagement and outreach. When businesses and community collaborate, they can create meaningful improvements for the places they both rely on.

We pride ourselves on supporting the communities we operate in and are proud to be responsible for creating brand new communities through our investments. By emphasising engagement with our communities, focusing on improving their well-being and providing substantial financial backing, we create goodwill for ourselves and value for our communities. This value is not just financial, but is also seen in the benefits to health, nature and well-being. Happy and connected communities, who feel supported in what they do, result in desirable places to live and work, and a sense of belonging. This is core to our purpose.

OUR INVESTMENT ACTIVITIES

ENGAGING OUR COMMUNITIES TO ENHANCE LIFESTYLES

Through our agile, customer-centric approach, we provide our residents with an enhanced and inclusive programme of community activities.

→ We blend the best of virtual and physical environments and seek both traditional and new opportunities to engage with our residents and tenants and encourage them to adopt more sustainable behaviours.

We engage with our communities through sustainability awareness events and campaigns. Provis, for example, led on lifestyle campaigns in its managed communities. In 2021, this included 20 cultural and sustainability awareness events and two campaigns initiated to support youth development.

The initiatives included beach cleaning, creating an inclusivity playground in Al Muneera Community, partnerships with influencers and leaders in a variety of fields to engage and educate residents, and the distribution of meals to community workers. Environmental initiatives in the wider community included tree-planting in Al Raha Gardens Community and dedicated waste management campaigns.

EMPOWERING THROUGH EDUCATION

We invest in inclusive and innovative learning opportunities to empower our communities today and inspire the next generation.

Our youth engagement and development initiatives are key here. Every school in Aldar Education portfolio has a sustainability committee driven by students from ages 5 to 16. In Al Mamoura Academy, we have a full sustainability curriculum where students are taught to grow and harvest food hydroponically and can present their learnings to other classes.

We have developed a plan to expand our Adult Education programme (ATA) within our local communities. This aims to train 500 Emirati teachers by 2023 and will ensure that all our schools have facilities that our communities can use.

To promote community well-being and inclusion, we collaborate with UAE universities to provide internship programmes targeted at Emiratis. Using our access to a vast talent pool of UAE nationals, we provided 21 internships in 2021 – 17 interns were UAE nationals and 3 were people of determination. We want to increase the number of opportunities we can offer to people of determination and invite six onto our internships every six months.



GIVING BACK TO OUR COMMUNITIES

We aim to give back to our communities through our volunteering programmes and charity campaigns.

Khidmah, our facilities management provider, led on this in 2021:

- The UAE Government's National Disinfection Programme focused on disinfecting public facilities, public transport, and streets several times following the outbreak of COVID-19. Khidmah donated 3,000 volunteer hours to disinfect streets, parks, and pathways around Abu Dhabi.
- Additionally, 50 volunteers from Khidmah participated in the National Volunteering Phase 3 Clinical Trials for the COVID-19 vaccine, conducted by the Department of Health Abu Dhabi.
- Khidmah also donated clothes to refugees through the Red Crescent.

PEOPLE →

PEOPLE

We nurture a diverse and skilled workforce who are key in building a sustainable and prosperous future for Abu Dhabi and the Middle East.

We live our purpose of shaping a better future through our people – they are the ones who make the difference and we put their development and welfare – including health, safety, and well-being – at the heart of our operations. We have robust policies and procedures to protect our workforce and create a working environment in which they can thrive.

Reflecting our deep commitment to our people, we have been recognised as a top 10 employer by the Great Place to Work certification. To keep making progress, we continue to invest in our people, supporting their development through robust training covering a range of skills, including virtual training programmes.

2021 SNAPSHOT

3,144

new employee hires

35%

proportion of Emiratis in our workforce, up from 29% in 2020

42%

proportion of women employed across Aldar, up from 31% in 2020

133,843

specialist training modules ran

79 million

man-hours worked across all development projects in 2021 with zero lost time injuries (LTI)

PROGRESS ON OUR PEOPLE COMMITMENTS



Here we highlight our key commitments for our People pillar, and the progress we achieved against them in 2021:

Commitment	Progress spotlights in 2021	Progress Made
<p>→ Develop the next generation of talent in Abu Dhabi by committing to hiring and training 1,000 UAE nationals by 2026</p>	<ul style="list-style-type: none"> • We will create 200 roles each year for five years across Aldar’s various subsidiaries and partner companies, with positions available for both recent graduates and experienced professionals. • For broader impact, the 1,000 jobs created will include direct roles across our entire business, as well as indirect roles with partners and suppliers. 	
<p>Ensure a diverse and inclusive workplace</p>	<ul style="list-style-type: none"> • Emiratisation ratio in our corporate workforce of 35% (up from 29% in 2020). • Launched mandatory online diversity and inclusion (D&I) induction training for all new joiners. • Started implementation of strategy for people of determination, including increased hiring and traineeships across our businesses. • Increased female representation in executive-level positions by 33% from 2020. 	
<p>Deliver health and safety training to all employees</p>	<ul style="list-style-type: none"> • Occupational Safety and Health (OSH) and Environmental Health Safety (EHS) induction is a mandatory requirement and is delivered to all employees/visitors prior to entering project sites. • 1,714,063 personnel training modules delivered across our projects. • Ran 133,843 specialised training modules in our projects. • Completed 869,672 training hours in our projects – an increase of 351,129 from 2020. • Provided training to 80% of Khidmah technical staff – a 25–30% increase on 2020. 	
<p>Audit all general contractors on projects against our Worker Welfare Policy annually</p>	<ul style="list-style-type: none"> • Developed quantitative assessment criteria based on the refreshed worker welfare policy, principles and requirements. • Audited 100% of general contractors engaged on projects that were less than 80% complete. • Audits included assessments of employment practices and of accommodation facilities used to house workers deployed on project sites. 	

OUR PROGRESS

Putting our people first



People are at the heart of our business, and we ensure a workplace where they can thrive and contribute – one that is diverse and inclusive, safe and supportive, flexible and innovative.

The focus we put on our people is crucial to their success and the success of our business. By encouraging diversity of thought and opinion, we get the best from our teams, and can give our best to society. We nurture our talent, facilitating progression and career pathways. This helps us to attract and retain the best people in the market. Part of the care we show to our people is to ensure that their health and safety is at the forefront of all the work we conduct. Our staff can deliver their best work when they know they are encouraged to innovate and find new ways of delivering. This in turn enables us to serve our customers and communities in the best possible ways.

PEOPLE AT THE HEART OF OUR BUSINESS

PROMOTING A DIVERSE AND INCLUSIVE WORKPLACE

We strive to attract and retain high-performing people who want to join us in shaping the future of Abu Dhabi.



In 2021, we welcomed 3,144 new hires, almost half below the age of 30. We focus on engaging with young people early in their careers and supporting them in their professional and personal development.

We are guided by four values:



Team spirit

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



Ambition

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



Commitment

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



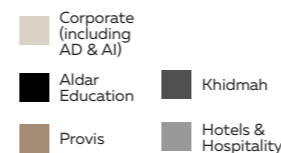
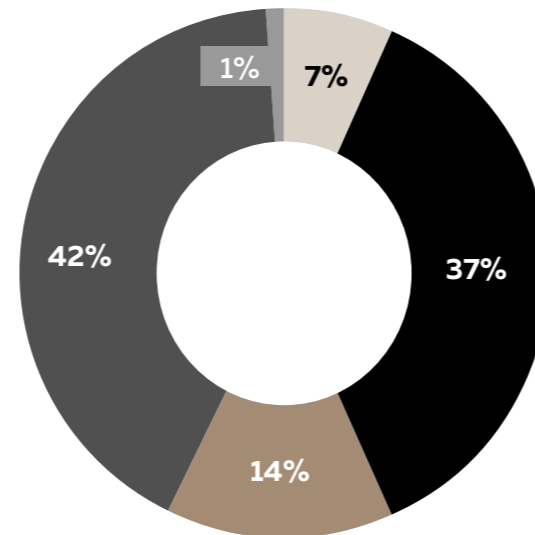
Diversity

We respect different opinions, people and cultures.

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.

We employ 7500+ people across our subsidiaries and adjacent businesses.

TOTAL EMPLOYEE DISTRIBUTION



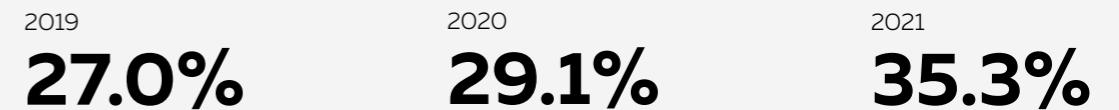
DRIVING EMIRATISATION IN THE WORKPLACE

Emiratization is an essential element in our support of the local economy. We aim to attract UAE nationals who are experienced and qualified and can play an essential role in supporting our business. Emiratis currently represent approximately 35% of our workforce, a 21% increase from 2020. This talent is distributed across the entire company, working in fields as diverse as sustainability, development, operations, investment, retail, sales and hospitality. We are committed to hiring and training 1,000 UAE nationals by 2026, to develop the next generation of talent in Abu Dhabi.

We describe our commitment to being an equal opportunities employer in our Code of Business Conduct and our People Policies. We also have a dedicated Board to champion diversity and inclusion (D&I) across our business, and are focusing on embedding it in our processes.

We aim to achieve greater diversity and inclusion, facilitate governance, and set metrics and accountability for leaders at all levels of Aldar. In the last year, we have made D&I training a mandatory part of the induction process for all new employees; this training reached over 3,000 employees in 2021.

EMIRATISATION RATIO IN OUR CORPORATE WORKFORCE

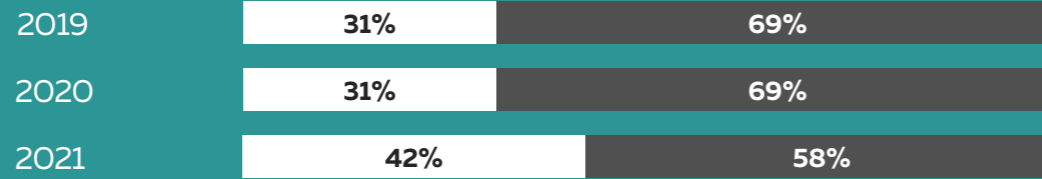


PEOPLE AT THE HEART OF OUR BUSINESS

INCREASING THE RATES OF FEMALE EMPLOYMENT AT ALL LEVELS

We have increased our rates of female employment across Aldar, from 31% to 42% in 2021. Aldar Education, which represents 37% of the total workforce, now employs more than 76% female employees across all levels of the organisation. We have also focused on hiring women to executive level positions, increasing their representation by 33% from 2020.

Gender balance



Gender balance at leadership level



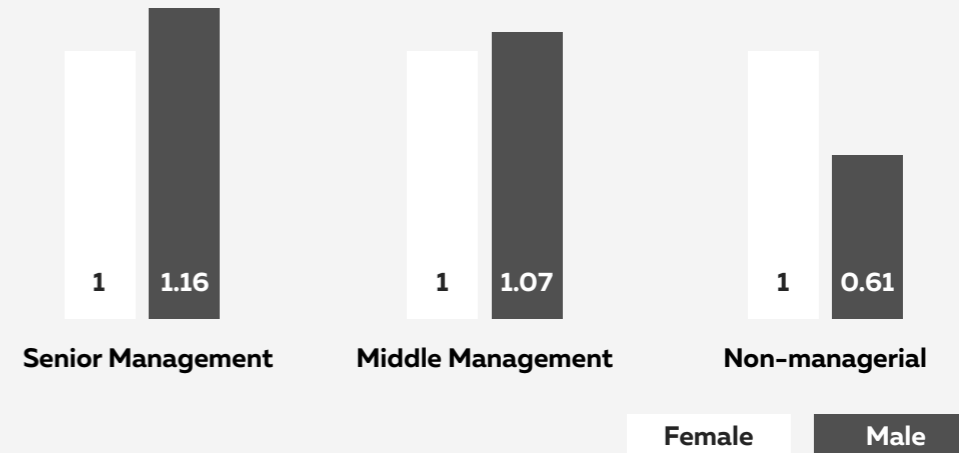
Female Male

CLOSING THE GENDER PAY GAP

In 2021, at our middle and senior management levels, we performed well in moving towards parity in pay between men and women. This ratio improved at senior management level, stayed constant for middle management, and

decreased for non-managerial associates, primarily due to the dynamic in our education business, where females are more represented in better-paid teacher roles, and males in administrative roles.

2021 GENDER PAY RATIOS



FOCUSING ON THE HEALTH AND WELL-BEING OF OUR PEOPLE

We are committed to supporting the health and well-being of our people. This includes providing our employees with one of the best health insurance packages in the region. For example, we work with Daman, the UAE's leading health insurer, to provide a Maternity Program. It aims to help pregnant employees improve their overall health and avoid complications during their pregnancy.

Our support includes granting parental leave to new parents. A total of 74 employees took parental leave in 2021 (29 men and 45 women) and all returned to work in the reporting period – a 100% rate of return of employees who took parental leave.



PEOPLE AT THE HEART OF OUR BUSINESS

NURTURING OUR HUMAN CAPITAL






We aim to nurture all our employees across the Group – recognising and rewarding them well, helping them learn and develop and supporting their well-being.

APPRECIATING HARD WORK AND HIGH PERFORMANCE

We recognise and show appreciation for the dedication and hard work of our people – reinforcing the link between performance and participation in training to rewards, promotions, expanded responsibilities, and pay adjustments, annually.

ALDAR'S EMPLOYEE BENEFITS INCLUDE:

We provide our employees with a range of benefits, including:

-  Medical insurance for employees and dependents
-  Discretionary annual performance bonus
-  Disability and invalidity coverage
-  End of Service Benefits for expatriates
-  Parental leave

-  Retirement provision for nationals
-  Life insurance
-  Educational allowance for staff
-  30 working days annual leave

REWARDING OUR PEOPLE THROUGH ALDAR STARS





In 2021, we introduced Aldar Stars, an engagement and motivation reward programme based on our values, designed to appreciate and encourage our dedicated employees who make Aldar a great place to work. Through the year, 80 employees received recognition as 'Star of the month', together with an AED 500 gift voucher.

In 2022, we are expanding Aldar Stars to include:

- A 'Peer Award' for employees to recognise their colleagues
- An 'Ehsan Award' to recognise and motivate employees who give back to our communities
- 'Ehsan Education', a scheme to support blue collar education through donating laptops so people can access information and develop their skills



LEARNING AND DEVELOPMENT HIGHLIGHTS

-  **918** training courses undertaken
-  **54** instructor-led training sessions
-  **406** behavioural training sessions
-  **864** Number of LinkedIn learning courses
-  **512** technical training sessions
-  **51.505** total training hours

FOCUSING ON MENTAL HEALTH

We know how important it is for us to support our employees' mental health as a key part of their overall well-being. In 2021, our Worker Welfare team worked closely with the Abu Dhabi Department of Community Development (ADDCD) Vulnerable Groups team to identify opportunities to produce mental health and suicide prevention training programmes. Working with the ADDCD, in partnership with the Camali Clinic, we delivered two training sessions to Gatekeepers (supervisors who can help spread these ideas) on the Riyadh City project site, with 50 people attending each. Sessions were 1.5–2 hours long and were delivered remotely in multiple languages. The 100 Gatekeepers are responsible for around 20 workers each, enabling the training to reach approximately 2000 workers.

We also worked closely with Expo 2020 Dubai's Hayyakum programme team, to offer reduced-cost tickets to the Expo site to low-income workers in the UAE, so they could enjoy the experience first-hand.

Aldar Worker Welfare purchased 700 tickets for Khidmah technical staff and arranged Group visits and sponsored transportation and food costs.



FOCUSING ON ALDAR DEVELOPMENT

From learning and development to health and safety, we put our people first – it is not only the right thing to do, it is also good for our business.

Investing to safeguard worker welfare is a moral imperative that consistently improves productivity and reduces costs. As a large company, this means not only improving our own approach to worker welfare, but also that of our supply chain. We proactively identify opportunities for improvement, exerting our influence to make positive changes through concerted and targeted engagement.

We deliver most of our work through supply chain partners. We recognise the influence we have over our suppliers and actively work with them to raise their standards for their teams. We create safe workplaces with proactive monitoring programmes and staff surveys, a strong culture of reporting near misses, and a wealth of safety training. Our focus on worker welfare yields tangible results and allows supply chain teams to work safely. We continue to prioritise this culture of supply chain improvement, in order to have the biggest possible impact on worker welfare.

OUR DEVELOPMENT ACTIVITIES

UPHOLDING HIGH OCCUPATIONAL HEALTH AND SAFETY STANDARDS

→ **Across the Group, we set and hold high occupational health and safety standards, and continuously look to keep improving in this critical area.**

Through our project management business, we consistently enforce the safety of work environments to protect the health and well-being of all employees and contractors. Teams on the ground supervise our sites and promote continuous monitoring and improvement of our health and safety controls.

