



ESG DATA PACK 2024:

# SUPPLEMENT TO FISCAL YEAR 2024 SUSTAINABILITY REPORT



# ESG Appendix: Supplement to Fiscal Year 2024 Sustainability Report

This ESG Appendix provides additional insights on key environmental, social, and governance (ESG) performance indicators that supplement those featured in Aldar's Fiscal Year 2024 Sustainability Report. While the report remains comprehensive, this appendix includes further KPIs that offer a deeper understanding of our sustainability practices and progress.

The KPIs in this appendix reflect our continued commitment to transparency and our efforts to keep stakeholders informed of the full scope of our ESG performance. These additional metrics cover critical areas such as energy efficiency, waste management, employee well-being, and governance, offering a broader view of Aldar's sustainability initiatives beyond the main report.

By providing these insights, we aim to further demonstrate Aldar's dedication to driving positive environmental and social impact, while maintaining the highest standards of governance. Together, our sustainability report and this appendix reaffirm our commitment to responsible growth and long-term value creation for our stakeholders.



ESG KPI'S	ALDAR'S RESPONSE
Scope of 2024 sustainability reporting	Aldar's 2024 Sustainability report covers operations responsible for generating more than 92% of the group’s revenues, highlighting the scope and impact of our sustainability efforts across key business areas.
Materiality assessment	<p>Aldar conducts a comprehensive materiality assessment at least annually to identify and prioritise the environmental, social, and governance (ESG) issues most relevant to its business and stakeholders. The process is aligned with Global Reporting Initiative (GRI) Standards and considers both internal business impact and external societal and environmental impact, reflecting the principle of double materiality.</p> <p>The assessment involves stakeholder engagement. Material topics are prioritised in a materiality matrix based on their significance to stakeholders and Aldar's strategic relevance, and the results are integrated into the Enterprise Risk Management (ERM) framework.</p> <p>The materiality refresh for the 2025 reporting cycle has been reviewed and endorsed by the Board of Directors.</p>
Environmental policy	Aldar has adopted a formal Environmental Management Policy, which outlines the company's commitment to pollution prevention, sustainable resource use, and continuous improvement in environmental performance. The policy is endorsed by the Executive Director of Sustainability & Net Zero and approved by the Group Management Committee, ensuring strong leadership oversight. Implementation of oversight rests with the Board of Directors.
Energy targets	In FY 2024, Aldar set an operational target to reduce energy consumption by 2% on a yearly basis across owned and managed assets. This short-term target supports the company’s broader Net Zero roadmap and complements the long-term goal of reducing in-use operational GHG emissions by 76.2% per m² by 2033. The target is driven by strategic energy retrofits, smart metering, and real-time energy management initiatives implemented portfolio wide.
Energy audits	Aldar has conducted ASHRAE Level II/III Energy audits over the last two years, followed by retrofit projects for these assets. Aldar recognises the importance of proactively identifying and managing environmental and social risks associated with its standing investments.
Target for scope 2 emissions - FY 2024	Aldar has set a target of 76.2% reduction in Scope 2 in-use operational GHG emissions intensity (per m²) across owned buildings and managed spaces, and a 54.6% reduction in absolute Scope 2 GHG emissions from all other sources.

**GHG risk management**

Aldar has a Chief Financial and Sustainability Officer (CFSO) responsible for managing climate-related transition risks, a role that is central to our strategic commitment to sustainability and climate resilience.

**Climate strategy:** The CFSO is tasked with developing and overseeing the implementation of Aldar’s climate strategy, ensuring alignment with both business objectives and broader sustainability goals.

**Reporting:** The CFSO ensures accurate and transparent reporting on climate-related risks, opportunities, and performance, enhancing accountability and communication with stakeholders.

**Stakeholder engagement:** The CFSO actively engages with key stakeholders, including investors, regulators, and customers, to address and communicate climate-related issues, fostering collaborative progress toward Aldar’s climate goals.

ESG KPI'S	ALDAR'S RESPONSE
Climate transition risks and opportunities	<p>Technological risks:</p> <ul style="list-style-type: none"> <li>- Rapid advancements in sustainable building materials and technologies could render existing properties obsolete.</li> <li>- Disruptive innovations in renewable energy generation or energy storage could impact the competitiveness of current property offerings.</li> <li>- Cybersecurity threats may target smart building systems or tenant data, posing operational risks.</li> </ul> <p>Market and reputational risks:</p> <ul style="list-style-type: none"> <li>- Decreased demand for properties with high energy consumption or significant carbon footprints.</li> <li>- Increased competition from developers with stronger sustainability credentials.</li> <li>- Negative perception or brand damage resulting from perceived inaction on climate change.</li> <li>- Challenges in attracting and retaining tenants or investors concerned about environmental impact.</li> </ul> <p>Financial risks:</p> <ul style="list-style-type: none"> <li>- Higher insurance premiums or difficulty obtaining coverage for properties exposed to climate risks.</li> <li>- Potential for legal challenges due to environmental damage or failure to disclose climate-related risks.</li> </ul> <p>Market opportunities:</p> <ul style="list-style-type: none"> <li>- Growing demand for green buildings and sustainable communities in the UAE.</li> <li>- Potential for premium pricing and increased occupancy rates for properties with strong sustainability features.</li> <li>- New revenue streams from energy efficiency upgrades, renewable energy installations, and green certifications.</li> <li>- Expansion into new markets or segments focused on sustainable real estate development.</li> </ul> <p>Innovation opportunities:</p> <ul style="list-style-type: none"> <li>- Development of innovative building designs and technologies that minimize environmental impact.</li> <li>- Collaboration with research institutions and industry leaders to drive sustainability in the built environment.</li> <li>- Adoption of smart building technologies to optimize energy use and enhance tenant experiences.</li> </ul> <p>Cost reduction opportunities:</p> <ul style="list-style-type: none"> <li>- Reduced energy consumption and operational costs through improved building efficiency.</li> <li>- Lower maintenance costs and extended asset lifespans through the use of sustainable materials and technologies.</li> <li>- Potential for tax incentives or subsidies for investments in renewable energy or energy efficiency projects.</li> </ul> <p>Reputational benefits:</p> <ul style="list-style-type: none"> <li>- Enhanced brand image and reputation as a leader in sustainable real estate development.</li> <li>- Increased investor confidence and improved access to green financing options.</li> <li>- Attraction and retention of top talent due to a strong commitment to environmental responsibility.</li> <li>- Strengthened relationships with tenants and communities through sustainable initiatives.</li> </ul>



ESG KPI'S	ALDAR'S RESPONSE
Climate physical risks	<p>In addition to transition risks, Aldar recognizes the potential impacts of physical climate change risks on its operations and assets. These risks arise from the direct physical effects of climate change, such as:</p> <p>Extreme weather events:</p> <ul style="list-style-type: none"><li>- Increased frequency and severity of heatwaves, droughts, floods, and storms.</li><li>- Potential damage to properties, infrastructure, and supply chains.</li><li>- Disruption of operations and increased maintenance costs.</li></ul> <p>Sea level rise and coastal erosion:</p> <ul style="list-style-type: none"><li>- Impacts on coastal properties and infrastructure.</li><li>- Increased risk of flooding and saltwater intrusion.</li><li>- Potential need for relocation or adaptation measures.</li></ul> <p>Water scarcity and resource depletion:</p> <ul style="list-style-type: none"><li>- Reduced water availability for landscaping, construction, and operations.</li><li>- Increased competition for water resources and potential regulatory restrictions.</li><li>- Impacts on property values and attractiveness.</li></ul> <p>Biodiversity loss and ecosystem degradation:</p> <ul style="list-style-type: none"><li>- Impacts on natural habitats and ecosystems surrounding properties.</li><li>- Loss of biodiversity and potential regulatory restrictions on development.</li><li>- Negative impacts on reputation and brand image.</li></ul>
Enterprise risk management	<p>Aldar assesses the complex relationships between environmental factors under its Enterprise Risk Management (ERM) framework, allowing for the identification of key dependencies, impacts, risks, and opportunities. This approach ensures a comprehensive understanding of environmental dynamics, supporting informed decision-making.</p> <p>Dependencies: Water resources, energy sources, local ecosystems, and biodiversity.</p> <p>Impacts: Greenhouse gas emissions, water consumption, waste generation, and potential effects on biodiversity.</p> <p>Risks: Climate change impacts (e.g., extreme weather events, water scarcity), resource depletion, and regulatory changes.</p> <p>Opportunities: Energy efficiency improvements, renewable energy adoption, waste reduction and recycling programs, and enhanced reputation for sustainability leadership.</p> <p>By analysing these factors, Aldar can identify synergies and trade-offs, ultimately supporting more effective and sustainable decision-making across its operations.</p>
Risk management processes	<p>ERM Function has been audited by an independent external party (LRQ) to assess Aldar Business Continuity Management System and successfully received ISO 22301 Certification 3rd of June 2025.</p>