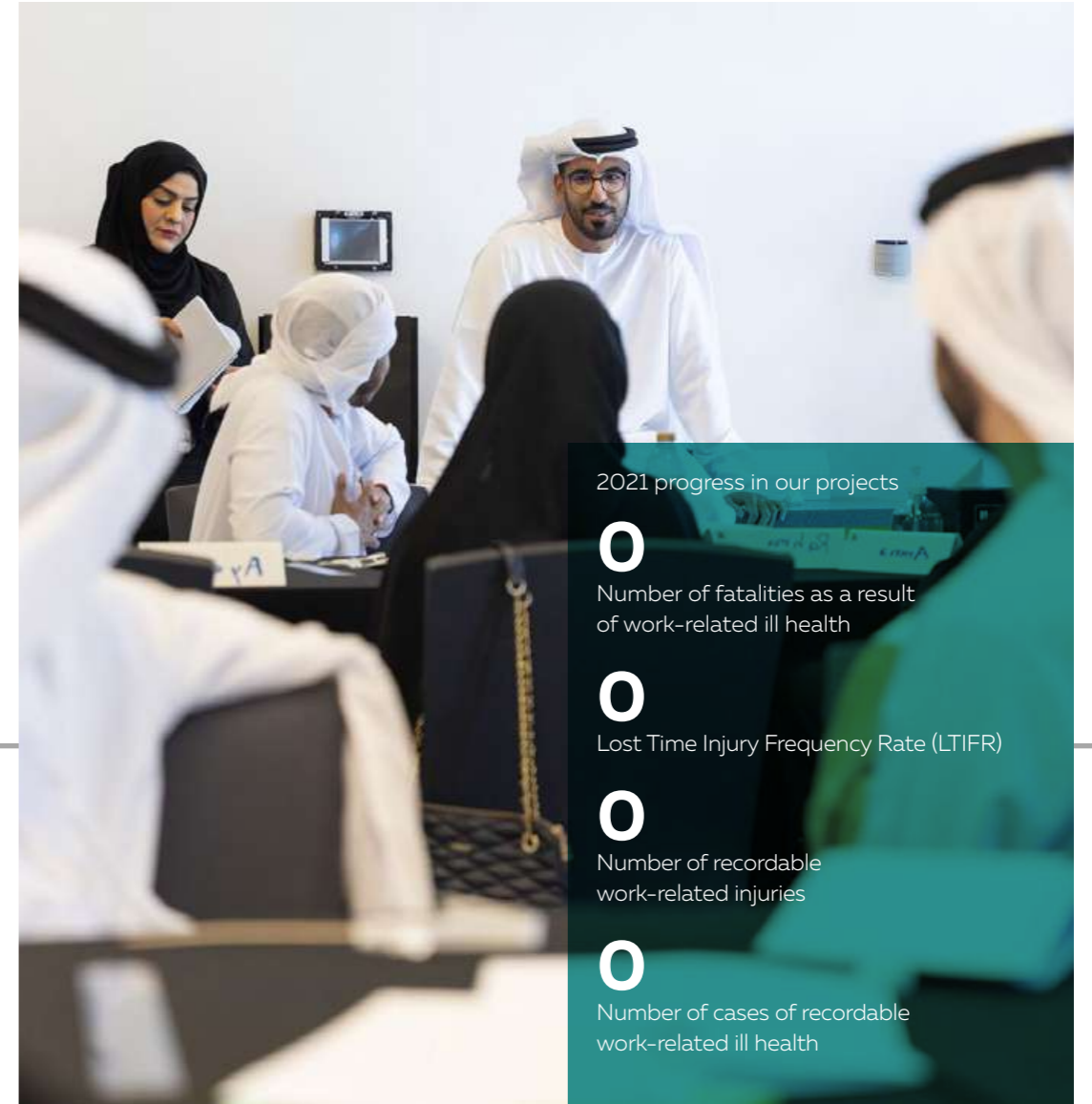
DELIVERING EXCEPTIONAL RESULTS

Aldar Projects successfully completed over 79 million hours of work during 2021 with no fatalities and no lost time injury (LTI). Aldar Projects' Actual Accident Frequency Rate is zero. The aim was to keep this metric below the targeted benchmark of 0.35. Considering the scale and volume of projects conducted, this is an exceptional achievement.

We delivered these results thanks to continual commitment and focus on providing workers with the safest environment in which to operate and on ensuring the appropriate arrangements and resources are available. Moreover, we consistently review these processes and provisions to ensure continuous improvement.

RECOGNISING OUR ROBUST APPROACH TO HEALTH AND SAFETY

The Abu Dhabi Municipality Health & Safety Division awarded us an Appreciation Trophy for Aldar QHSE's proactive involvement and efforts to enhance Health and Safety Standards across the building and construction sector in Abu Dhabi.



2021 progress in our projects

0

Number of fatalities as a result of work-related ill health

0

Lost Time Injury Frequency Rate (LTIFR)

0

Number of recordable work-related injuries

0

Number of cases of recordable work-related ill health

OUR DEVELOPMENT ACTIVITIES

MONITORING TO ENSURE SAFE WORK ENVIRONMENTS

As part of our management approach, we implement the OSH proactive monitoring programme for each project. It aims to enable us to reduce the number of incidents, comply with legal requirements, and efficiently manage the hazards and risks associated with construction sites.



The programme entails:



Conducting periodic and regular inspections



Both external and internal auditing to maintain high standards



Implementing safe working procedures for all activities



Publishing safety alerts to inform on lessons learnt from any recorded incidents or near misses



Keeping all parties aware of recent and up to date legal requirements, and advising on methods to implement these requirements



Ensuring training programmes and safety campaigns are conducted on each project

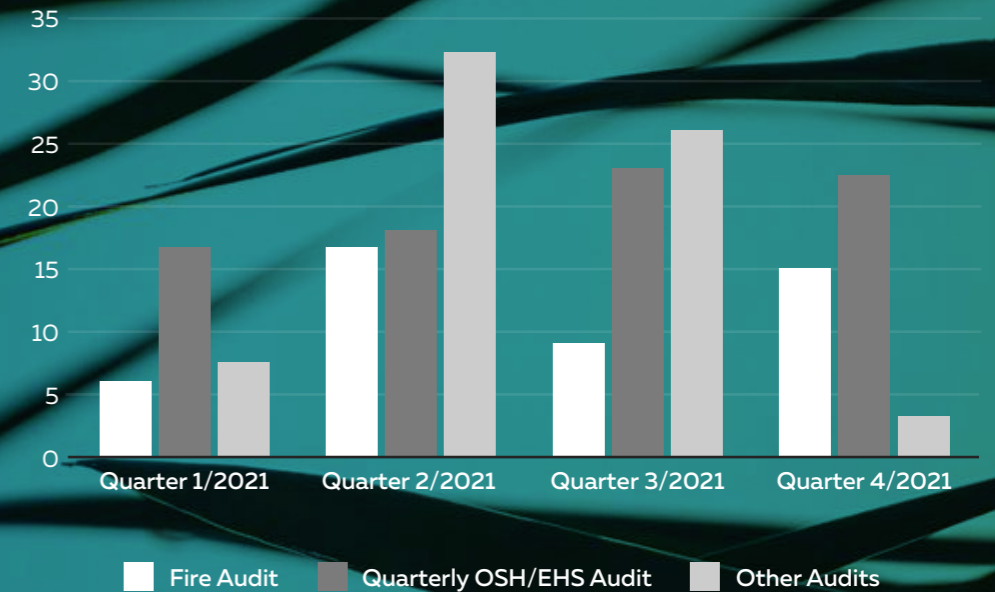


Monthly trend analysis to monitor unsafe conditions to determine where improvements are required



To eliminate the risk of incidents at sites, the OSH team conducts monthly inspections. It also has a periodic audit programme, to strive for, maintain and improve on its high OSH standards.

OSH/EHS Audits for Projects 2021



OUR DEVELOPMENT ACTIVITIES



WORKING SAFELY IN A HOT ENVIRONMENT

Part of the reason for the increase in OSH/EHS audits is the Safety in Heat campaign. These audits, conducted in the summer months in Q2 and Q3, were initiated by Abu Dhabi Occupational Safety and Health Center (OSHAD) and the Abu Dhabi

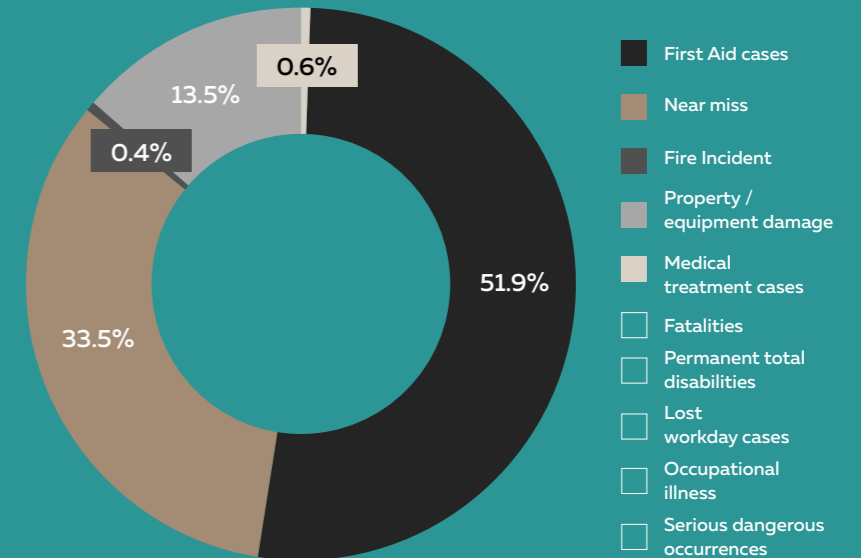
Municipality. They ensured that the project team developed and implemented an effective summer management plan to protect its workers, and that it conducted periodic monitoring by way of audits to ensure full compliance.

GRI 3-3,
403-6, 403-8

LEARNING FROM NEAR MISSES AND INJURIES

We aim to learn at every opportunity, particularly when it comes to health and safety, and the protection of our workers. To this end, we have a proactive culture of reporting near misses and injuries, so we can ensure we are always learning, and thereby always improving our standards. A third of our reported safety incidents are near misses, reflecting the supportive and proactive nature of our reporting on these matters.

SERIOUS AND NON-SERIOUS OSH INCIDENTS IN 2021



Continued:

OUR DEVELOPMENT ACTIVITIES

CURATING A SAFE WORK ENVIRONMENT

MAINTAINING AND IMPROVING OUR HIGH STANDARDS

As we grow, we aim to maintain and continuously improve our high standards towards our people. Nowhere is this more important than in our projects work.



Our team proactively monitors all projects to ensure compliance with the Aldar OSH Management System and OSHAD. To support this, we have implemented the Smart App QHSE for Inspection and the Digital QHSE Platform which enables effective processes and enhances performance.

In 2021, we achieved all OSH/EHS requirements related to international standards and have been awarded ISO 45001 certification for effectively and efficiently implementing the Aldar OSH/EHS Management System and the OSH monitoring programme. We also met legal requirements and ISO 45001 requirements across all projects.

Highlights

- Identified and addressed 22 OSH/EHS alerts for project health hazards.
- Completed 149 management inspections and 128 Fire and Quarterly OSH/EHS audits, ensuring full compliance with the Aldar OSH Management System across all projects.
- In every project, 10% of employees are Fire Wardens and one in 50 employees is a First Aider.

TRAINING OUR PEOPLE FOR A SAFER WORKING ENVIRONMENT

We are committed to ensuring that every individual working on a project has received the specified minimum number of training hours. All of our personnel must also undergo OSH/EHS inductions before entering a project site. Our longstanding commitment to training continued in 2021, as shown to the right.



During 2021



1,714,063

Personnel training modules delivered across our projects

Including:



133,843

Specialised training modules



869,672

Training hours

An increase from:



518,543

Training hours in 2020

OUR DEVELOPMENT ACTIVITIES

IMPROVING OUR SUPPLY CHAIN

We are committed to the welfare, health, safety, and dignity of all workers involved in the construction, operation, and maintenance of our projects and assets. This includes our directly employed workers as well as those employed by our contractual partners.

We aim to meet all applicable International Labour Organisation standards and UAE regulatory requirements. We also encourage our supply chain to implement these standards. These cover working hours, payment for overtime, access to personal documents such as passports, safe accommodation and transportation, access to grievance mechanisms, and paid annual leave.

Our approach has improved supply chain policies and procedures. For example, all accommodation facilities used by contractors who engaged with our programme showed improved compliance with our metrics. Our screening, remediation, compliance, and monitoring procedures enable data-driven risk identification. We have assessed 100% of our general contractors on projects that are less than 80% complete, looking at both their employment practices and accommodation facilities.

WORKER WELFARE HIGHLIGHTS

Active monitoring

Conducted assessments of employment practices and accommodation facilities used by 12 general contractors, 7 hospitality operators and 3 FM providers in our supply chain

Passive monitoring

Launched a hotline on two pilot projects for supply chain workers

Delivered inductions to 4,800 workers

Identified key grievance areas and alternate mechanisms to address these

Achieved a 100% response rate to reporters measuring these metrics

Achieved 45% engagement with our reports

Procurement assessments

Introduced prequalification assessments: 56 entities were assessed on their worker welfare standards

Implemented feedback procedures, providing feedback to 100% of the entities that failed to meet our criteria

In 2021, there were no instances of significant human rights or environmental violations reported in our operations, including those carried out by our suppliers/contractors.

In 2022, we intend to increase the importance attached to worker welfare in our procurement tenders. This aims to ensure that we work with only the best and most diligent service providers and suppliers, who put worker welfare at the forefront of their operations. We will make our grievance mechanisms for our supply chains more comprehensive to ensure that issues of concern can be reported as efficiently as possible.

EXTENDING OUR HEALTH AND SAFETY ETHOS TO OUR SUPPLIERS

In 2021, we deployed the SAP Ariba System to conduct prequalification of our suppliers on OSH requirements. During the year, the QHSE team evaluated 47 suppliers to select the best resources and suppliers with due considerations to their OSH performance. Additionally, contractors assessed in year one will continue to be assessed for the duration of their engagement with Aldar, at varying frequencies depending on their assigned risk rating. We will onboard any new contractors to our new SAP Ariba System and will assign each one an initial risk rating.



FOCUSING ON ALDAR INVESTMENT

We invest in training and increasing the skills of our people – this is a critical part of providing them with valuable and rewarding careers, and of ensuring our long-term business success.

A big emphasis on training and enhancing skills creates a culture of constant growth and self-improvement. Training gives people greater choice and control over their career and progression, allowing them to contribute in more meaningful ways to their work. This leads to tangible benefits to customers and generates more value for businesses. It is not just increasing and improving workplace skills that is important – a focus on fostering mental and physical health allows people to feel supported as they invest in their development in an enriching environment.

We know that investing in our people via training and upskilling consistently yields results – enabling us to better serve our customers, generate greater value and ultimately increase our reputation for high quality and expertise in the market. We also know that the importance we place on welfare and well-being creates an environment in which teams can flourish, and remain resilient in challenging circumstances.

OUR INVESTMENT ACTIVITIES

EMPOWERING AND UPSKILLING OUR EMPLOYEES FOR THE FUTURE

We place great emphasis on upskilling our employees by investing in training and development.

Across our investment business we have training centres, programmes and partnerships which successfully empower and upskill our employees.

Key highlights include the training of 50 Emirati teachers in Aldar Education. This is part of our teacher training partnership, which we intend to continue and expand.

Khidmah continued to perform well, increasing the number of technical staff trained by 30% over 2020. This success by the Khidmah training centre in Abu Dhabi has been recognised by two awards in 2021:



The Sheikh Khalifa excellence award



The UAE CSR label award

Building on our approach to empower and nurture our people, we not only upskill employees, but also recognise their success. This includes nominating high-performing employees and proposing career development plans. Khidmah has its own recognition scheme, which recognised 63 employees in 2021.

2021 Khidmah training highlights

28,000

Training hours in 2021

80%

Trained over 80% of our technical staff (an increase of 30% over 2020)

6,979

Total number of training sessions delivered (in all formats)



OUR INVESTMENT ACTIVITIES

CREATING HEALTHY WORKPLACES FOR BETTER WELL-BEING

Alongside training and upskilling, we prioritise our employees' well-being.

Our commitment to healthy workplaces is reflected in policy compliance and our health and safety management systems. In the past year for example, Khidmah achieved the Health & Safety Management (ISO 45001) certification, illustrating our robust processes and systems for ensuring the safety and well-being of our people. During 2021, Khidmah also ensured 100% compliance with our Health & Safety policies. This strong foundation flowed through to high performance –

during 2021, Khidmah achieved over 7.89 million safe working hours.