On-site energy generation	<p>While Aldar prioritizes energy efficiency and high-performance building design, the Group is now committed to integrating on-site renewable energy systems into all new construction and major renovation projects starting in 2026. This includes the deployment of solar PV systems, and other embedded renewable technologies, with project-level assessments to determine feasibility and optimal system sizing. Where permitted by law, Aldar integrates on-site renewable energy solutions into project design to enhance energy efficiency and reduce carbon emissions.</p> <p>In Abu Dhabi, on-site solar photovoltaic (PV) generation is not permitted for residential developments; however, it is allowed for commercial assets, and Aldar incorporates on-site solar systems wherever feasible. For example, Yas Business Park has been designed with rooftop solar PV installations.</p> <p>In addition, 100% of Aldar’s villa developments in Abu Dhabi are designed with solar water heating systems, in line with local regulations, further supporting Aldar’s commitment to sustainable building practices and reduced energy demand.</p>																	
Construction waste management	<p>100% of our contractors and suppliers are trained in waste management techniques in addition to Aldar’s waste management policies on construction sites. These trainings are delivered every 6 months.</p> <p>In 2025, Aldar implemented an incentive program on 3 construction projects where contractors are rewarded with monetary reward for achieving certain sustainability metrics. Construction Waste Management is one of the criteria for the incentive program.</p> <p>Total C&amp;D waste generated: 201,292 tonnes Total C&amp;D waste recycled: 199,467 tonnes Total C&amp;D waste disposed: 1825 tonnes</p>																	
Waste disposal	<p>For construction sites:</p> <p>1. Total waste recycled/reused: 199,467 tonnes 2. Total waste disposed = landfilled: 5,157 tonnes 3. Waste landfilled: 5,157 tonnes 4. Waste recycling: 97%</p> <p>For existing assets:</p> <p>Waste generation: 51,601 tonnes Waste recycled: 8,056 tonnes</p>																	
Solid waste management	<p>Aldar has implemented a comprehensive approach to sustainability across its operations. This includes setting ambitious targets for waste reduction and diversion, integrating renewable energy into new projects, and prioritizing water and energy efficiency. The company's commitment to green building standards, such as achieving Estidama Pearl 3 and LEED certifications, underscores its dedication to environmental stewardship. Aldar’s proactive management of climate-related risks, led by the Chief Sustainability Officer, further strengthens its resilience and competitiveness in an evolving market shaped by sustainability priorities.</p> <p>Through initiatives like Ecoloop, Aldar is driving innovation in waste management, aiming to divert all Municipal Solid Waste (MSW) from its assets and implement resource optimization strategies, positioning the company as a leader in sustainable real estate development.</p>																	
Certified wood	<p>At least 70% (by cost) of the specified wood in 60% of the projects launched in 2024 and 2025 comply with FSC, PEFC, the Canadian Standards Association, CSA, the Sustainable Forestry Initiative SFI or the Malaysian Timber Certification Scheme MTCS.</p>																	
Raw material consumption	<p>Aldar provides the following annual data on raw material consumption, expressed in tonnes:</p> <table><tr><td>2024:</td><td>2023:</td></tr><tr><td>Concrete: tonnes</td><td>Concrete: 1,485,678 tonnes</td></tr><tr><td>Steel: tonnes</td><td>Steel: 66,088 tonnes</td></tr><tr><td>Asphalt: tonnes</td><td>Asphalt: 247,317 tonnes</td></tr><tr><td>Aggregates: tonnes</td><td>Aggregates: 980,273 tonnes</td></tr><tr><td>Mortar: tonnes</td><td>Mortar: 20,219 tonnes</td></tr><tr><td>HDPE pipes: tonnes</td><td>HDPE pipes: 3,540 tonnes</td></tr><tr><td>uPVC pipes: tonnes</td><td>uPVC pipes: 18,748 tonnes</td></tr></table>		2024:	2023:	Concrete: tonnes	Concrete: 1,485,678 tonnes	Steel: tonnes	Steel: 66,088 tonnes	Asphalt: tonnes	Asphalt: 247,317 tonnes	Aggregates: tonnes	Aggregates: 980,273 tonnes	Mortar: tonnes	Mortar: 20,219 tonnes	HDPE pipes: tonnes	HDPE pipes: 3,540 tonnes	uPVC pipes: tonnes	uPVC pipes: 18,748 tonnes
2024:	2023:																	
Concrete: tonnes	Concrete: 1,485,678 tonnes																	
Steel: tonnes	Steel: 66,088 tonnes																	
Asphalt: tonnes	Asphalt: 247,317 tonnes																	
Aggregates: tonnes	Aggregates: 980,273 tonnes																	
Mortar: tonnes	Mortar: 20,219 tonnes																	
HDPE pipes: tonnes	HDPE pipes: 3,540 tonnes																	
uPVC pipes: tonnes	uPVC pipes: 18,748 tonnes																	

<b>Promoting innovative building materials</b>	<p>Aldar is actively collaborating with New York University Abu Dhabi (NYUAD) on research and development projects centred on innovative building materials. Although Aldar does not directly fund these initiatives, we play a vital role by offering technical expertise and providing project sites as testing grounds for piloting new materials.</p> <p>Specific R&amp;D projects with NYUAD:</p> <ul style="list-style-type: none"><li>– <b>Concrete from brine</b>: This project focuses on using brine, a byproduct of desalination, in concrete production to promote sustainability in building materials.</li><li>– <b>Tiles made from LC3 for coral reefs</b>: These tiles, made from Limestone Calcined Clay Cement (LC3), are designed to be used in sea walls to support coral reef growth, aiding marine biodiversity and enhancing coastal protection.</li></ul>
<b>Green buildings</b>	<p>Since 2023, all projects under design have been targeting a 30% reduction in Energy Use Intensity (EUI) compared to the ASHRAE 2007 Baseline.</p>
<b>Urban site investment</b>	<p>Aldar strategically invests in supporting SMEs, micro-enterprises and starts up through its fully owned subsidiary C2i. The business model of C2i is based on shared economy, which acts as an incubator that provide co-working solutions, providing brand curation, incubation, and pioneering concepts for sustainable growth and long-term success. e.g Cloud Spaces, Ether, Yas Food Hall. More details here: <a href="https://c2i.ae/#about">https://c2i.ae/#about</a>. Aldar also has other tenants who provide such services to SMEs and micro businesses, i.e. tenants that act as incubators other than C2i.</p> <p>Aldar is committed to minimizing environmental impact from land development by integrating sustainability principles into its greenfield development strategy. Aldar commits to developing only properties that achieve green building certification. All greenfield projects are required to meet a minimum of Estidama Pearl 2 and/or LEED certification, with sustainability targets embedded from the design stage through to construction and operation.</p>
<b>Water scarcity risk assessments</b>	<p>Aldar is committed to addressing water scarcity by integrating water-related risks into our regular risk assessments and business strategy. This includes incorporating these risks into our overall risk register, with the Chief Financial and Sustainability Officer (CFSO) assigned to manage and oversee the process.</p> <p>Low-flow fixtures have been implemented across both design and construction projects in line with Estidama guidelines, and they have also been a key feature in our retrofit projects to enhance water efficiency.</p> <p>Moreover, we have successfully completed a pilot project on smart meters and plan to scale this initiative across our entire portfolio in the coming years, improving resource monitoring and efficiency at a larger scale.</p>
<b>Water efficiency programs for real estate portfolio</b>	<p>The retrofit project spans over 5 million m2 and encompasses more than 200 buildings. These include commercial, residential, retail, hospitality, healthcare, and educational facilities. Up until 2024, Aldar has retrofitted 67 of its owned and managed assets. Reductions of 19.51% in electricity consumption and 27.47% in water consumption. Additionally, chilled water usage decreased significantly by 57.81% compared to 2023. As a result of this project, 23% of retrofitted buildings are now LEED O+M Gold or Platinum certified</p>
<b>Water stress risks</b>	<p>Aldar acknowledges that all its operations within the UAE are located in regions classified as water-stressed, according to global definitions and categorizations. While no further specific assessments have been conducted to confirm this at a more granular level, Aldar is fully aware of the challenges posed by operating in a water-scarce environment. To address these challenges, Aldar works closely with the Environment Agency Abu Dhabi (EAD) and aligns with key national strategies, such as the unified water management strategy, UAE Water Security Strategy 2036, and the Integrated Water Resources Management Plan.</p>
<b>Water related incidents</b>	<p>Aldar is committed to complying with all applicable water quality and quantity permits, standards, and regulations. In 2024, the company recorded zero incidents of non-compliance across its existing assets and construction sites.</p>
<b>Environmental fines</b>	<p>Aldar incurred zero environmental fines and penalties during the 2024financial year, reflecting strong compliance with environmental regulations.</p>
<b>Biodiversity risk assessment</b>	<p>Aldar works closely with the Environment Agency to map critical habitats in Aldar’s landbank. The agency uses tools such as the Enviroportal tool which highlights protected areas, environmentally sensitive areas, critical habitats, and marine habitats around Aldar assets. All blue carbon ecosystems surrounding Aldar islands were highlighted, and the agency provided key recommendations for each area to mitigate environmental impacts and protect local biodiversity. The tool also provides the latest environmental data on the geographic distribution of flora and fauna.</p> <p>All biodiversity assessments are location-specific and account for the unique ecological features of each development site. Each site undergoes the environmental permitting process. As part of the process, Environmental Impact Assessments (EIA) are requested, reviewed, and approved by the Environment Agency – Abu Dhabi. The EIA report and methodologies are specific to the site location and development boundary, and the results of the assessments identify the project environmental baseline. The assessments reference the legal frameworks and standards including the Regulatory Framework in the United Arab Emirates and the Regulatory Framework in Abu Dhabi. The environmental related references are the EAD Technical Guidelines which include the following:</p>



**Biodiversity risk  
assessment**

- Permitting of Development and Infrastructure Projects in Abu Dhabi, April 2014 (EAD-EQ-PCE-SOP-02)
- Technical Guidance Document for Environmental Impact Assessment (EIA), April 2014 (EAD-EQ-PCE-TG02)
- Technical Guidance Document for Wastewater and Marine Water Quality Monitoring, April 2014 (EAD-EQPCE-TG-11)
- Technical Guidance Document for Mangrove Planting Permitting and Management Plan, September 2015 (EAD-TMBS-TG-01).