Raising awareness is also key. Through running events, we can benefit the well-being of our people and communities. Provis hosted and ran 10 health and well-being awareness events in the last year which centred on campaigns for all people across Provis-managed communities.

Moreover, we constantly look for ways to improve our health and safety. We have focused on improving employment practices and worker accommodation in our Hotels &

Hospitality business, for example. This included assessing 100% of Aldar hospitality entities for employment practices and reviewing 11 accommodation facilities. These all scored a low/medium risk rating.

Our Hotels & Hospitality business is proud of our continued focus on worker welfare and successfully retained 92% of our staff during the COVID-19 pandemic.

The COVID-19 pandemic shone a light on employee welfare and well-being around the world, and we responded strongly in our investment business. Khidmah, for example, installed antimicrobial copper ion protection to reduce the chances of infection from frequently touched surfaces. Khidmah aimed to achieve a 90% vaccination rate for COVID-19 and exceeded this: 99% of its employees have had both COVID-19 vaccinations as well as the follow-up booster. Our employees also played their part in contributing to worker well-being, with Khidmah volunteers spending more than 3,000 hours sterilising and disinfecting spaces to help combat the pandemic.



ENVIRONMENT

ENVIRONMENT

We continue to raise the bar on our long-term commitment to the environment, and to look for new and better ways to live up to this commitment.

We have moved beyond our goal to become carbon neutral – committing to achieve Net Zero emissions and working on our Action Plan to deliver it.

By continually improving our designs and retrofitting our assets to be low-carbon in operations, we are embedding sustainability into the fabric of our buildings and the places we make. We are also engaging with new technologies, embedding sustainable practices, and championing environmental education. All of this is aimed at helping to cut down on resource consumption, reduce carbon emissions and protect biodiversity.

2021 SNAPSHOT

Worked on developing our
**NET ZERO
ACTION PLAN**

1,932,952 tCO₂e
(Scope 1,2,3) GHG emissions^(A)

4,342,542 m³
Water consumption^(A)

SOLAR
Our first solar hybrid power plant
on a construction site

(A) – Partial coverage.
See reporting methodology for details

PROGRESS ON OUR ENVIRONMENT COMMITMENTS



ENVIRONMENT

Here we highlight our key commitments for our Environment pillar, and the progress we achieved against them in 2021:



Commitment	Progress spotlights in 2021	Progress Made
Development of our Net Zero Action Plan	<ul style="list-style-type: none"> We moved beyond our carbon neutral goal – committing to Net Zero emissions across direct emissions and indirect value chain emissions where we can exert influence. Developed our full carbon baseline and growth projections, assessed internal options around decarbonisation and conducted a financial feasibility assessment of the proposed levers. Considered the enabling factors required to deliver systemic change, including governance changes, capacity building and supply chain engagement. 	
Ensure environmental stewardship through robust environmental management systems and practices	<ul style="list-style-type: none"> Incorporated international standards ISO 14001:2015 and ISO 50001:2018 for environmental and energy management into our Environmental, Health & Safety Management System (EHSMS). These have been achieved across most of our businesses, and plans are in place to achieve them throughout Aldar. 	
Implement the second phase of the Energy Management Project – Investment-Grade Audit	<ul style="list-style-type: none"> Phases 2 and 3 of our portfolio-wide energy management project were completed in 2021 and we signed five-year Energy Performance Contracts with four Energy Service Companies (ESCOs). Retrofit stage will start in Q1 2022. 	
Develop a waste management plan across our businesses to improve waste management and recycling, and pilot and implement innovative waste management solutions	<ul style="list-style-type: none"> Project-specific waste management plans are written by contractors. These target an 80% average waste diversion from landfill. We are developing a waste management plan for our investment business, targeting zero waste to landfill. 	
Protect biodiversity and ecosystems	<ul style="list-style-type: none"> Promoting biodiversity through new projects and partnerships in conservation projects, for example turtle-related conservation by our hotels. 	

OUR PROGRESS

Advancing our environmental aims



As a leading business in the region, we aim to play a significant part in helping to protect and improve the environment. We therefore set out clear environmental aims and implement action plans to meet them.

It has never been more important for businesses to commit and take action on the environment. As a large and leading real estate business in our region, moreover a business dedicated to shaping a better future, we know we can have a significant impact and to this end we set out clear environmental aims and plans of action. It is critical to share these aims publicly, to spur us on to strive for better and to ensure accountability.

Most recently, we have committed to Net Zero and are working on our Action Plan to achieve it. This Plan is a public signal of our intent as stewards of the environments in which we operate – so our shareholders and other stakeholders can be sure that we are looking to the future, and are ready for it.

By embracing our role in protecting the environment, we bring benefits to the communities we serve, the people we work with and to the planet as a whole. But there is much still to do. Climate change and nature/biodiversity loss are the critical challenges of our times. Solving these challenges requires innovative technologies and ways of working. We are well-positioned to create new solutions to the range of problems that we all face as we move to business models that are balanced with the environment, so that ultimately both people and the planet can prosper as we shape a better world together.

ADVANCING OUR ENVIRONMENTAL AIMS

WORKING TOWARDS NET ZERO

We are working on an ambitious Action Plan to enable us to achieve our commitment to Net Zero emissions.

As a key step on our Net Zero journey, in 2021 we put a big focus on streamlining data collection, understanding the gaps, building the skills of our people and rolling out systems and governance to ensure we are able to collect, manage and report, comprehensively and consistently year-on-year.

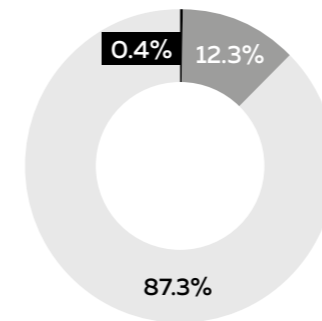
We have made good progress in how we calculate our emissions, all in terms of data coverage, quality and our updated calculation methodology. In 2020, we were only able to report on two development projects which were completed in phases during reporting period. In 2021, we updated our embodied carbon methodology to report actual material consumption for 18 of our 23 active development sites. For our investment business, we performed an in-depth exercise to understand the systems and controls we have on our standing portfolio. This helped in improving our data since we are now able to categorize our emissions in the correct scope and use emission factors based on the different cooling types, for example.

This has helped us to better understand the impact of our projects, our level of influence on them, and actions we can take going forward as part of our Net Zero Action Plan.

We recognise that there is more still to be done. While it was our initial intention to report on our full footprint this year, there were several limitations to what we could do. Challenges with data collection, particularly tenants data, our recent acquisitions and the growing complexity of our portfolio prohibited us from achieving this target. In 2021, we are reporting energy consumption data for a portion of our directly controlled existing portfolio covering 78 out of 91 of our investment portfolio and 18 out of 23 of our development sites. For data on water (75 of 91) and waste (14 of 91) the coverage is somewhat lower and relates to the investment portfolio only. Moreover, our recent growth as an organisation means that data is still being collected for new additions to our portfolio, including some of the more substantial acquisitions made in the past 48 months. This includes emissions relating to Pacific UAE, Asteco Property Management, and SODIC. These acquisitions inevitably add to the scale and complexity of emissions across the portfolio.

In 2022/23, we plan to continue on the progress we made in 2021. We will aim to improve our asset coverage, consolidate and harmonise data on emissions across these new areas of activity and improve on Scope 3. Where source data is unavailable, alternative methods and proxies will be used to estimate emissions, such as applying local energy benchmarks across managed floor areas.

Our carbon footprint in 2021, including Scope 1, 2 and Scope 3, was 1,932,952 tCO₂e. 73.7% of our total Scope 1 and Scope 2 emissions come from electricity and 23.3% from cooling. Our Scope 3 emissions at the Group level represent around 87.3% of our carbon footprint. Of this the embodied carbon of our development & construction activities represent 92% of reported Scope 3 emissions and 80% of total 2021 emissions. While this does not necessarily reflect wider emission trends across Aldar, we are refining our data coverage and estimation methodology. Our 2021 footprint was calculated using our improved methodology and increased coverage. This will enable full year-on-year comparisons in future reporting across our broader portfolio, giving a more complete representation of full emissions from our activities.



- Direct (Scope 1) GHG emissions
- Energy indirect (Scope 2)
- Other indirect (Scope 3)



ADVANCING OUR ENVIRONMENTAL AIMS

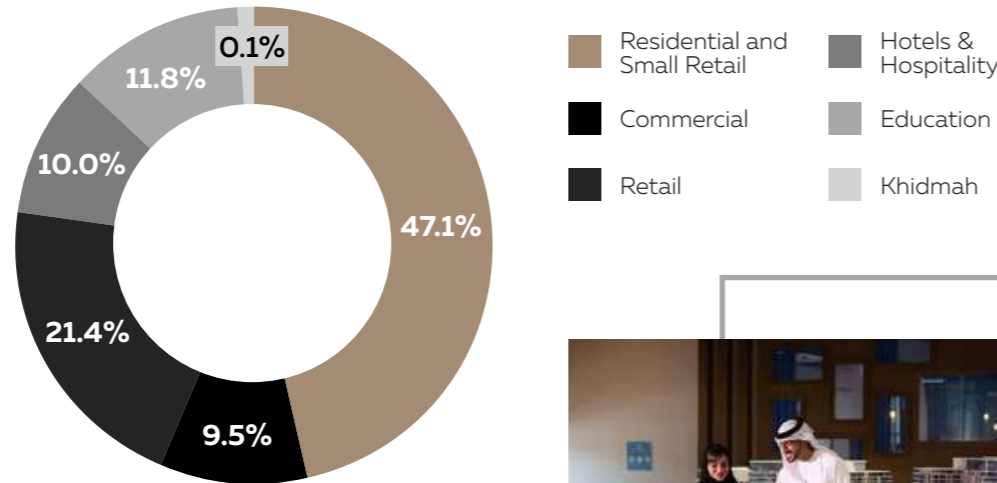
AIMING TO REDUCE ENERGY CONSUMPTION

We recognise that energy use represents a material part of our greenhouse gas emissions and we are committed to reducing it.

In 2021, the absolute energy consumption of the audited segment of the portfolio was 631,540 MWh, with our residential and small retail portfolio responsible for approximately 47%.



TOTAL ENERGY CONSUMPTION (EXISTING PORTFOLIO)



Going forward, we seek to improve energy data relating to tenanted and leased areas as well as reduce energy consumption across the business through low carbon design, using renewable energy and improving energy efficiency, building on our Energy Services Company (ESCO) retrofit investments began in 2021.



ALIGNING WITH TCFD

We are keen to support and adopt world-class standards, and in 2021, we adopted the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD), becoming one of the first companies in the region to disclose these. We have identified climate risks and opportunities and have started to evaluate the resilience of our strategy and business model under various climate scenarios.

ADVANCING OUR ENVIRONMENTAL AIMS

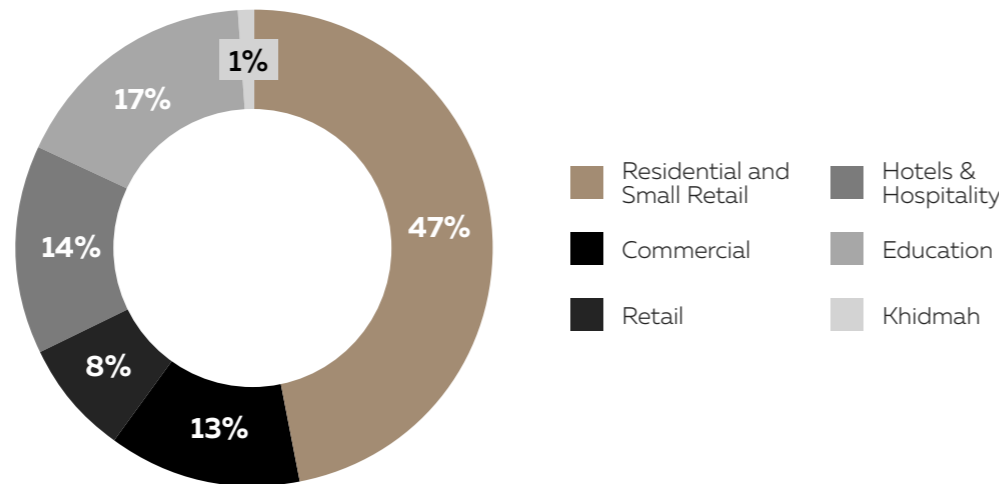
MANAGING OUR WATER CONSUMPTION

Water management is a national priority in the UAE and a key focus for us.

Water management is a material issue for both us and our stakeholders. This precious and scarce resource must be looked after, in everybody's interests.

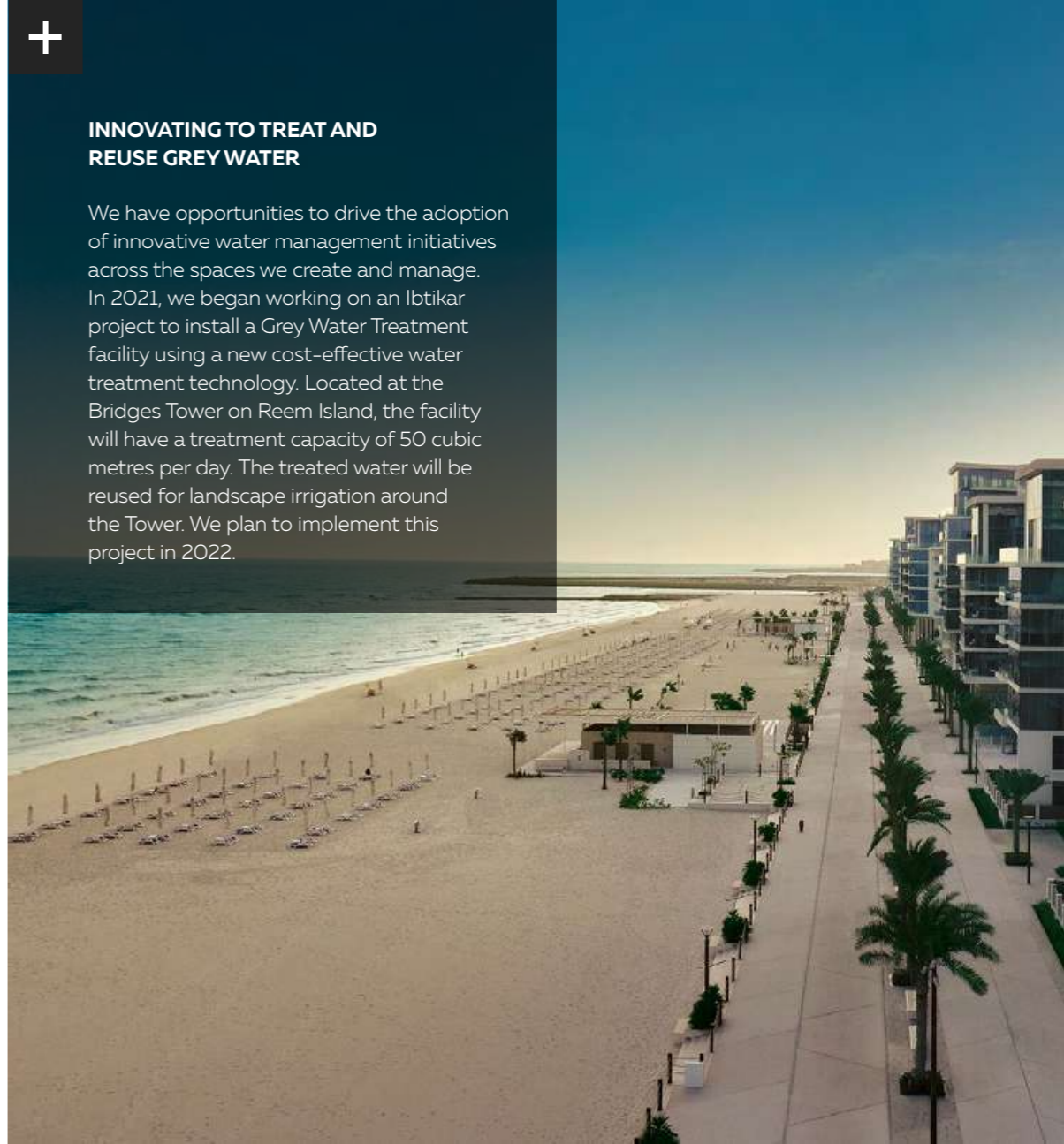
We have opportunities to manage water consumption in our design and construction processes, as well as in our existing buildings which provide users with water for drinking, washing, cleaning, and maintaining and irrigating our green spaces.

TOTAL WATER CONSUMPTION (EXISTING PORTFOLIO)



We are currently identifying ways to monitor water consumption across our development business, as well as looking to propose water efficient landscaping.

In 2021, Aldar's total water consumption was 4,342,542 m³. Water consumption and waste water management continue to be priorities for us in 2022.