The Environmental Regulations and Standards are a key reference for the studies conducted, the EIA report includes a section that sets out the environmental standards which apply within the development area, as set out within Federal and Emirate laws and regulations. The standards include ambient air quality standards, emission standards for stationary sources, prohibited substances to discharge to marine environment and recommended ambient marine water quality objectives. The standards list the parameters and the maximum allowable concentrations.

Aldar applied IUCN habitat classification, BRUVs (Baited Remote Underwater Video Surveys), and environmental DNA (eDNA) analysis in the shallow waters of Saadiyat island, which includes key Aldar developments. These are combined with guidance from the local authorities including the Abu Dhabi’s Environmental Agency (EAD) to ensure alignment with regional standards. The studies were conducted to further understand the distribution of flora and fauna in the areas nearby Aldar areas.

Aldar identifies and assesses potential biodiversity impacts, including habitat degradation, species disturbance, and marine ecosystem pressures from land development and construction. These risks are addressed through design-stage mitigation and conservation programs as recommended in the environmental impact assessment reports.

The scope includes both construction and operation phases to ensure all risks are being addressed. The EIA report describes the impacts, significance of the impacts, evaluates the impacts, proposes mitigation measures and a monitoring program for the construction and operation phase.

Aldar has a publicly available sustainable procurement policy to ensure that the procurement of goods and services throughout the Group consider appropriate environmental, social and economic factors in their purchasing decisions. The policy objectives are:

- Reduce the negative environmental impact of Aldar projects
- Deliver projects with an improved selection and utilization of products and services.
- Upskill supply chain by encouraging suppliers to adopt practices that minimize negative impacts on the environment.
- Form a 360-degree supplier feedback mechanism and work in partnership with suppliers to achieve common goals
- Increase percentage of items procured with eco-labels.
- Restrict procurement of single use plastics.
- Promote sustainable awareness and assessment amongst suppliers and contractors.
- Include sustainable criteria when evaluating offers from potential suppliers.

While Aldar’s 2024 report describes biodiversity action areas, a formal list of biodiversity-related risks will be publicly disclosed in future reports. These include outcomes of the assessment results.

**Biodiversity  
commitment**

Aldar has a publicly available Environmental Policy which highlights the biodiversity protection commitments. The policy outlines Aldar’s commitment to reducing threats to biodiversity and supporting enabling conditions for biodiversity conservation. As well as developing and operating initiatives and programs to raise awareness through engagement of conservation and protection of local flora and fauna amongst all the stakeholders. Aldar is also committed to minimising adverse impacts of Aldar’s operations on biodiversity and ecosystems, including protecting endangered species, managing marine and coastal environment where applicable and promoting the sustainable use of natural resources.

Aldar conducts biodiversity risk assessments where required, these are requested depending on the site. All developments in ecologically sensitive areas undertake the required assessments.

**Revenues from energy  
efficient buildings /  
Certified sustainable  
buildings**

The retrofit project spans over 5 million m2 and encompasses more than 200 buildings. These include commercial, residential, retail, hospitality, healthcare, and educational facilities. Up until 2024, Aldar has retrofitted 67 of its owned and managed assets (62%). Reductions of 19.51% in electricity consumption and 27.47% in water consumption. Additionally, chilled water usage decreased significantly by 57.81% compared to 2023. As a result of this project, 23% of retrofitted buildings are now LEED O+M Gold or Platinum certified