INNOVATING TO TREAT AND REUSE GREY WATER

We have opportunities to drive the adoption of innovative water management initiatives across the spaces we create and manage. In 2021, we began working on an Ibtikar project to install a Grey Water Treatment facility using a new cost-effective water treatment technology. Located at the Bridges Tower on Reem Island, the facility will have a treatment capacity of 50 cubic metres per day. The treated water will be reused for landscape irrigation around the Tower. We plan to implement this project in 2022.

ADVANCING OUR ENVIRONMENTAL AIMS

PROMOTING CIRCULARITY – REDUCING, REUSING, RECYCLING

We recognise that developing and operating our buildings generates large amounts of waste and we are looking to tackle this by promoting circularity.

Alongside the initiatives set out below, we plan to improve the quality of waste data across the rest of the portfolio, improve our understanding of waste treatment and disposal methods and refine our initiatives and targets as appropriate.

We have set targets to reduce the amount of waste sent to landfill. Our development business is targeting an 80% average waste diversion from landfill. In our projects, the existing waste management plans are written by contractors on a project-by-project basis, with the specified KPI to reach 80% waste diversion from landfill either by weight or volume. In cases where non-traditional construction methods are used, such as modular construction, this KPI will be adjusted.

Our investment business is developing a waste management plan, which will be a key KPI for 2022. This includes targeting zero waste to landfill across all our portfolio under management. A plan has also been developed for an on-site recycling pilot project on a residential asset in 2022. If successful, this will be implemented across all assets in 2023.

While we are seeing improvements on recycling rates across the business, we acknowledge that our recycling rates remain low. To help address this we are looking to support the development of recycling infrastructure and to promote better recycling rates through tenant initiatives.



ADVANCING OUR ENVIRONMENTAL AIMS

NURTURING NATURE

→ **As an essential part of our sustainability, we actively protect biodiversity and ecosystems from the impact of our developments. We do this through ecological improvements to natural habitats – nurturing nature is central to shaping a better future.**

Our developments on Saadiyat Island, Yas Island, Al Reem Island and Al Raha Beach are high in biodiversity and as such are all within Environment Agency – Abu Dhabi (EAD) Environmentally Protected Areas. We prioritise monitoring and protection programmes at these locations, with a special focus on how we can avoid or minimise negative impacts while also considering restoration initiatives. One of our programmes, a bird monitoring and nesting initiative at Saadiyat Beach Golf Club, provides a sanctuary for over 160 bird species.

Once a site is under our management, we regularly monitor it in partnership with expert organisations, such as the Hawksbill Turtles protection project at Saadiyat Beach, the EAD, and the Dubai Turtle Rehabilitation Project. We also seek to promote aquatic biodiversity in our waterfront developments from the design stage onwards. For example, we are currently master planning 5.5km of canal front on Yas Island that will promote aquatic biodiversity as well as support bird habitats and create a more pleasant environment for all.

CONSERVING OUR MANGROVES

Our Al Gurm community is nestled on the shores of Abu Dhabi's mangrove forest. Local wildlife includes the grey mangrove – the only mangrove species that occurs naturally in the UAE.

In response to an apparent die-off of mangroves at our community, we enlisted the help of environmental consultants to conduct a comprehensive mangrove study. This included surveys, water and sediment sampling, and a full analysis and report. The mangroves are currently being monitored, aided by drone footage.





FOCUSING ON ALDAR DEVELOPMENT

Making the most of new smart technologies, we aim to design sustainability into our buildings from the outset and on throughout their life, so they are truly better for people and the planet.

Designing and developing sustainable buildings delivers many different advantages, including lower operating costs due to energy efficient technologies, reduced water consumption and less waste generation. Moreover, sustainable urban design encourages sustainable behaviours in the users of buildings and allows for future reuse of materials when buildings are demolished or redesigned.

As an integrated business working across the asset lifecycle, we are in a great position to embed sustainability from design, through development to the ongoing management of assets. The savings and other goods effects of sustainable development can be pursued and delivered all the way along the life of a building.

OUR DEVELOPMENT ACTIVITIES

DESIGNING IN HARMONY WITH NATURE

We are breaking away from traditional design techniques to reduce our environmental impact through innovation and new technologies.

We use smart development techniques – such as build-as-you-go (BAUG), flexible designs, and fast-track authority approvals – to build more efficiently without compromising on quality.

BAUG is a unique solution that grew out of our Ibtikar incubator. It builds on our vision of creating flexible spaces, future-proofing homes, and adding value to our customers' investments by increasing home adaptability and affordability.



BAUG comprises a set of affordable digital design options for customisable, future-proofed upgradable villas that are pre-approved by authorities. With BAUG, customers can expand their homes without having to move out as their families grow. It offers different sizes, category finishes, and other options to suit customers' design preferences and budgets.

In one pilot project, we used a modular approach to ensure that homes and landscapes are effective, efficient and sustainable. Modular projects are built in the factory and arrive on site as pods ready for construction. Our ongoing R&D feeds into our work in the field. We aim to produce one-third of all units using this approach from 2023.

We have also embarked on a large-scale development project that pioneers a new approach to the built environment and mixed-use communities planning. This project is expected to be based on circular economy principles and will offer a diverse mix of options including residential, commercial, manufacturing, innovation, advanced agriculture, modular construction, data centres and logistics.

The project is expected to include smart city features, host a solar farm to power its land uses, adopt smart water management, and create jobs and investment opportunities while also being commercially viable.

RAISING OUR AMBITION IN BUILDING STANDARDS

We are continuing to embed sustainability into our building design. This is in line with Abu Dhabi's Plan 2030, which establishes a clear vision for sustainability, requiring any new development in the city to adopt the Estidama building design methodology.

In 2021, 87% of projects under development were Pearl 1 rated, using the Estidama Pearl Building rating system. This rating system helps advance environmental sustainability by encouraging water, energy and waste minimisation, as well as by seeking to promote sustainable and recycled materials and products.

Going forward, we are looking to raise our ambition to increase our buildings from Pearl 1 to Pearl 2 certified, with the intention to make Pearl 2 a minimum requirement.

DEVELOPING A SMART COMMUNITY: SAADIYAT GROVE

We are excited to be developing Saadiyat Grove – an AED 8 billion community located in the heart of the Cultural District on Saadiyat Island. The mixed-use community features 60,000 square metres of experiential retail, entertainment, and leisure space designed to create an inclusive community. The development is planned as a smart district with greater connectivity, automation, and technologies that are attuned to customers' needs and aspirations.

Smart buildings are also part of the design concept of Saadiyat Grove. Drawing on state-of-the-art technologies, they have the potential to reduce energy use, trigger preventative maintenance, and decrease operating costs.

OUR DEVELOPMENT ACTIVITIES

INTEGRATING THE NATURAL ENVIRONMENT

From individual buildings to different communities to our Sustainable City, we recognise it is important to integrate the natural environment into these spaces.

Parks, tree cover and other green spaces bring several benefits, from boosting mental health to providing much needed shade and natural cooling.

In 2021 we achieved the following:



8,957
trees planted



127,587m²
of green spaces



6,959m²
of shade structure spaces



24,982m²
of parks and play areas



DEVELOPING THE SUSTAINABLE CITY

We are working on a fully sustainable and unique community on Abu Dhabi's Yas Island.

This development will span an area of 397,000 square meters in Yas North. It will be aligned with the highest sustainability standards and the UAE's Net Zero goals. The Sustainable City will comprise 800+ townhouses and apartments and will include retail space. Our agreement with Diamond Developers (the organization behind the Sustainable City brand) will enable us to put into practice a tried and tested model of sustainable development on Yas Island. The Sustainable City branded concept and

working model in Sharjah and Dubai was the first fully operational sustainable community in the Middle East. It has already shown how intelligent infrastructure solutions can help achieve 2050 global climate targets.

The development will blend green, energy-efficient designs with a people-centred philosophy, and will feature car-free residential clusters, recycling facilities, and indoor vertical farming. It will also have an equestrian centre, a mosque, cycling and running tracks, and expansive green spaces. Construction of this AED 1.8 billion project is scheduled to begin in Q4 2022, with a goal for completion within 3 years.

OUR DEVELOPMENT ACTIVITIES

REDUCING OUR CONSTRUCTION IMPACT

Drawing on innovative technology, we aim to reduce the environmental impact of our construction.

FOCUSING ON SUSTAINABLE CONSTRUCTION

With the global building stock expected to double in size towards 2050, reducing the impact of construction activities on the environment is becoming more important. Globally, 11% of energy related carbon emissions are from building materials and the construction of buildings.

We are working with The Concept, an Abu Dhabi start-up, to transform end-of-life construction vehicles into food trucks that will be stationed at Soul Beach. In addition, The Concept is working on a project to reuse steel and concrete construction waste into sustainable works of art that will be placed in Aldar communities. This will reduce waste and introduce circular economy principles into our building process.

We have also begun to invest in a construction technology business that will automate manufacturing and enable more efficient, cost-effective, and sustainable construction. This initiative will result in a fully automated smart factory to construct buildings that aims to be Net Zero. We plan to use one-third of the factory's production capabilities and make the remaining two-thirds available to the market.



HARNESSING SOLAR FOR CONSTRUCTION

We are working to reduce the energy-related impact from our construction activities, and solar presents exciting possibilities here. In 2021, Aldar Projects deployed the first solar system within its construction projects. This solution provides solar-diesel hybrid power to project site offices in areas with no grid connection. It is a cleaner and greener alternative that reduces onsite reliance on inefficient diesel generators high in carbon emissions.

The solar system installed in October 2021 at Aldar's Baniyas North site has 49 kWp of solar capacity. In the three months since installation, it has reduced the cost of energy bills by 30%, additionally reducing emissions related to construction office energy consumption by 25% and saving a total of 51 tCO₂e.



FOCUSING ON ALDAR INVESTMENT

Across our investment business, we are focusing on making smarter, better use of resources as part of our commitment to embed sustainability throughout real estate.

As demand for residential, retail, commercial and other spaces increases, it is increasingly important to manage the effects of this growth on the environment. Better energy efficiency, water efficiency and environmental management of ongoing operations is critical here, as is lower consumption of single-use items and less waste production.

Educating customers and tenants is an essential part of the challenge, as their behaviours make a big difference in terms of overall environmental impact. For new developments, upfront use of materials must also be reduced selectively through discussions with suppliers and customers.

To achieve our sustainability goals, we are dedicated to decreasing the intensity of our resource use. We are well placed to achieve this, with existing Energy Service Company (ESCO) partners and education providers within the Group playing an enabling role. In addition, to reduce upfront consumption of materials in development, our responsible procurement and careful site management by construction partners will be essential.

OUR INVESTMENT ACTIVITIES

INNOVATING TO INCREASE ENERGY EFFICIENCY

By innovating to improve our energy efficiency, we not only reduce our carbon footprint, but also reduce our costs.

Provis has achieved considerable cost savings through energy management initiatives.

It has focused on areas that include energy conservation measures, controlled water usage, building management system cloud integration, efficient chilled water usage, weather-based irrigation, systems automation, and treated sewage effluent usage.



In 2021, we launched a portfolio-wide energy management project to reduce energy consumption by approximately 20% across 80 assets, including hotels, schools, commercial, leisure, retail, and residential buildings. As part of this, we signed five-year Energy Performance Contracts with four Energy Service Companies (ESCOs). This project will reduce emissions and enable us to save approximately AED 20 million per year in energy consumption costs.

The project aims to reduce our annual impact across the following areas:



80,000 tons
reduction in carbon emissions



110GWh
reduction in electricity consumption



886,000m³
reduction in water consumption



726,000m³
reduction in gas consumption

In the next phase of the project, the ESCOs will retrofit projects across all 80 assets, with an expected completion date in 2022.

Aldar Hotels & Hospitality (AH&H) has also focused on improving energy efficiency across assets by implementing an energy efficiency mandate. It secured a compliance score of over 88% for the Anantara Eastern Mangroves hotel. This resulted in AH&H securing the GOLD certification under the Green Growth 2050 Global Standard. This is based on a range of internationally recognised environmental and hotel industry sustainability standards.

Khidmah adopted the highest LEED Platinum standards from the US Green Building Council for its head office, benchmarking its energy and environment efficiency on par with global standards.

To support our efforts to improve energy management and adopt best environmental management practices, we completed several ISO certifications.



Nearly all our businesses are ISO 50001 certified, the international standard for Energy Management Systems.



Khidmah has for the first time completed the ISO 41001 facility management certification.



After implementing our Environmental Management System, AH&H has achieved ISO 14001 for Yas Plaza Hotels.



Looking ahead, Aldar Education plans to implement an Environmental Management system in line with ISO 14001 and an energy-saving IT Acceptable Usage Policy.

OUR INVESTMENT ACTIVITIES

CUTTING OUR MATERIAL CONSUMPTION

To reduce the negative climate and environmental impacts of materials consumption, we must change how and what we consume.

We have made progress here across our portfolio, reducing our paper consumption in Khidmah, for example, by 11.4% across 2021. However, consumption is most pronounced in our hospitality business. To address this, AH&H developed and began several ambitious plans in 2021, including:



Phasing out single-use plastic products from our hotels. As part of this, we have started to replace single-use bathroom amenities with refillable dispensers and identify alternative materials or products for all plastic items.



Reducing paper usage by moving to paperless hotels, and implementing paperless finance procedures, as well as paperless procurement procedures. AH&H All our hotels will move to providing guests with electronic bills only.



Purchasing sustainable products to help reduce our carbon emissions. In a brand-new initiative, our hotel staff uniforms are now made from recycled plastic water bottles. We've also switched to purchasing sustainable televisions, which is part of a buy-back recycling programme.

FIGHTING FOOD WASTE

We are exploring innovative solutions and cutting-edge technology to help tackle food waste.

In 2021, we installed a composting machine in Yas Mall that transforms food waste from the various food and beverage businesses into fertiliser. This reduced CO₂ emissions and landfill waste, while improving recycling rates at Yas Mall – our flagship retail destination. We plan to roll this project out across other retail assets, to increase sustainable use of food waste, reduce our environmental impact further, and do more to support the circular economy.

In the same spirit, we collaborated with Winnow, a UK-based start-up that helps hospitality operators run more sustainable, profitable businesses by cutting food waste. Working together, we identified key waste reduction opportunities across various assets on Yas Island and the Eastern Mangroves. Winnow's scalable solutions help track and reduce waste using AI-powered cameras in kitchens to identify the specific types of foods that are wasted. The specialist software calculates the costs for these food items and generates insights to help chefs significantly reduce food waste over time.



OUR INVESTMENT ACTIVITIES

CHAMPIONING ENVIRONMENTAL EDUCATION AND AWARENESS

From introducing student sustainability committees in schools through to backing recycling start-ups – we champion environmental education and awareness.



ENCOURAGING SUSTAINABILITY ACROSS OUR SCHOOLS

Our education business is committed to introducing student committees that champion sustainability in schools. This is in line with our broader focus on embedding sustainability – we want to encourage future generations to learn about and play an active role in social and environmental matters.

The Al Mamoura Academy, for example, has developed a sustainability roadmap which highlights key student and curriculum initiatives, including creating a wider sustainability team and weekly student-led sustainability suggestions. These initiatives are delivering results. Al Mamoura Academy achieved a 50% increase in student leaders acting as global champions and sustainability ambassadors, and the Academy was awarded Green Flag (Eco School) status in December 2021. Going forward, it will launch a

bespoke curriculum, “Sustainable Futures”. The Academy also plans to increase indoor plants and produce grown in the nursery garden. The Academy is leading the way and others will follow – Aldar Education has set a target for all schools to achieve Green Flag status by 2023.

INCENTIVISING SUSTAINABLE BEHAVIOUR

We are supporting Cycled Technologies with its innovative solution designed to enable and encourage people to recycle more. Conceived in New York University Abu Dhabi and based in the UAE, this sustainable tech start-up has developed the Cycled Smart Bin to increase the quantity and sorting accuracy of consumer recycling. Artificial Intelligence (AI) is used to identify the various materials placed in the bin and proprietary mechanics sort the items into their respective inner bags.

Manual bins achieve less than 20% sorting efficiency. By contrast, testing shows that the Cycled Smart Bin achieves up to 88% sorting efficiency and a 45% increase in usage.

To increase the recycle rate, we have introduced a fun incentives scheme for the Smart Bin. We are rewarding customers in retail spaces for the correct segregation of waste through links to Darna, our customer loyalty programme. This both educates and incentivises people using our services to take environmentally friendly actions. Cycled is piloting their Smart Bin at our retail assets – the bins were rolled out at Yas Mall and World Trade Centre Mall during 2021. Following the successful pilot, we are working on scaling up the solution.