ESG KPI'S	ALDAR'S RESPONSE
Performance appraisal	Aldar has implemented a quarterly agile-type, cross-divisional performance rating system under the Project Boutique. Additionally, all C-Suite, N-1, and N-2 employees participate in an annual 360-degree feedback program linked to the annual bonus.
Employee engagement	Our engagement survey's participation rate target is set at 43% for 2024, aiming to foster strong employee involvement and gather valuable feedback for continuous improvement.
Mental health	<p>Aldar is committed to promoting mental health and well-being among its employees. To support this initiative, the company has launched the Aldar PRO-FIT program, an annual fitness, wellness, and mental health program that runs for 60 days. The program includes various sports activities, such as paddle, cricket, and football tournaments, along with the Biggest Achiever Challenge in partnership with Vogue Fitness to help employees achieve their fitness goals.</p> <p>In addition, Aldar has partnered with Pure Health to offer mental health consultations through the Pura App, providing all employees confidential access to psychologists and psychiatrists when needed. This mental health service will be launched in honour of International Mental Health Day.</p>
OHS policy	Aldar's OHS Policy's scope includes contractors and individuals under the company's supervision. OHS Policy is endorsed by board of directors. Please refer to <a href="#">OHS Policy</a> .
People of determination	In 2024, 6 employees of Aldar group workforce were individuals with a disability.
Labor practices programs	<p>Blue-collar workers: Living Wages: Aldar ensures that all the Tier 1 contractors employees receive wages aligned with employment contract.</p> <p>Working Hours and Overtime Management: Aldar monitors all the Tier 1 contractors employee working hours, manage overtime, and ensure that all overtime work is accurately compensated in accordance with applicable labour laws.</p> <p>Enhanced Social Protection: The company is reviewing its benefits package to expand coverage beyond public programs, including private health insurance and Employment loss insurance scheme.</p>



ESG KPI'S	ALDAR'S RESPONSE
Anti-discrimination	Aldar maintains a strict zero-tolerance policy toward discriminatory behaviour and harassment.
Discrimination & harassment	Aldar monitors Tier 1 contractors and their subsidiaries through the implementation of a grievance mechanism to address discrimination and harassment while protecting the confidentiality of individuals involved. Aldar raises the reported incidents with the contractors and ensure corrective actions are implemented.
Social integration in new buildings and reconstruction	<p>At Aldar, we place significant emphasis on social integration in the design of our communities and buildings. Our approach includes incorporating elements that promote accessibility, well-being, and active living for all residents. For example, we ensure the provision of green spaces within walking distance, promoting social interaction and fostering a strong sense of community. Additionally, we design bicycle tracks, shaded walkways, and public amenities to encourage physical activity and create comfortable environments that enhance well-being.</p> <p>Since 2024, all of our developments have achieved a minimum of a 2-star Fitwel rating, which focuses on enhancing community health and well-being. Fitwel-certified projects emphasize social equity, improved physical activity, and access to healthy food, ensuring spaces are inclusive and beneficial for all.</p> <p>Moreover, several of our projects have also achieved LEED certifications for Communities and Cities at Gold or Platinum levels, recognizing our commitment to social sustainability. These certifications emphasize the creation of vibrant, inclusive communities through well-designed public spaces, access to essential services, and promotion of healthy lifestyles. For instance, Athlon and Haven, two of our flagship developments in Dubai, are LEED Platinum and LEED Gold certified, respectively, for LEED for Cities and Communities. Both developments are also Fitwel certified at 2 and 3 Stars, respectively.</p> <p>Our designs are always people-cantered, ensuring that our developments not only address environmental sustainability but also enrich the social fabric of the communities we create.</p>
Social Integration Programs	<p>Aldar has committed to enhancing the accessibility of affordable commercial properties, particularly for SMEs, micro-enterprises, and low-income populations. Aldar has undertaken initiatives to develop and lease commercial spaces at competitive rates, designed specifically to support low-income population and emerging enterprises. Aldar collaborates with DMT on value housing for various income groups, focusing on full community provision (apartments, townhouses, villas), e.g. Etihad Plaza residential buildings. These properties are strategically located in areas with high potential for growth and are tailored to the needs of low-income populations and start-ups. Additionally, Aldar collaborates with local economic development programs to ensure that such commercial properties are within reach of these target groups.</p> <p>Aldar strategically invests in supporting SMEs, micro-enterprises and starts up through its fully owned subsidiary C2i. The business model of C2i is based on shared economy, which acts as incubator that provide co-working solutions, providing brand curation, incubation, and pioneering concepts for sustainable growth and long-term success. e.g Cloud Spaces, Ether, Yas Food Hall. More details here: <a href="https://c2i.ae/#about">https://c2i.ae/#about</a>. Aldar also has other tenants who provide such services to SMEs and micro businesses, i.e. tenants that act as incubators other than C2i.</p>
Workforce breakdown: Race/ ethnicity & nationality	<p>UAE FTEs in top management: 20</p> <p>Other Middle East – Top Management: 7</p> <p>Africa – Top Management: 4</p> <p>Asia – Top Management: 6</p> <p>North America and Europe – Top Management: 26</p>

<b>Workforce breakdown: Race/ ethnicity &amp; nationality</b>	South America and Australia – Top Management:4  Other Middle East – All Management positions: 68  Africa – All Management positions: 62  All Management positions:172  North America and Europe – All Management positions: 11  South America and Australia – All Management positions: 11											
<b>Gender pay analysis</b>	Our compensation principles value pay for performance and ensures alignment to the market. We conduct regular reviews internally to ensure these principles are upheld and guard against any biases, such as gender, age, etc.											
<b>Human rights mitigation &amp; remediation</b>	Aldar is formalizing the tracking and disclosure of human rights risk mitigation across its operations and projects. As of 2024, 63 contractors have been reviewed on our due diligence screening that include Human Rights risks.											
<b>Hiring costs</b>	Hiring costs for Aldar Corporate: 2023: AED 15,383 2024: AED 9,739											
<b>Customer satisfaction target</b>	Aldar targets 50% increase on the customer NPS scores for 2025.											
<b>Supplier assessment and development</b>	<div>Aldar monitors the following KPIs for supplier assessment:</div> <table><tr><td><b>Construction contracts:</b> For tenders above AED 5 mn, 100% of competitive tenders completed the sustainability evaluation in 2024.</td><td><b>Non-construction contracts:</b> For tenders above AED 500 k, 95% completed the sustainability evaluation in 2024</td><td><b>Supplier assessment at the tender/bidding stage:</b> In 2024, 100% of suppliers were assessed based on their sustainability submissions in response to the RFP.</td><td><b>Corrective actions:</b> For low-performing suppliers (those receiving a score of 0), dedicated training sessions are provided. In 2024, more than 400 suppliers engaged in our sustainability procurement trainings</td><td><b>Supplier training:</b> Two annual trainings are held for all registered suppliers, with one session dedicated to high-risk suppliers. For awarded contractors, training programs are provided.</td><td><b>On-site assessments:</b> Awarded contractors in construction projects are assessed on their sustainability performance. 100% of contractors submit green site practices data monthly.</td></tr></table> <div>This approach helps ensure continuous improvement in supplier sustainability performance and aligns with Aldar's broader sustainability objectives.</div>						<b>Construction contracts:</b> For tenders above AED 5 mn, 100% of competitive tenders completed the sustainability evaluation in 2024.	<b>Non-construction contracts:</b> For tenders above AED 500 k, 95% completed the sustainability evaluation in 2024	<b>Supplier assessment at the tender/bidding stage:</b> In 2024, 100% of suppliers were assessed based on their sustainability submissions in response to the RFP.	<b>Corrective actions:</b> For low-performing suppliers (those receiving a score of 0), dedicated training sessions are provided. In 2024, more than 400 suppliers engaged in our sustainability procurement trainings	<b>Supplier training:</b> Two annual trainings are held for all registered suppliers, with one session dedicated to high-risk suppliers. For awarded contractors, training programs are provided.	<b>On-site assessments:</b> Awarded contractors in construction projects are assessed on their sustainability performance. 100% of contractors submit green site practices data monthly.
<b>Construction contracts:</b> For tenders above AED 5 mn, 100% of competitive tenders completed the sustainability evaluation in 2024.	<b>Non-construction contracts:</b> For tenders above AED 500 k, 95% completed the sustainability evaluation in 2024	<b>Supplier assessment at the tender/bidding stage:</b> In 2024, 100% of suppliers were assessed based on their sustainability submissions in response to the RFP.	<b>Corrective actions:</b> For low-performing suppliers (those receiving a score of 0), dedicated training sessions are provided. In 2024, more than 400 suppliers engaged in our sustainability procurement trainings	<b>Supplier training:</b> Two annual trainings are held for all registered suppliers, with one session dedicated to high-risk suppliers. For awarded contractors, training programs are provided.	<b>On-site assessments:</b> Awarded contractors in construction projects are assessed on their sustainability performance. 100% of contractors submit green site practices data monthly.							
<b>Freedom of association</b>	Aldar places a strong emphasis on maintaining a direct relationship with its employees, ensuring open communication and engagement across all levels of the organisation. Aldar respects the principles of freedom of association and focuses on fostering a collaborative work environment through direct interaction with employees, promoting dialogue, addressing concerns, and supporting employee well-being within the company framework.											