DISCLOSURE



DISCLOSURE



ASSURANCE STATEMENT



Limited assurance on specified parts of the Sustainability Report

Independent Limited Assurance report to Aldar Properties PJSC

We have been engaged by the Board of Directors of Aldar Properties PJSC ("Aldar") to provide limited assurance in respect of the Assured Sustainability Parameters as identified below for the year ended 31 December 2021. The Assured Sustainability Parameters and explanatory notes on pages 125 to 131 are included in Aldar's Sustainability Report for the year ended 31 December 2021 (the "Sustainability Report").

The Limited Assurance Sustainability Parameters covered by our limited assurance engagement are:

Limited Assurance Sustainability Parameters	Sustainability Report Page
Energy Consumption	78, 96
Water Consumption	74, 79, 97
GHG emissions (Scope 1, 2, 3)	74, 77, 95
Lost Time Injury Frequency Rate (employees & contractors)	59, 66, 94
Employee turnover rate	93
Average training hours per employee	94
Gender pay data	63, 94
% welfare audits completed	60

Our conclusion:

Our conclusion has been formed on the basis of, and is subject to, the matters outlined in this report.

We believe that the evidence we have obtained is sufficient and appropriate to provide a basis for our conclusion.

Based on the procedures performed and the evidence obtained, as described below, nothing has come to our attention that causes us to believe that the Limited Assurance Sustainability Parameters, as defined above, for the year ended 31 December 2021, have not in all material respects, been prepared in accordance with the Global Reporting Initiative (GRI) 2016 standards Core and explanatory notes on pages 125 to 131 of the Sustainability Report.

Management's responsibility

Management are responsible for the preparation of the Limited Assurance Sustainability Parameters in accordance with the Global Reporting Initiative (GRI) 2016 standards Core and explanatory notes on pages 125 to 131 of the Sustainability Report.

These responsibilities include establishing such internal controls as management determines are necessary to enable the preparation of the Limited Assurance Sustainability Parameters that are free from material misstatement whether due to fraud or error and selecting Global Reporting Initiative (GRI) 2016 standards Core and explanatory notes on pages 125 to 131 as the criteria against which to measure/ evaluate the Sustainability Parameters.

Management is responsible for preventing and detecting fraud and for identifying and ensuring that Aldar complies with laws and regulations applicable to its activities.

Management is also responsible for ensuring that staff involved with the preparation of the description and Sustainability Report are properly trained, information systems are properly updated and that any changes in reporting encompass all significant business units.

Our responsibility

Our responsibility is to express a limited assurance conclusion on the preparation of the Limited Assurance Sustainability Parameters included in the Sustainability Report, as defined above.

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements ISAE 3000 (Revised), *Assurance Engagements other than Audits or Reviews of Historical Financial Information* and International Standard on Assurance Engagements (ISAE) 3410, *Assurance Engagements on Greenhouse Gas Statements (ISAE 3410)*, issued by the International Auditing and Assurance Standards Board.

The firm applies International Standard on Quality Control 1 and accordingly maintains a comprehensive system of quality control including documented policies and procedures regarding compliance with ethical requirements, professional standards and applicable legal and regulatory requirements.

We have complied with 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 behavior.

ISAE 3000 (Revised) and ISAE 3410 requires that we plan and perform the engagement to obtain limited assurance about whether the Limited Assurance Sustainability Parameters are free from material misstatement.

A limited assurance engagement in accordance with IASE 3000 (Revised) and ISAE 3410 involves assessing the risks of material misstatement of the Limited Assurance Sustainability Parameters, 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 Limited Assurance Sustainability Parameters and other engagement circumstances, and our consideration of areas where material misstatements of the Limited Assurance Sustainability Parameters are likely to arise.

In developing our understanding of the Limited Assurance Sustainability Parameters and other engagement circumstances, we have considered the process used to prepare the Limited Assurance Sustainability Parameters 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 Aldar's internal control over the preparation of the Limited Assurance Sustainability Parameters.

Our engagement also included: assessing the appropriateness of the Limited Assurance Sustainability Parameters, the suitability of the criteria used by Aldar in preparing the Limited Assurance Sustainability Parameters in the circumstances of the engagement, evaluating the appropriateness of the quantification methods, reporting policies and procedures, and models used in the preparation of the Limited Assurance Sustainability Parameters and the reasonableness of estimates made by Aldar.

Procedures performed

Our limited assurance engagement on the Limited Assurance Sustainability Parameters consisted of making enquiries, primarily of persons responsible for the preparation of the Limited Assurance Sustainability Parameters, and applying analytical and other procedures, as appropriate. These procedures were based on our professional judgement and included:

- interviews with senior management and relevant staff at corporate and selected site level concerning sustainability strategy and policies for material issues, and the implementation of these across the business;
- enquiries of management to gain an understanding of Aldar's processes for determining material issues for Aldar's key stakeholder groups;
- enquiries of relevant staff at corporate and selected site level responsible for the preparation of the Limited Assurance Sustainability Parameters;
- enquiries about the design and implementation of the systems and methods used to collect and report the Limited Assurance Sustainability Parameters, including the aggregation of the reported information;
- comparing the Limited Assurance Sustainability Parameters to relevant underlying sources on a sample basis to determine whether all the relevant information has been appropriately included in the Sustainability Report;
- reading the Limited Assurance Sustainability Parameters presented in the Sustainability Report to determine whether they are in line with our overall knowledge of, and experience with, the sustainability performance of Aldar;
- reading the remainder of the Sustainability Report to determine whether there are any material misstatements of fact or material inconsistencies based on our understanding obtained as part of our assurance engagement.

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, and 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. Accordingly, we do not express a reasonable assurance conclusion on the Limited Assurance Sustainability Parameters.

Purpose of our report

In accordance with the terms of our engagement, this assurance report has been prepared for Aldar for the purpose of assisting Board of Directors in determining whether Aldar's Limited Assurance Sustainability Parameters are prepared in accordance with Global Reporting Initiative (GRI) 2016 standards Core, and explanatory notes on pages 125 to 131 of the Sustainability Report and for no other purpose or in any other context.

Inherent limitations

Due to the inherent limitations of any internal control structure, it is possible that errors or irregularities in the information presented in the Sustainability Report may occur and not be detected. Our engagement is not designed to detect all weaknesses in the internal controls over the preparation of the Report, as the engagement has not been performed continuously throughout the period and the procedures performed were undertaken on a test basis.



KPMG Lower Gulf Limited

Date: 01 AUG 2022

Assurance statement →

2021 PERFORMANCE

WORKFORCE DATA^(A)

2021 performance →

Metric	Unit	2020	2021
Headcount			
Number of employees	#	9,729	7,512
Number male	#	5,984	4,374
Number female	#	3,524	3,138
Number of UAE nationals	#	5,451	4,772
Number male – Executive	#	-	44
Number female – Executive	#	-	10
Number male – Management	#	-	476
Number female – Management	#	-	211
Number male – Non-Management	#	-	3,854
Number female – Non-Management	#	-	2,917
Number of new employee hires	#	-	3,144
Number of employee turnover	#	-	1,770
Rate of new hires by age group			
Age group of less than 30	%	-	47.76%
Age group of 30 – 50	%	-	49.84%
Age group of 50+	%	-	2.40%

GRI 2-7,
401-1, 405-1

(a) – Please see Reporting Criteria for further details of coverage, including definition, coverage, units, data and scope for each indicator.

2021 PERFORMANCE

WORKFORCE DATA (CONT'D)

2021 performance →

Metric	Unit	2020	2021
Rate of new hires by gender			
Female employees	%	-	65%
Male employees	%	-	35%
Turnover by gender^(A)			
Female employees	%	-	23.71%
Male employees	%	-	23.46%
Parental leave			
Male employees that took parental leave	#	12	29
Female employees that took parental leave	#	3	45
Male employees returning to work in the reporting period	#	12	29
Female employees returning to work in the reporting period	#	3	45
Personal safety			
Work-related fatal injury for all employees	#	0	0
High-consequence work-related injuries for all employees—excluding fatalities	#	0	0

GRI 2-7, 401-1,
401-3, 403-9,
403-10, 405-1

2021 PERFORMANCE

WORKFORCE DATA (CONT'D)

2021 performance →

Metric	Unit	2020	2021
Work-related injuries for all employees and contractors	#	0	7
Worked hours for all employees and contractors	hours	-	115,820,451
Work-related fatalities for all employees and contractors	#	0	0
Ratio of Male to Female Average Compensation by employee category ^(a)			
Senior Management – Basic Salary	Ratio	-	1.16:1
Middle Management – Basic Salary	Ratio	-	1.07:1
Non-management – Basic Salary	Ratio	-	0.61:1
Training ^(a)			
Corporate			
Total hours of training for all employees	hours	7,796	14,957
Average hours of training per employee	hours	-	28.9

GRI 2-7,
401-1, 403-9,
403-10, 404-1,
404-2, 405-2

2021 PERFORMANCE

ENVIRONMENTAL PERFORMANCE DATA

GHG EMISSIONS^{(A)(B)}

2021 performance →

Business Units	Scope 1 2021 (tCO ₂ e)	Scope 2 2021 (tCO ₂ e)	Scope 3 2021 (tCO ₂ e)	Total 2021 (tCO ₂ e)
Residential and Small Retail	461	112,918	30,450	143,829
Commercial	660	22,982	19,092	42,734
Retail	1,489	50,402	23,537	75,428
Hotels & Hospitality	3,081	20,011	24,193	47,285
Education	37	30,748	14,580	45,365
Khidmah	1,474	219	24,895	26,589
Total Aldar Investment	7,201	237,281	136,747	381,229
Total Aldar Development	Not Applicable	Not Applicable	1,551,723	1,551,723
Total	7,201	237,281	1,688,470	1,932,952

SCOPE 3 BREAKDOWN BY CATEGORY^{(A)(C)}

Categories	Total 2021 (tCO ₂ e)
1. Purchased goods and services	1,656,035
2. Capital goods	458
5. Waste generated in operations	9,417
7. Employee commuting	10,236
8. Upstream leased assets	1,262
11. Use of sold products	2,958
13. Downstream leased assets	8,104
Total	1,688,470

GRI 305-1, 305-2,
305-3, 305-5

(A) – Assured

(B) – Asset coverage for energy, water, waste and material consumption is only partial given data availability. Data for FY20-21 acquisitions is excluded from scope. See Reporting Criteria for further details

(C) – Only the listed categories of scope 3 are disclosed given data availability. Estimation used for some categories. Data for FY20-21 acquisitions is excluded from scope. See Reporting Criteria for further details.

2021 PERFORMANCE

ENVIRONMENTAL PERFORMANCE DATA (CONT'D)

TOTAL ENERGY CONSUMPTION^{(A)(B)}

2021 performance →

Business Units	Electricity	Chilled Water	Natural Gas	Diesel	Petrol	LPG	Total Energy Consumption 2021 (MWh)
Residential and Small Retail	198,368	97,245	1,032	48	901	-	297,593
Commercial	48,575	8,681	-	2	-	2,897	60,154
Retail	79,020	56,308	-	-	-	-	135,328
Hotels & Hospitality	34,035	18,748	5,302	120	4,630	373	63,208
Education	70,677	3,910	24	98	21	0	74,731
Khidmah	525	-	-	-	-	-	525
Total Aldar Investment	431,200	184,893	6,358	267	5,552	3,270	631,540
Total Aldar Development	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	Not Applicable	-
Total	431,200	184,893	6,358	267	5,552	3,270	631,540

2021 PERFORMANCE

ENVIRONMENTAL PERFORMANCE DATA (CONT'D)

TOTAL WATER CONSUMPTION^{(A)(B)}

Business Units	Total Water Consumption 2021 (m ³)
Residential and Small Retail	2,030,931
Commercial	549,001
Retail	335,151
Hotels & Hospitality	616,609
Education	741,957
Khidmah	68,893
Total Aldar Investment	4,342,542
Total Aldar Development	Not Available
Total	4,342,542

MATERIALS CONSUMPTION^{(A)(C)}

Materials Types	Total weight 2021 (tonnes)
Concrete	5,829,136
Asphalt	403,705
Upvc	42,744
Steel	38,459
Mortar	30,801
HDPE	12,843
Timber	10,950
Total	6,368,638

2021 performance →

GRI 301-1,
302-1, 302-2,
303-1, 303-5

(A) – Assured

(B) – Water consumption data accounts for 77% of operational assets with development projects excluded due to data availability. Data for FY20-21 acquisitions is excluded from scope. See Reporting Criteria for further details.

(C) – Materials consumption data accounts for 65% of development sites due to data availability. Data for FY20-21 acquisitions is excluded from scope. See Reporting Criteria for further details.

UNITED NATIONS GLOBAL COMPACT COMMUNICATION ON PROGRESS

Aldar has become a participant of the UN Global Compact (UNGC), the world's largest corporate sustainability initiative with more than 13,000 corporate participants in over 170 countries.

The UNGC is based on ten fundamental principles relating to human rights, labour, environment and anti-corruption. We are committed to these principles, which are integrated in the policies and processes of the organisation. This report serves as Aldar's Communication on Progress for the UNGC. The following table lists our compliance with the Ten Global Compact Principles, by referring to the relevant chapters and GRI disclosures of the Sustainability Report.

UNGC



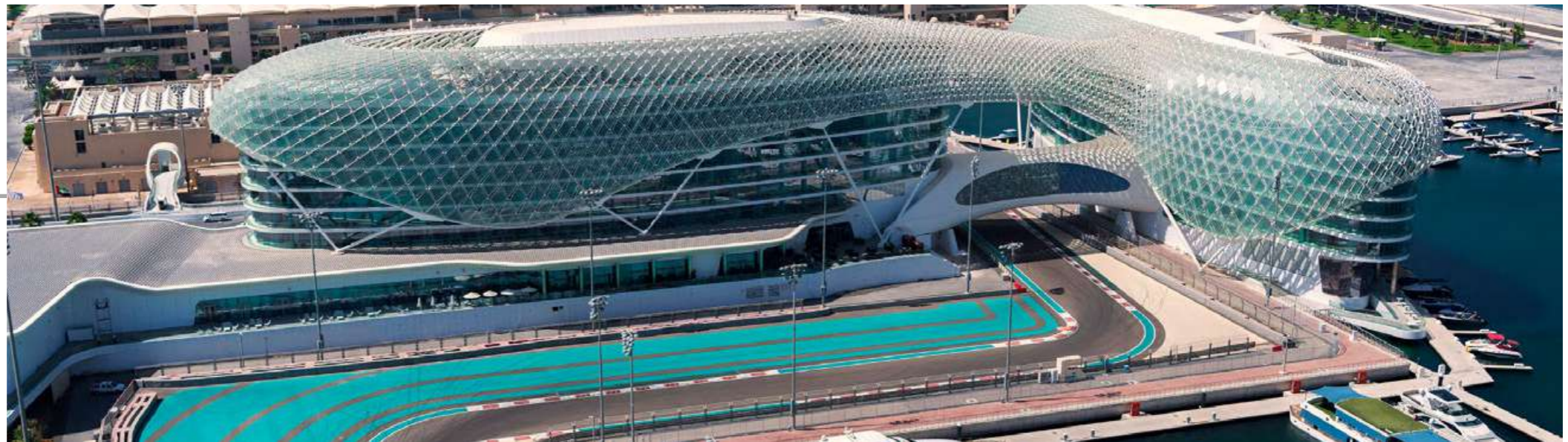
The Ten Principles of the UN Global Compact	Reference on the Sustainability Report or Organization's Documents	GRI Standards disclosure
Human rights Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights Principle 2: Businesses should make sure that they are not complicit in human rights abuses	Chapter: People (already mentioned in the worker welfare part.) Docs: Human Rights Policy, Sustainable Procurement Policy, Code of Conduct. Chapter: People Docs: Human Rights Policy, Sustainable Procurement Policy, Code of Conduct, Worker Welfare Policy	All relevant social GRI disclosures All relevant social GRI disclosures
Labour Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labour Principle 5: Businesses should uphold the effective abolition of child labour Principle 6: Businesses should uphold the elimination of discrimination in respect to employment and occupation	Full compliance with relevant federal and local legislation. Aldar prohibits the use of all forms of forced labour. Docs: Human Rights Policy, Sustainable Procurement Policy, Code of Conduct, Worker Welfare Policy Aldar does not engage in or condone the unlawful employment or exploitation of children. Docs: Human Rights Policy, Sustainable Procurement Policy, Code of Conduct, Worker Welfare Policy Chapter: People Docs: Human Rights Policy, Code of Conduct, Whistleblower Policy, Worker Welfare Policy	2-30 409-1 408-1 406-1

UNITED NATIONS GLOBAL COMPACT COMMUNICATION ON PROGRESS

UNGC



Environment		
<p>Principle 7: Businesses should support a precautionary approach to environmental challenges</p>	<p>Chapter: Environment, Governance Docs: Environmental Policy, Sustainability Policy, Sustainable Procurement Policy</p>	2-23
<p>Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility</p>	<p>Chapter: Environment Docs: Environmental Policy, Sustainability Policy, Sustainable Procurement Policy</p>	All relevant environmental GRI disclosures
<p>Principle 9: Businesses should encourage the development and diffusion of environmentally</p>	<p>Chapter: Environment/Economy (Innovation) Docs: Environmental Policy, Sustainability Policy, Sustainable Procurement Policy</p>	Innovation
Anti-corruption		
<p>Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery</p>	<p>Chapter: Governance Docs: Fraud Policy, Governance Framework, Code of Conduct, Anti-money Laundering Policy</p>	205-3



GLOBAL REPORTING INITIATIVE

GRI



For the Content Index - Advanced Service, GRI Services reviewed that the GRI content index is clearly presented, in a manner consistent with the Standards, and that the references for all disclosures are included correctly and aligned with the appropriate sections in the body of the report.

The service was performed on the English version of the report. The document has been prepared in accordance with GRI Universal Standards 2021. The GRI Standards is an internationally recognised sustainability reporting framework used widely for reporting on sustainability performance including economic, environmental and social impacts. The GRI Standards emphasise the importance of materiality in sustainability performance evaluation and reporting. An index of GRI disclosures is included on the following pages.

This year our GRI alignment was assessed against the Advanced Content Index service for the first time, part of our ambition to have the best transparency around sustainability in the region. The review confirmed that our disclosures are clearly presented and our references within all disclosures included align with the appropriate sections in the body of the report. We have also used our GRI content index to explain where we do not yet have available data in place, as these areas form important priorities for improvement and further clarity going forward.



GRI CONTENT INDEX

Statement of use	Aldar has reported in accordance with the GRI Standards for the period 1st January- 31st December 2021
GRI 1 used	GRI 1: Foundation 2021
Applicable GRI Sector Standard(s)	N/A - Sector standard not yet available

GRI



GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
General Disclosures			
GRI 2: General Disclosures 2021	The organization and its reporting practices		
	2-1 Organizational details	Aldar Properties PJSC is a publicly owned incorporated company. The headquarters are in Abu Dhabi, and countries of operation are the UAE and Egypt.	
	2-2 Entities included in the organization's sustainability reporting	SR p.13 AR pp.168-169	
	2-3 Reporting period, frequency and contact point	January 1st, 2021 – December 31st, 2021 Aldar Sustainability Report is published annually Contact point: sustainability@aldar.com	
	2-4 Restatements of information	No restatements.	
	2-5 External assurance	SR p.91	

GRI CONTENT INDEX

GRI



GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
	Activities and workers		
	2-6 Activities, value chain and other business relationships	SR p.15, pp.34-46, p.70 AR pp.168-169, pp.233-238 Some parts of Aldar's activities, value chain and other business relationships are not included in the Sustainability Report at present as they are currently self-governing with their own reporting structures. We are currently in the process of consolidating the collection of data across all Aldar operations and aiming to expand our reporting boundaries in the coming years.	
	2-7 Employees	SR pp.61-64, pp.92-94	
	2-8 Workers who are not employees	Aldar does not have any worker that is not an employee and whose work is controlled by Aldar.	
	Governance		
	2-9 Governance structure and composition	SR p.31 AR pp.117-119	Gov-Board
	2-10 Nomination and selection of the highest governance body	AR p.117, pp.130-131	Gov-Selec
	2-11 Chair of the highest governance body	H.E. Mohamed Khalifa Al Mubarak	

GRI CONTENT INDEX

GRI



GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
	2-12 Role of the highest governance body in overseeing the management of impacts	AR p.139 The highest governance body of the Board has ultimate responsibility for approving Aldar’s approach to risk identification and management. It delegates more routine elements of scrutinising sustainability impact management to the Executive Management Committee.	
	2-13 Delegation of responsibility for managing impacts	SR p.31 The Sustainability Council has appointed a network of Champions from across Aldar to ensure that sustainability permeates throughout their businesses. Supported by the Sustainability & CSR Department, the Champions promote sustainability awareness among colleagues and departments, lead the rollout of sustainability initiatives, and report back to the Council on each business progress.	
	2-14 Role of the highest governance body in sustainability reporting	The highest governance body has the ultimate responsibility for approving Aldar’s approach to sustainability reporting. It delegates more routine elements of scrutinising sustainability reporting to the Executive Management Committee.	
	2-15 Conflicts of interest	AR p.138 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.	Gov-Col

GRI CONTENT INDEX

GRI



GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
	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 2021.	
	2-17 Collective knowledge of the highest governance body	Sustainability is integrated into the scorecards of our CEOs and executive directors, and is therefore part of the performance reviews submitted to the Board. Sustainability is also an integral part of the Board's quarterly update report and is more frequently part of Board meetings.	
	2-18 Evaluation of the performance of the highest governance body	Currently the board is formalising its oversight role regarding sustainability. Its scrutiny and oversight functions in relation to sustainability have been deferred to the Executive Management Committee. AR pp.126-130	
	2-19 Remuneration policies	AR pp.121-123	
	2-20 Process to determine remuneration	AR p.116, pp.130-131	
	2-21 Annual total compensation ratio	Data pertaining to this will be available and reported in our Sustainability Report 2022.	
	Strategy, policies and practices		
	2-22 Statement on sustainable development strategy	SR pp.7-10	
	2-23 Policy commitments	SR p.124 AR p.100, p.138 Further supporting material is contained in Aldar's Code of Business Conduct and Aldar's Human Rights Policy .	

GRI CONTENT INDEX

GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
	2-24 Embedding policy commitments	<p>Aldar’s Code of Business Conduct 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 Aldar holds itself accountable to in its dealings with stakeholders.</p> <p>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 anti-money laundering. Embedded in the Code is guidance regarding the handling of ethical issues, including internal reporting mechanisms in the event of unethical conduct. It applies to all Aldar operations, and extends to Aldar suppliers, contractors, and consultants.</p> <p>Strict compliance with the Code is enforced by the Legal Department in cooperation with the People, Culture & Performance Department and the Internal Control Department, who support 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. If an employee suspects someone of being in violation of the Code, they can anonymously contact their colleagues in the Legal or People & Performance departments through a dedicated email address.</p> <p>All new joiners to the company 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.</p> <p>Details can also be found in Aldar’s Code of Business Conduct.</p>	

GRI →

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GRI



GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
	2-25 Processes to remediate negative impacts	<p>Based on the different type of impact, these processes can be found in the related policy documents, available online at: our Environment Policy, Sustainability Policy, our Whistleblower Policy and its publicly-accessible reporting platform.</p> <p>The Whistleblower Policy and its publicly-accessible reporting platform lay the foundation for reporting of unethical conduct, irregularities, illegal activities and non-compliance to Aldar Policies. It is not limited to sustainability-related grievances.</p> <p>In 2021, Aldar launched "AWARE", a group-wide campaign which posted details of its commitment towards resolving ethical and related concerns directly on social media and its internal corporate communications.</p> <p>The Whistleblower platform is a 3rd party system which is independent and ensures anonymity of the whistleblowers. Furthermore, the Internal Audit team is responsible for investigating all received cases and recommending appropriate actions either to the Audit, Risk & Compliance Committee (ARCC), Management Committee or other relevant stakeholders.</p> <p>The system is designed to ensure anonymity of the people raising concerns. However, the Internal Audit team reports directly on the number of cases, their status, and their outcome (including disciplinary actions), to the ARCC, which is a sub-committee of the Board of Directors.</p>	
	2-26 Mechanisms for seeking advice and raising concerns	<p>AR p.138</p> <p>Aldar's Code of Business Conduct</p>	

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GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
	2-27 Compliance with laws and regulations	Aldar did not suffer any legal action or fine for non-compliance with social and economic laws or regulations in 2021.	
	2-28 Membership associations	TCFD, UNGC and Emirates Green Buildings Council	
	Stakeholder engagement		
	2-29 Approach to stakeholder engagement	SR p.24, p.133	
	2-30 Collective bargaining agreements	Aldar is committed to upholding all local laws and legislation. While the UAE is a signatory of 6 of the 8 ILO fundamental conventions, the country has not yet ratified ones relating to collective bargaining and freedom of association. Aldar has in place a robust grievance reporting mechanism for its employees and has begun to expand this mechanism to its supply chain. Grievances can be reported by one staff member or employee in the supply chain on behalf of others whom the issue also affects.	
	Material Topics		
GRI 3: Material Topics 2021	Disclosures on material topics		
	3-1 Process to determine material topics	SR p.30	
	3-2 List of material topics	SR p.30	
	Economic		
	3-3 Management of material topics	SR p.24, pp.34-46 , p.133	

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GRI



GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
Economic performance (Stable, Responsible & Diversified Growth, Local Economic Development)			
GRI 201: Economic Performance 2016	201-1 Direct economic value generated and distributed	AR pp.158-164	
	201-2 Financial implications and other risks and opportunities due to climate change	SR pp.122-124	
	201-3 Defined benefit plan obligations and other retirement plans	AR p.184 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	AR p.142, p.184 No financial assistance was received from the government.	
Market presence (Stable, Responsible & Diversified Growth, Local Economic Development, Community Impact)			
GRI 202: Market Presence 2016	202-2 Proportion of senior management hired from the local community	In 2020: 31% In 2021: 25%	
Indirect economic impacts (Stable, Responsible & Diversified Growth, Local Economic Development, Community Impact)			
GRI 203: Indirect Economic Impacts 2016	203-1 Infrastructure investments and services supported	SR p.37, p.41, p.46, p.50, pp.83-84	
	203-2 Significant indirect economic impacts	SR p.12, pp.34-46, pp.134-135	

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GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
Procurement practices (Responsible Supply Chain, Local Economic Development, Community Impact)			
GRI 204: Procurement Practices 2016	204-1 Proportion of spending on local suppliers	SR p.41 AR p.73	
Anti-corruption (Governance, Ethics & Transparency)			
GRI 205: Anti-corruption 2016	205-2 Communication and training about anti-corruption policies and procedures	SR p.34	
	205-3 Confirmed incidents of corruption and actions taken	No cases of corruption-related incidents were reported in 2021.	
Environmental			
	3-3 Management of material topics	SR p.24, pp.74-89, pp.122-124, p.133	
Materials (Smart Design & Circularity)			
GRI 301: Materials 2016	301-1 Materials used by weight or volume	SR p.97	
Energy (Energy Management and Emissions)			
GRI 302: Energy 2016	302-1 Energy consumption within the organization	SR p.78, p.96	Elec-Abs Elec-LfL DH&C-LfL Fuels-Abs Fuels-LfL
	302-2 Energy consumption outside of the organization	SR p.78, p.96	

GRI



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GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
	302-3 Energy intensity	We are not reporting on energy intensities due to a lack of available floor space area data. We have set up a plan to secure more comprehensive data to improve reporting across the rest of the portfolio and report intensities in 2022. See SR p.77 for further details.	
	302-4 Reduction of energy consumption	SR pp.77-78, p.87 for further details. In 2021, we have increased the number of assets covered in the sustainability report. Due to this increase in scope, we are not able to report on the overall reduction of energy consumption as no comparison is possible with the previous years. We aim to report on our reduction of energy consumption in the 2022 Sustainability Report.	
Water and effluents (Waste Management, Water Management)			
GRI 303: Water and Effluents 2018	303-1 Interactions with water as a shared resource	SR p.79, p.97, pp.122-124 , pp.129-131	
	303-2 Management of water discharge-related impacts	SR p.79, p.87, pp.129-131 Priorities for 2022 are to monitor water consumption across our development business, in conjunction with water-efficient landscaping proposals. Across our investment business, we are looking to implement retrofitting projects to manage water discharge-related impacts.	
	303-5 Water consumption	SR p.74, p.79, p.97, pp. 122-124, pp.129-131	

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GRI



GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
Biodiversity (Biodiversity Protection)			
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	SR p.14, p.81 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. We are in direct contact with EAD to report more information on this material topic in the coming reports.	
Emissions (Energy Management & Emissions, Climate Risk Management)			
GRI 305: Emissions 2016	305-1 Direct (Scope 1) GHG emissions	SR pp.27-28, p.75, p.95, pp.122-124, pp.129-131	GHG-Dir-Abs
	305-2 Energy indirect (Scope 2) GHG emissions	SR pp.27-28, p.75, p.95, pp.122-124, pp.129-131	GHG-Indir-Abs
	305-3 Other indirect (Scope 3) GHG emissions	SR pp.27-28, p.75, p.95, pp.122-124, pp.129-131	
	305-4 GHG emissions intensity	We are not reporting on emissions intensities due to lack of available floor space area data. We have set up a plan to secure more comprehensive data to improve reporting across the rest of the portfolio and report intensities in 2022.	
	305-5 Reduction of GHG emissions	SR pp.27-28, p.75, p.95, pp.122-124 In 2021, we have increased the number of assets covered in the sustainability report. Due to this increase in scope, we are not able to report on the overall reduction of GHG emissions as no comparison is possible with the previous years. We aim to report on our reduction of GHG Emissions in the 2022 Sustainability Report.	

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GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
Waste (Waste Management)			
GRI 306: Waste 2020	306-1 Waste generation and significant waste-related impacts	SR p.80, p.85, p.88, p.97	
	306-2 Management of significant waste-related impacts	SR p.80, p.85, p.88	
	306-3 Waste generated	In 2021, we received low quality and partial data for total waste generated by our operations and projects, primarily driven by lack of resources to capture this information. No suitable methodology was found to estimate waste generated given the available data. In 2022, we plan to continue working on our data quality and/or develop a suitable estimation methodology to reflect our total footprint.	
Supplier environmental assessment (Responsible Supply Chain, Climate Risk Management)			
GRI 308: Supplier Environmental Assessment 2016	308-1 New suppliers that were screened using environmental criteria	100% of suppliers prequalified and 78% of tenders in 2021 were screened for sustainability criteria (including Social and Environmental). <i>*not all awarded suppliers are prequalified because it is done only on certain categories</i>	
	308-2 Negative environmental impacts in the supply chain and actions taken	No negative environmental impacts in the supply chain were identified in 2021. 318 suppliers were assessed. 43% (138 suppliers) were identified as high risk. We have conducted a specific refresher training targeting those suppliers to improve their performance.	
Social			
	3-3 Management of material topics	SR p.24, p.29, p.31, pp.47-73, p.133	
Employment (Employee Wellbeing and Development, Workforce Diversity & Inclusion)			
GRI 401: Employment 2016	401-1 New employee hires and employee turnover	SR pp.62-63, pp.92-94, pp.125-128	Emp-Turnover
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	SR p.64	
	401-3 Parental leave	SR p.59, pp.63-64, p.93 , p.127	

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GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
Labor/management relations (Employee Wellbeing and Development)			
GRI 402: Labor/Management Relations 2016	402-1 Minimum notice periods regarding operational changes	The minimum notice period is 4 weeks.	
Occupational health and safety (Employee Wellbeing and Development, Worker Welfare & Health and Safety)			
GRI 403: Occupational Health and Safety 2018	403-1 Occupational health and safety management system	SR p.69 AR p.104	
	403-2 Hazard identification, risk assessment, and incident investigation	SR p.69 AR p.104	
	403-3 Occupational health services	SR p.69 AR p.104	
	403-4 Worker participation, consultation, and communication on occupational health and safety	SR p.69 AR p.104	
	403-5 Worker training on occupational health and safety	SR p.60 AR p.104	
	403-6 Promotion of worker health	SR pp.65-70	
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	SR p.69 AR p.104	
	403-8 Workers covered by an occupational health and safety management system	SR pp.66-70	
	403-9 Work-related injuries	SR p.66, pp.93-94, p.128	

GRI



GRI CONTENT INDEX

GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
	403-10 Work-related ill health	SR pp.93-94	
Training and education (Employee Wellbeing and Development, Workforce Diversity & Inclusion)			
GRI 404: Training and Education 2016	404-1 Average hours of training per year per employee	SR p.60, pp.71-72, p.94, p.126 AR p.29, p.35, p.217	Emp-Training
	404-2 Programs for upgrading employee skills and transition assistance programs	SR p.60, pp.71-72, p.94 AR p.29, p.35, p.217	
	404-3 Percentage of employees receiving regular performance and career development reviews	2021: 30%	Emp-Dev
Diversity and equal opportunity (Workforce Diversity & Inclusion)			
GRI 405: Diversity and Equal Opportunity 2016	405-1 Diversity of governance bodies and employees	SR p.63, pp.92-93, p.125	Diversity-Emp
	405-2 Ratio of basic salary and remuneration of women to men	SR p.63, p.94, p.128	Diversity-Pay
Non-discrimination (Workforce Diversity & Inclusion)			
GRI 406: Non-discrimination 2016	406-1 Incidents of discrimination and corrective actions taken	No legal action or incidents in relation to discrimination were reported in 2021.	