<b>Lobbying practices</b>	<p>Aldar does not engage in any lobbying or political advocacy activities in any of its operating jurisdictions. This includes abstaining from contributions to local, regional, or national political campaigns, candidates, trade associations, or tax-exempt groups such as think tanks. The company maintains a strict policy of non-involvement in political or legislative lobbying, both in the UAE and within its UK operations, ensuring that all interactions with regulators are limited to compliance-related and disclosure obligations.</p> <p>Aldar maintains a governance framework for public policy engagement that ensures full compliance with applicable regulations and alignment with national sustainability agendas, including the UAE Net Zero 2050 Strategy and the principles of the Paris Agreement. The company’s interactions with regulators and government entities are strictly limited to compliance, reporting, and participation in publicly led sustainability consultations.</p> <p>Aldar continues to align its internal policies, sustainability strategy, and climate commitments with the objectives of the Paris Agreement and demonstrates this alignment through its annual ESG and Sustainability Reports, which disclose progress toward decarbonization, energy efficiency, and climate resilience.</p>
<b>Board diversity</b>	<p>Aldar is committed to facilitating a Board of Directors that is diverse in gender, age, cultural nationality and educational background, professional experience, skills, knowledge, length of service, and the legitimate interests of the Company’s principal shareholders. This commitment ensures a broad range of perspectives and expertise, supporting effective governance and decision-making.</p>
<b>CEO compensation - success metrics</b>	<p>Aldar's Chief Executive Officer's variable compensation is tied to specific pre-defined metrics. Financial KPIs include the below, among others:</p> <ol style="list-style-type: none"> <li>1. Group ROE</li> <li>2. Group Operating Cashflow</li> <li>3. Group Net Profit</li> <li>4. Group Net Profit Margin</li> <li>5. Group Incremental Adjusted EBITDA</li> </ol>
<b>CEO-to-Employee pay ratio</b>	<p>CEO compensation 2024: AED 12,231,528 Mean employee compensation 2024: AED 182,400</p>
<b>Rotation of auditors</b>	<p>Aldar recognizes the importance of maintaining auditor independence and objectivity. To ensure this, the company has implemented a robust external auditor rotation policy. The policy mandates the rotation of the lead audit partner every 3 years and the rotation of the entire audit firm every 6 years, in compliance with UAE Securities and Commodities Authority (SCA) regulations. These regulations are designed to prevent conflicts of interest and ensure the integrity of financial reporting. The selection of new auditors is conducted through a rigorous and transparent process involving the Audit Committee, considering factors such as expertise, experience, and independence.</p>
<b>Provisions for fines and settlements related to ESG issues</b>	<p>Aldar recognizes the potential financial implications of non-compliance with ESG regulations and standards. As part of its prudent financial management practices, the company will establish provisions for potential fines and penalties related to ESG matters in its audited financial statements, when required. This approach ensures readiness for any financial liabilities that may arise from non-compliance, reinforcing Aldar’s commitment to adhering to ESG standards.</p>
<b>Pay linked to sustainability</b>	<p>Aldar’s commitment to mitigating ESG risks extends to its incentive schemes, which are integrated with climate-related targets and health and safety objectives across the organization. This includes senior executives such as CEOs and CFOs of all business units, who have climate-related and health and safety objectives directly linked to their remuneration. The incentivized Key Performance Indicators (KPIs) encompass various aspects of climate action, including but not limited to carbon emissions reduction, energy intensity, water efficiency targets, and health and safety metrics such as Lost Time Injury Frequency Rate (LTIFR).</p>



<b>Employee training on ethical standards</b>	The training covers key topics outlined in Aldar's Employee Code of Business Conduct, ensuring that participants understand the principles and expectations that guide ethical behaviour across the organisation. Upon completion, each employee is required to formally acknowledge both their participation in the training and their adherence to the Code.
<b>Anti-bribery &amp; Anti-corruption policy</b>	Aldar has a detailed Group Anti-Bribery and Corruption Policy Manual. The policy has been endorsed by the Board of Directors and published online, reinforcing Aldar's commitment to ethical conduct and transparency. The policy highlights that under no circumstances shall political or charitable contributions be used, directly or indirectly, as a vehicle for bribery, undue influence, or any other form of corrupt practice.
<b>Whistleblowing mechanism</b>	<p>Aldar has engaged a third-party platform to manage the grievances for our Tier 1 contractors and subsidiaries. A Training of Trainers (TOT) session was conducted for the safety officers, camp administrators, HR &amp; Welfare officers to enhance employee awareness on the effective use of the application.</p> <p>For Aldar Corporate, our Whistleblower System is explained on our website: <a href="https://www.aldar.com/en/whistleblower-system">https://www.aldar.com/en/whistleblower-system</a></p>
<b>Codes of Conduct: Systems/ Procedures</b>	<p>The Aldar Compliance team has developed a series of interactive training videos and quizzes that will soon be launched as mandatory learning content for all employees, reinforcing awareness and understanding of key compliance topics. Aldar's performance framework integrates ethical behaviour through its core values, with 15% of all employees' bonuses tied to the five Aldar Values:</p> <ol style="list-style-type: none"><li>1. Responsible (directly linked to compliance)</li><li>2. Collaborative</li><li>3. Growth Minded</li><li>4. Results Oriented</li><li>5. Community Focused</li></ol> <p>Furthermore, executive performance is assessed through 360-degree evaluations, currently applied to N-1 and N-2 leadership levels, ensuring accountability and alignment with Aldar's values-driven culture.</p>
<b>Contributions &amp; other spending</b>	Aldar did not make any monetary contributions related to lobbying, political campaigns, trade associations, or other policy-influencing entities during FY 2020, FY 2021, FY 2022, FY 2023, FY2024.