GRI



GRI CONTENT INDEX

GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
Child labor (Worker Welfare & Health and Safety, Employee Wellbeing and Development)			
GRI 408: Child Labor 2016	408-1 Operations and suppliers at significant risk for incidents of child labor	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 addresses in our Worker Welfare Policy .	
Forced or compulsory labor (Worker Welfare & Health and Safety, Employee Wellbeing and Development)			
GRI 409: Forced or Compulsory Labor 2016	409-1 Operations and suppliers at significant risk for incidents of forced or compulsory labor	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.	
Local communities (Community Impact, Stable, Responsible & Diversified Growth)			
GRI 413: Local Communities 2016	413-1 Operations with local community engagement, impact assessments, and development programs	SR pp.34-46, pp.50-52, p.56, p.58	
	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 2021.	
Supplier social assessment (Responsible Supply Chain)			
GRI 414: Supplier Social Assessment 2016	414-1 New suppliers that were screened using social criteria	100% of new suppliers are screened on sustainability criteria, including environmental and social criteria.	

GRI



GRI CONTENT INDEX

GRI



GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
	414-2 Negative social impacts in the supply chain and actions taken	All suppliers are screened for social impacts. In total Aldar identified nine entities as high risk for not meeting our worker welfare requirements. Their impacts included instances where these entities retained workers identification documents, lacked documentation detailing clear grievance mechanisms, leave allowances and harassment protections; as well as poor procedures to mitigate the risk of recruitment fee payment. Aldar provided these assessed entities with a comprehensive report detailing all areas of non-compliance, improvement, specific actions, and measures required on their part to achieve compliance. Eight of the nine entities (89%) agreed to continue the process and to implement the recommended actions and measures. Aldar does not presently terminate relationships with entities that have significant actual and potential negative social impacts. It is our view that for the benefit of those employed by these entities we will exhaust all potential avenues to rectify the areas of non-compliance. We note that we have put in place a prequalification process geared towards restricting any high-risk entities from being awarded new work with Aldar.	
Customer health and safety (Customer Experience)			
GRI 416: Customer Health and Safety 2016	416-2 Incidents of non-compliance concerning the health and safety impacts of products and services	No incidents of non-compliance with regulations and/or voluntary codes concerning the health and safety impacts of products and services were reported in 2021.	H&S-Comp

GRI CONTENT INDEX

GRI Standard	Disclosure	Page number(s), direct answers, and reasons for omissions, if applicable	EPRA
Marketing and labeling (Customer Experience, Smart Design & Circularity)			
GRI 417: Marketing and labeling 2016	417-2 Incidents of non-compliance concerning product and service information and labelling	No incidents of non-compliance with regulations and/or voluntary codes concerning product and service information and labelling were reported in 2021.	
	417-3 Incidents of non-compliance concerning marketing communications	No incidents of non-compliance with regulations and/or voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship were reported in 2021.	
Customer privacy (Customer Experience, Innovation, Digital Transformation & Cybersecurity, Governance, Ethics & Transparency)			
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 2021.	

GRI



ABU DHABI SECURITIES EXCHANGE

Category	Metric	Reference
Environmental	E1. GHG Emissions	p.75, p.95 See GRI 305-1, 305-2, 305-3
	E2. Emissions Intensity	We are not reporting on emissions intensities due to lack of available floor space area data. We have set up a plan to secure more comprehensive data to improve reporting across the rest of the portfolio and report intensities in 2022.
	E3. Energy Usage	p.75, p.96 See GRI 301-1, 302-2, 302-4
	E4. Energy Intensity	We are not reporting on energy intensities due to a lack of available floor space area data. We have set up a plan to secure more comprehensive data to improve reporting across the rest of the portfolio and report intensities in 2022. See SR p.77 for further details.
	E5. Energy Mix	p.96 See GRI 302-1, 302-2
	E6. Water Usage	p.79, p.97 See GRI 303 (all)

ADX



ABU DHABI SECURITIES EXCHANGE

ADX



Category	Metric	Reference
	E7. Environmental Operations	p.31, pp.78-81, pp.86-88 See GRI 3-3
	E8. Environmental Oversight	p.31, pp.78-81, pp.86-88 AR p.139
	E9. Environmental Oversight	p.31 AR p.139
	E10. Climate Risk Mitigation	pp.122-124
Social	S1. CEO Pay Ratio	13:1
	S2. Gender Pay Ratio	Senior Management: 1.16:1 Middle Management: 1.07:1 Non-managerial associates: 0.61:1
	S3. Employee Turnover	Rate of employee turnover during the reporting period, by gender: 2021 Employee Turnover: 1,770 Male: 23.71%, Female: 23.46% See GRI 401-1

ABU DHABI SECURITIES EXCHANGE

Category	Metric	Reference
	S4. Gender Diversity	pp.62-63, pp.92-94
	S5. Temporary Worker Ratio	0% (Excludes adjacent businesses)
	S6. Non-Discrimination	No legal action or incidents in relation to discrimination were reported in 2021
	S7. Injury Rate	pp.66-69 See GRI 402-9
	S8. Global Health & Safety	pp.65-70 See GRI 403-1
	S9. Child & Forced Labor	Child labour and forced labour are included and addressed in our Worker Welfare Policy . No incidents of non-compliance with regulations and/or voluntary codes concerning incidents of child labour or forced labour were reported in 2021. See GRI-408-1 and 409-1
	S10. Human Rights	pp.66-69, p.98
	S11. Nationalisation	p.62 See GRI 202

ADX



ABU DHABI SECURITIES EXCHANGE

Category	Metric	Reference
	S12. Community Investment	pp.47-58 See GRI 413-1
Governance	G1. Board Diversity	p.63
	G2. Board Independence	p.31 AR pp.117-119
	G3. Incentivized Pay	Senior leadership performance KPIs related to remuneration are linked to DJSI performance. Details on remuneration policy more generally can be found in AR pp.121-12
	G4. Supplier Code of Conduct	p.38, p.70 Aldar's Code of Business Conduct See GRI 2-6
	G5. Ethics & Prevention of Corruption	No cases of corruption-related incidents were detected in 2021.
	G6. Data Privacy	Aldar Privacy Policy .
	G7. Sustainability Reporting	Aldar publishes an annual Sustainability Report.
	G8. Disclosure Practices	p.5, p.12
	G9. External Assurance	p.91

ADX

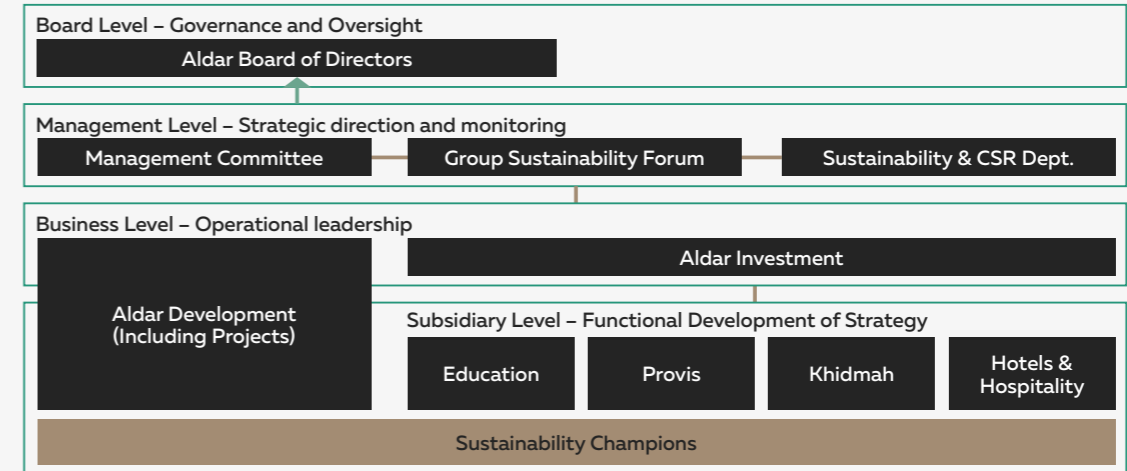


ALDAR'S RESPONSE TO TCFD

GOVERNANCE

Our Sustainability and Corporate Social Responsibility (CSR) team has grown steadily since 2018. In 2021, we finalised the provisional role of sustainability within the corporate structure:

- 01** Ultimate accountability for our sustainability strategy and performance rests with our **Group Executive Management Committee (EMC)**. Our Chief Financial and Sustainability Officer, a member of this Committee, is responsible for primary management decision making.
- 02** The **Group-level Sustainability Council** is responsible for strategy formulation, ongoing operational oversight, and recommendations for Board approval. This is one of four Strategic Management Councils within our new operating model and acts as a subcommittee for the EMC. It includes EMC members and Sustainability representatives from across the business.
- 03** **Sustainability Councils for Aldar Development and Aldar Investment** are the decision-making bodies for sustainability matters, aligning with the strategic direction provided at corporate level. We have replicated similar councils for each component subsidiary within the Investment business segment to reflect the customisation and tailoring of sustainability strategies by each of our businesses. We are now mobilising these councils, and the Group-level Sustainability Council is fully operational.
- 04** Each business segment and component subsidiary has a **Sustainability Manager** responsible for coordinating local sustainability initiatives, working with the Group-level Sustainability and Corporate Social Responsibility (CSR) team.
- 05** A network of **Sustainability Champions** will support the activities of all the Sustainability Councils. We began formalising the roles and responsibilities of these champions in 2021.



This delegated forum structure aligns with Aldar’s new operating model (see ‘Aldar Properties’ Annual Report 2021, p52-53). This model aims to empower our component businesses to lead on implementing sustainability initiatives. Going forward, we aim to finalise ongoing group-wide alignment on sustainability strategy, targets, and guiding principles. We will do this through the channels of communication between the group-level Sustainability and CSR team and the Sustainability Forums, which include regular progress updates.

After consolidating roles, responsibilities, and corporate structures for sustainability in 2021, we conducted a sustainability governance self-assessment to define our next priorities. In 2022, we will focus on improving the following aspects of governance, internal controls and risk management:

- The breadth and purpose of sustainability data collection for more informed strategic decision making by leadership.

- Sustainability risks integrated within the Group enterprise risk management framework for improved control and monitoring around sustainability risks.
- Internal capacity building, including for our new acquisitions, to improve the consistency of understanding across our delivery teams.
- Sustainability-linked incentivisation options to make sustainability a key part of commercial appraisals and strategic decisions.

These changes will cover the corporate team and every business segment. We recognise that systemic change must start with embedding sustainability across our governance structures.

Our approach to general aspects of corporate governance, including ethics, conflicts of interest and transparency is outlined within our Annual Report 2021’s Corporate Governance section, pages 134-40.

TCFD



GRI 3-3, 201-2, 303-1, 303-5, 305-1, 305-2, 305-3, 305-5

ALDAR'S RESPONSE TO TCFD

STRATEGY

1. SCENARIO ANALYSIS

As recommended by TCFD, we have undertaken a detailed analysis of two distinct and plausible climate scenarios to understand the risks we face and the resilience of our business strategy. We chose two of the Representative Concentration Pathways (RCP 4.5 and RCP 8.5), used by the Intergovernmental Panel on Climate Change (IPCC), to align our approach with best practice and leading climate science. These model a defined pathway of increased greenhouse gas concentrations, corresponding with associated levels of average global temperature rise by the end of the century.

- The RCP 4.5 scenario considers major mitigation efforts by governments to keep global temperature increase less than 2°C above pre-industrial levels, in line with the 2016 Paris Agreement. Risks in this scenario are associated with decarbonisation activities, although there is still at least 1.5°C of warming and, as a result, physical risks are present.
- The RCP 8.5 scenario considers a high emissions scenario where governments take no further action to decarbonise and global warming likely exceeds 4°C, resulting in severe and more frequent physical climate impacts on a global scale. Extreme physical risks have implications, including supply chain disruption, litigation risk and difficulty securing insurance.

2. RISK ASSESSMENT

To inform our scenario analysis, we reviewed extensive climate science data and literature from leading credible sources, including the Intergovernmental Panel on Climate Change (IPCC), whose models and reports consolidate the foremost peer-reviewed climate literature and are used as a central resource by global climate policy decision makers. We selected time horizons aligning with climate policy and available data to assess our business strategy against climate risks over the short term (up to 2030), medium-term (up to 2050) and long term (2050 onwards). Our methodology assessed climate risk impacts and likelihoods, considering these in the context of our time horizons and current business strategy. The impact was assessed per risk to our business operations, revenue, expenditure, assets and liabilities and capital financing. Likelihood was determined by the probability and frequency of the duration with which major impacts are felt once the risk materialises. This allowed us to capture the nuance of how risks materialise and are experienced over time. The risks that we identified as most material and that we are prioritising for action include:

Shareholder pressure, fines, void periods or declines in asset values if we do not comply with enhanced policy and building requirements, with capital expenditures needing to comply with new standards for energy and resource efficiency and climate defence measures.

- Significant financial market implications resulting in market disruption as investor and consumer demands shift in favour of more sustainable alternatives. Conversely, if serious climate action is not taken, physical climate risks may lead to a severe economic downturn, disrupted supply chains and reduced consumer confidence.
- Operating in a water-stressed region, water scarcity will impact our cost of operations and construction of our buildings. There will be a likelihood of the need to invest in additional water efficiency measures.
- More frequent, severe and unpredictable extreme weather events in the region are likely to include storms, sandstorms, severe rainfall, drought and flooding. Assets will need to have robust plans in place to address these risks and new developments will need to be resilient.
- Rising sea levels are a significant risk for the region. The coastline of Abu Dhabi may retreat by as much as 3.8km by 2100 and, subsequently, our assets could face flooding risk in the long term. We plan to consider investment in flood defence measures.

As a business operating in the real estate sector, key risks are increased costs associated with meeting policy and legislative requirements and the cost impact associated with mitigating or

recovering from climate events. As the physical impacts of climate change will be felt over the medium and long term, the preparatory action we take now will embed long term resilience-planning into each stage of our assets' lifecycles.



TCFD



GRI 3-3, 201-2, 303-1, 303-5, 305-1, 305-2, 305-3, 305-5

ALDAR'S RESPONSE TO TCFD

TCFD



GRI 2-23, 3-3, 201-2, 303-1, 303-5, 305-1, 305-2, 305-3, 305-5

RISK MANAGEMENT

Using insights from our scenario analysis, we created a three-year climate risk management plan.

We are developing business level ESG risk registers to monitor ESG and climate risks and track associated risk mitigation actions. These registers will be integrated into overall risk management processes which require us to consider options to transfer, avoid or reduce risk likelihood, reduce risk impact or retain a risk. We will assign overall responsibility for overseeing the chosen risk treatment option to process owners. Through our scenario analysis, we have identified several key climate risks and opportunities (as outlined in the strategy section) that we plan to actively embed into our ESG risk registers and business plans.

At Aldar Development, cost and feasibility analysis include sustainability features in the earliest stages of design. As the design checklist evolves, we will include climate resilience designs into our guidance to help mitigate future risks. We are also working to integrate sustainability into our investment criteria and due diligence processes, and will include climate risks as part of these considerations. Finally, we periodically review and monitor legislation, which includes climate and sustainability issues. This ongoing oversight enables us to manage risks associated with non-compliance and falling behind climate-related legislative requirements.

METRICS AND TARGETS

We have reported specific Scope 3 GHG emissions (see page 95 from the 2021 sustainability report for more detail). For all our environmental reporting, please see pages 95-97 of the 2021 sustainability report.

Aldar Development targets a 70% Estidama score, with a Pearl 1 or Pearl 2 building certification for all our assets. Since 2010, 87% of Aldar developments have attained a Pearl 1 and 13% a Pearl 2 rating. We are now exploring more ambitious, internationally recognised building certifications.

We are currently developing our Net Zero Action Plan, which will include updated targets and is expected to be launched by end of 2022.

REPORTING CRITERIA

WORKFORCE REPORTING CRITERIA

Social data for recently acquired businesses (previous 24 months) is not yet available across all social categories. New business units will be engaged to collect data for the next reporting year as part of acquisition and integration processes.

Reporting criteria →

Headcount	Definition	Scope	Units	Method	Source
	The total number of employees as at 31st December 2021.	All employees across all business units/ subsidiaries – excludes outsourced, contractors and other contingent workers. Additionally, for H&H only corporate employees' data has been included.	Number of employees.	Sum of employees across businesses. Each employee is treated as one person regardless of the contractual hours worked (i.e. a part time staff member is treated as a whole individual).	Reported from HR database systems.
Gender split	The percentage of male or female employees among total headcount as at 31st December 2021.	All employees across all business units/ subsidiaries, excluding outsourced, contractors and other contingent workers. Additionally, for H&H only corporate employees' data has been included.	Percentage (%).	Percentage – calculated as number of employees for specified gender divided by total number of employees.	Reported from HR database systems.
Age diversity (%)	The percentage of employees belonging to specific age groups per region, on 31st December 2021. Age groups are defined as follows: <30years, 30–50years, >50years.	All employees across each business unit/ subsidiaries, excluding outsourced, contractors and other contingent workers.	Percentage (%).	Percentage – calculated as number of employees for specified age group divided by total number of employees.	Reported from HR database systems.

REPORTING CRITERIA

WORKFORCE REPORTING CRITERIA CONT'D

Reporting criteria →

Total Training Hours	Definition	Scope	Units	Method	Source
	The total hours of formal training imparted by the organization to the employees across all business units/subsidiaries. This includes, e-learns, online-trainings, classroom trainings and other in-person trainings conducted during the reporting period.	All employees at Aldar Corporate, excluding outsourced, contractors and other contingent workers. All other subsidiaries have been excluded as the approach to data classification is standardised for central collation.	Hours.	Sum of all training hours, where one hour is represents one hour of time spent by an employee during a training session.	Reported from HR database systems.
Average Training Hours Per Employee					
	The total number of hours of formal training imparted by the organisation divided by the total number of employees at the organisation as of 31st December 2021. This includes, e-learns, online-trainings, classroom trainings and other in-person trainings conducted during the reporting period.	All employees at Aldar Corporate, excluding outsourced, contractors and other contingent workers. All other subsidiaries have been excluded as the approach to data classification is standardised for central collation.	Hours.	The total number of hours of formal training imparted by the organisation divided by the total number of employees at the organisation as of 31st December 2021.	Reported from HR database systems.

REPORTING CRITERIA

WORKFORCE REPORTING CRITERIA CONT'D

Parental Leave	Definition	Scope	Units	Method	Source
	Gender-wise reporting of the total number of employees who availed the parental leave benefits during the reporting period.	All employees who were eligible for parental leave benefit across all business units/ subsidiaries, excluding outsourced, contractors and other contingent workers.	Number of employees.	Sum of employees across businesses. Each employee is treated as one person regardless of the contractual hours worked (i.e. a part time staff member is treated as a whole individual).	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.	All employees who were eligible for parental leave benefit across all business units/ subsidiaries, excluding outsourced, contractors and other contingent workers. Additionally, for H&H only corporate employees' data has been included.	Percentage (%).	Percentage – calculated as number of employees (gender wise) who returned to work divided by total number of employees (gender wise) who availed parental leave.	Reported from HR database systems.
Turnover Rate					
	Percentage of employees (gender wise) who left the organization during the calendar year.	All employees across all business units/ subsidiaries, excluding outsourced, contractors and other contingent workers. Additionally, for H&H only corporate employees' data has been included. Transfers within Aldar Entities have not been considered as leavers.	Percentage (%).	Percentage – calculated as number of employees who left the organization (gender wise) divided by total number of employees (gender wise).	Reported from HR database systems.

Reporting criteria →

REPORTING CRITERIA

WORKFORCE REPORTING CRITERIA CONT'D

Reporting criteria →

Gender Pay Data	Definition	Scope	Units	Method	Source
	'Ratio of Average Annual Base pay between Males and Females across three group – Senior Management (Executives, Directors and equivalent), Middle Management (Vice Presidents, Managers and equivalent) and Support Staff (Non-Managerial positions).	All employees across all business units/ subsidiaries, excluding outsourced, contractors and other contingent workers. Additionally, for H&H only corporate employees' data has been included.	Ratio.	Ratio – calculated as average total base pay of all male employees within the group to the average total base pay of all female employees within the group.	Reported from HR database systems.
Health and Safety					
	Lost-time injury frequency rates are the number of lost time injuries within a given accounting period relative to the total number of hours worked in the same accounting period.	Includes all employee accidents from the Group which incur lost time during the financial year as part of an employees work activity. Hours worked are reported separately for group employees and for all contracted hours recorded by HR. Wherever, required, the hours worked are estimated based on the total work force and average hours worked per day. Additionally, for H&H only corporate employees' data has been included.	Number.	The number of Lost Time Injuries recorded for the Group per million hours worked as defined above.	Reported from HR database systems.
Worker Welfare Monitoring					
	The percentage of general contractors audited against our worker welfare standards.	Includes all outsourced, contractors and other contingent workers.	Percentage (%).	Projects that are 80% or less complete (as of September 26 2021).	Reported from worker welfare database systems.

REPORTING CRITERIA

ENVIRONMENTAL REPORTING CRITERIA

Consumption and emissions data relating to recently acquired businesses (previous 24 months) 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.

2021 environmental consumption figures were assured externally. 2020 figures were also audited however the scope and boundary audited may vary between the two years. Please refer to the reporting criteria for both 2020 and 2021 for details.

Reporting criteria →

Energy	Definition	Scope	Units	Method
	Energy covers both building and non-building gross energy consumed, including electricity, cooling, and fossil fuel use (diesel, petrol, LPG, natural gas)	Common areas of assets and business activities (such as Khidmah facilities management) where data is available. Tenanted energy data has only been provided for a select few assets in 2021, otherwise leased area energy data is not yet available for reporting. Businesses/assets acquired in FY20-21 have been excluded from the scope of this year's report which include SODIC and ASTECO. Energy consumption of recently acquired businesses is unavailable. Data coverage includes 74 out of 91 assets that were operational in 2021, and 17 out of 23 development projects that were active in 2021.	MWh	Reported from Sustainability Data Management Systems.
Fugitive emissions				
	Fugitive emissions relates to the intended or unintended release of refrigerants such as from leaks and seals in cooling units.	Fugitive emissions have only been accounted for where refrigerant data has been shared by existing assets that have on-site cooling. Businesses/assets acquired in FY20-21 have been excluded from the scope of this year's report which include SODIC and ASTECO.	tCO ₂ e	Refrigerant purchase data reported from Sustainability database systems and leakage estimated using relevant Global Warming Potentials (GWPs) in the IPCC AR4 report
Chilled water				
	Chilled water consumption used in buildings which are district-cooled.	Chilled water consumption for assets 31 out of 39 assets that have District Cooling. For the commercial and retail business unit data is not yet available for tenants, although this is included for other business units if applicable. Businesses/assets acquired in FY20-21 have been excluded from the scope of this year's report which include SODIC and ASTECO.	TRH	Reported from Sustainability database systems. In instances where assets are partially or wholly tenanted, and where chilled water consumption was available only for the whole building, common areas consumption were bifurcated based on square footage of tenants and landlord.

GRI 303-1, 303-2, 303-5, 305-1, 305-2, 305-3

REPORTING CRITERIA

ENVIRONMENTAL REPORTING CRITERIA CONT'D

Reporting criteria →

Water	Definition	Scope	Units	Method
	Water consumption for building and non-building use.	Water consumption for assets and business operations (such as Khidmah) for 75 out of 91 assets. Businesses/assets acquired in FY20-21 have been excluded from the scope of this year's report which include SODIC and ASTECO.	m ³	Reported from Sustainability database systems.
Waste	Definition	Scope	Units	Method
	Waste generated (including both hazardous and non-hazardous waste).	Waste generated for assets, building and non-building activities 14 out of 91. Businesses/assets acquired in FY20-21 have been excluded from the scope of this year's report which include SODIC and ASTECO.	Tonnes	Reported from Sustainability database systems.
Material and Fuel Consumption: Embodied Carbon	Definition	Scope	Units	Method
	Material and Fuel Consumption consumed during the construction.	Data covers 18 out of 23 construction sites which were active in 2021.	Tonnes/ Litres	Reported from Sustainability database systems.
Direct emissions – Scope 1	Definition	Scope	Units	Method
	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 as well as fugitive emissions.	tCO ₂ e	Estimation of energy emissions based on local emissions factors where available and global warming potential in the case of fugitive emissions.

GRI 303-1, 303-2, 303-5, 305-1, 305-2, 305-3

REPORTING CRITERIA

ENVIRONMENTAL REPORTING CRITERIA CONT'D

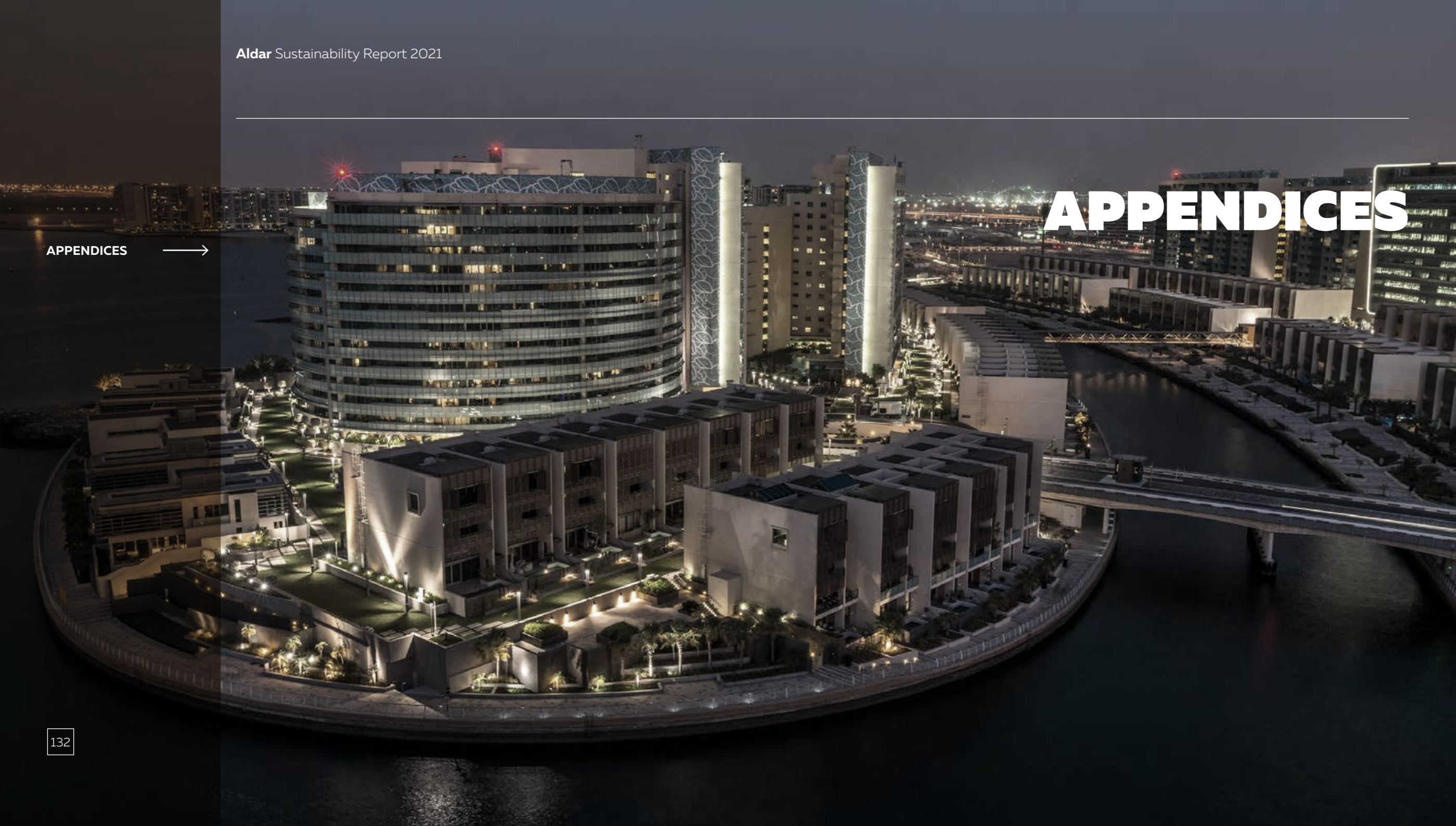
Direct emissions – Scope 2	Definition	Scope	Units	Method
	Indirect greenhouse gas emissions as a result of purchased electricity and cooling consumption, consumed by the company	Includes emissions from electricity and cooling consumption from building areas and building activities over which there is operational control	tCO ₂ e	Location-based method for calculation.
Indirect emissions – Scope 3				
	Other indirect greenhouse gas emissions from building and non-building activities including those resulting from purchased goods and services and embodied carbon, waste, water, leased vehicle usage and tenanted energy emissions.	Category 1 & 2 (Purchased goods and services; capital goods) includes emissions from supplier purchases by all business units; embodied fuel and carbon and water; includes emissions from waste generated; Category 7 & 8 (Employee commuting; Upstream leased assets) includes emissions from leased vehicles and employee flights.	tCO ₂ e	Emissions from supplier purchases for goods and services (including capital goods) were estimated based on input-output modelling. Embodied carbon was estimated in 2020 using embodied benchmarks for projects completed in the year; in 2021 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 Databases. Scope 3 impacts of energy emission factors were taken from DEFRA. Water emissions was estimated using a local supplier emissions factor. Waste, leased asset and employee commuting emissions were estimated using local emissions factors.

Reporting criteria →

GRI 303-1, 303-2, 303-5, 305-1, 305-2, 305-3

APPENDICES

APPENDICES



STAKEHOLDER ENGAGEMENT

Stakeholders →



Customers

The people and businesses we serve

How we engaged with them

- Customer portal and call centre
- Connect Community portal
- Community surveys and events
- Site tours

Needs and expectations

- Quality of products and services
- Enhancing local amenities and communal areas
- Ethical business



Our People

The people who deliver our purpose

How we engaged with them

- Town hall meetings
- Surveys
- Focus groups
- Ibtikar programme
- Whistle-blower system

Needs and expectations

- Professional development
- Safe work environment
- Recognition and reward
- Non-discrimination and equal opportunities
- Ethical business



Shareholders and Investors

Providers of our capital and funding

How we engaged with them

- Market disclosures
- Quarterly and yearly investor presentations
- Annual General Meeting
- Roadshows
- One-to-one meetings

Needs and expectations

- Sustained profitability
- Responsible business growth
- Compliance to regulatory requirements



Government and Regulators

Entities with who we seek to partner and comply with

How we engaged with them

- Site tours
- Annual General Meeting
- Representation on committees and boards of various authorities and industry bodies
- Conferences / forums
- Market disclosures

Needs and expectations

- Aligning with national development plans and programmes
- Regulatory compliance



Communities

The places where we can have an impact

How we engaged with them

- CSR activities
- Procurement
- Civil society partnerships
- Community surveys, events and newsletters

Needs and expectations

- Transparency and effective communication
- Supporting social and cultural initiatives
- Quality of products and services
- Enhancing local amenities and communal areas



Suppliers and Contractors

Where we source our goods and materials

How we engaged with them

- Tender and pre-award interviews and questionnaires
- Environmental, safety, health and supplier sustainability training sessions and supplier webinars

Needs and expectations

- Safe work environment
- Supplier qualification
- Transparent procurement processes



Banks and Lenders

Financial bodies that support our responsible financings

How we engaged with them

- Market disclosures
- Annual General Meeting
- Annual, Governance and Sustainability Reports
- One-to-one meetings

Needs and expectations






- On time payments, compliance, good reputation

ALIGNING TO THE SUSTAINABLE DEVELOPMENT GOALS

Aldar aims to align with international standards such as the United Nations Sustainable Development Goals (UN SDGs). We have identified and prioritised eight SDGs where we can have the greatest impact.

SDGs



SDG	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.	Promoting health and well-being through events such as fitness sessions (p.51)
4 Quality education 	We create inclusive and innovative learning opportunities for our people and our communities.	Emirati teacher training (p.58 & p.72) Assisted learning technology from EdTech startup Key2Enable (p.52) Support for the Unified Robotics programme in schools (p.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.	Increased female employment rates (p.63) Focus on hiring women to senior management positions (p.63) Diversity and Inclusion strategy (p.62)
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.	Embedding sustainability across our supply chains (p.38) Nurturing our human capital (p.64) Upholding high occupational safety and health standards (pp.66-69) Improving our supply chain (p.70)
9 Industry, innovation, and infrastructure 	Our deep-rooted innovation culture benefits our industry, customers, and communities. Through partnerships, we fund PropTech start-ups committed to sustainability. Our adoption of the Estidama building design methodology binds us to best-practice sustainable construction.	Broadening our impact (pp.39-40) Innovating to treat and reuse grey water (p.79) Smart and sustainable buildings (pp.82-85)

ALIGNING TO THE SUSTAINABLE DEVELOPMENT GOALS

SDGs



11 Sustainable cities and communities



We design, create, and manage communities that enrich the lives of residents and promote sustainable living.

Developing a smart community and the Sustainable City (pp.83-84)
 Building inclusive communities (p.56)
 Use of our Community Living Index (p.54)

13 Climate action



We believe climate action is both our responsibility and a necessity for the future success of our business. As part of this, we are developing a Net Zero Action Plan.

Our Net Zero Action Plan (pp.27-28)
 Cutting our material consumption (p.88)
 Aldar's response to TCFD (pp.122-124)

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.

Nurturing nature and conserving our mangroves (p.81)





JOIN THE CONVERSATION

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